

North Carolina Agricultural and Technical State University

**BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING**

Alumni-Foundation Event Center, Room 103
Friday, April 17, 2015

Presiding: Ms. Laura Meagher, Chair

Minutes

The Human Resources Committee of the Board of Trustees convened on Friday, April 17, 2015 at 10:05 AM with Ms. Laura Meagher, presiding.

Roll Call revealed the following:

Present:

Ms. Laura Meagher, Chair

Ms. Karen Collins

Mr. Tim Rice

Guest:

Mr. James Griffin (Chair, Staff Senate)

Absent:

Mr. Spence Broadhurst

Ms. Janice Bryant Howroyd

Others Present:

Dr. Ericka M. Smith, Interim Vice Chancellor for Human Resources, Committee Liaison

Dr. J. Charles Waldrup, General Counsel

Ms. Linda Mangum, Director, Employee Relations and Affirmative Action Officer

Dr. Eric Gladney, Director, Center for Leadership and Organizational Excellence

Mr. Maurice Warren, HR Information Systems Manager

Ms. Tracy A. Lindsey, Executive Assistant

Ms. Laura Meagher, Chair, welcomed everyone at 10:05 AM by calling the meeting to order and roll call. The minutes were reviewed; a motion for approval was advanced and seconded, and unanimously approved. The meeting was yielded to Dr. Ericka M. Smith, Committee Liaison. The following updates were given:

Enhancement of Student Employment Services

Goal: Enhance the undergraduate and graduate student employment services at North Carolina A&T State University to:

- (1) Align with expected student learning outcomes;
- (2) Provide opportunities to support the financial obligations of students in an intellectual climate;
- (3) Support professional development relative to career and graduate education readiness;
- (4) Create ease of access via preferred student business processes and university systems;
- (5) Integrate student employment into the workforce and budget planning process annually, including infrastructure requirements such as establishment of salary ranges, posting requirements, evaluation processes, etc.

New approved policy includes: eligibility criteria, compensation & salary guidelines.

Implementation of “Key Milestones”

Spring/Summer 2015

They are currently piloting the enhanced student employment service in Student Union and several areas within the university.

Summer 2015

Assess key learning from the pilot to validate readiness for full implementation.

Fall 2015

Full implementation for all student employment, inclusive of undergraduate work study.

New Hire Onboarding Initiative-Phase 1

The four levels of onboarding were discussed: connection, culture, clarification and compliance.

Implementation of Onboarding Initiative

Phase 1 and 2 are currently in operation with identifying and integrating processes as well as clarifying roles and jobs. Items that will be included is a focus on Preeminence 2020, university branding, message from the Chancellor, etc.

- Question from Tim Rice: How will the onboarding day be organized? Full day or half a day? Answer: Currently, the first two Mondays in the month.
- Tim Rice stated: It is important to make new employees feel welcome. He attended every orientation. He suggested Dr. Erica M. Smith to speak with Constance Speight, Lead for Cone Health New Employee Orientation (NEO) on how to make orientations at the university more dynamic.
- Laura Meagher: Important to integrate code of conduct in early phase, corporate culture, and compliance in orientation.
- Eric Gladney: Will make sure to incorporate Preeminence 2020 into onboarding.

- Karen Collins: We must look at every department and see what key messages need to be shared in orientation. We must also address our student population in onboarding. We have customers and they are the students.
- Karen Collins: We must be thoughtful around diversity. We should ask the newcomer to state what they bring to the organization. Start to get people to think about why we need diversity at the university.
- Ericka Smith: Whenever she talks about diversity, she mentions about inclusion. Even though companies desire diversity and brings diversity in, they have to ask themselves if they have created an environment for inclusion.

Building a Performance Culture

- Messaging from the Chancellor and Vice Chancellors will go out.
- Introduction of OSHR revised Performance Management Plan.
- Training to managers/supervisors about performance management and effective communication.
- Ensure employees have a clear understanding of the performance expected of them and how their individual work contributes to achievement of the organizational mission (work plans).
- Provide policy consistency.
 - Laura Meagher: Do the employees self-assess? Employees should set their own goals and take ownership of their career development. Answer: It is collaborative between employee and manager.

Executive Leadership Development Update

A review of developments since previous Board of Trustee meeting was given. A mission statement was created to capture the core principles of this program. Related materials were developed to include:

- ✓ Invitational letter by the Chancellor
- ✓ How to Determine your Raters
- ✓ Frequently Asked Questions (participant)
- ✓ Frequently Asked Questions (tool for VCs and Deans)

Phase I – “Leading at A&T”

Leader capabilities were reviewed with a comprehensive timeline starting April 2015 through June 2016.

- Laura Meagher: Are employees chosen because of their leadership capabilities or can employees work their way up into the leadership pool? Is it less defined? Because employees can sometimes have a psychological challenge if they feel they are not in the bucket to potentially be groomed for leadership. Answer: The reason for the ELDP was because of eminent need and concern. This group was selected based off a combination of position and critical skills that have been witnessed.

- James Waldrup: This is the 1st time in 30 years where he has seen a Leadership Development Program in the state.
- Tim Rice: Do employees volunteer or are they being selected? Eric Gladney: The growth of staff is higher than faculty so it's a little of both. It's not to promise a job but promise to assist in developing you because at the end of this 18 months you will have transferrable skills.
- James Griffin: As Staff Senate President, he pushes for employees to get better job skills and pushes CLOE because employees can't complain about people coming to get jobs if they are not doing anything to better themselves.

Phase II (Tier II) – “Leading at A&T” July 2016-June 2017

A review of Phase II “Leading at A&T” will incorporate:

P-Participating in university leadership experiences.

R-Redefining ELDP based upon assessments and new identified gaps, strengths and opportunities

I-Identifying outcomes of leader capabilities.

D-Developing community leadership experiences.

E-Engaging lessons learned through real world experiences.

- Laura Meagher: How big is the class? Answer: Total 45; Tier II 24
- James Griffin: Is it a good idea for the faculty leader to automatically be apart of the ELDP since they are leading so many people: It is a great idea and a conversation will happen concerning the idea.

DHR Location: Karen Collins inquired about where DHR is located. It was shared that conversations have been had to move DHR on campus

With no further business, Ms. Laura Meagher declared the meeting adjourned at 10:47 a.m.

Recorded by:

Tracy A. Lindsey, Executive Assistant