



**NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY**

***BOARD OF TRUSTEES
BUSINESS AFFAIRS COMMITTEE***

THE DIVISION OF HUMAN RESOURCES

Ericka Smith
Vice Chancellor for Human Resources

November 17, 2017

BOARD OF TRUSTEES - UNIVERSITY AFFAIRS MEETING

AGGIES DO



Professional Development Update

2017-2018 ELDP

- » 35 individuals selected, invited, and accepted Leadership Executive Fellowship.
- » Colleges and Divisions represented in current cohort:

Divisions	Colleges
Advancement	Agriculture and Environmental Studies
Business and Finance	Arts Humanities and Social Sciences
Human Resources	Business and Economics
DORED	Education
IT	Engineering
Legal	Health and Human Science
Office of the Chancellor	Science and Technology
Office of the Provost	Graduate School
	Library

2017-2018 ELDP

- **Assessment:** A 360 comprehensive leadership assessment. The assessment establishes a foundation for personal and professional growth to support team effectiveness and better align the cultural norms of this institution with our Preeminence 2020 strategic plan.
- **Group Sessions:** Sessions and case studies are led by subject matter experts (SME) who create a challenging environment for learning, practice, reflection and strategic goal alignment with University priorities.
- **Individualized Leadership Development Coaching:** In an effort to include reflective practice and development throughout the ELDP experience, all ELDP participants have been assigned to a Leadership Development Coach. Coaches assist in the process of identifying personal indicators and behaviors as well as discussing leadership gaps that may exist.
- **Leadership Projects:** In an effort to maximize learning and provide a structure of development and support, the EDLP program offers an experiential component where participants apply all leadership concepts learned in a tangible way through the execution of a leadership project to be completed in groups. Projects will be selected out of institutional initiatives that have already been selected and are “in progress.”

ELDP - Curriculum Philosophy

The mission of the Executive Leadership Development Program (ELDP) is to cultivate and promote a culture of high performance and sustainable leadership at North Carolina Agricultural and Technical State University.

Executive Leadership Development
"Leading at A&T"

Ethical Decision Making

Leading Globally & Leading Change

Innovation and Agility

Collaborative & Strategic
Partnerships

Influence and Communication

Team Building

Management Development Program (MDP)

- Effort to create collaboration & support, present institutional changes in policies & procedures, and explore best practices.
- Will be mandatory for all managers and supervisors
- One day symposium

Symposium Agenda

1

The Psychology of Selection

2

Navigating Through Difficult Conversations

3

The Art of Managing Employee Relations

4

Effective and Efficient HR Processes

Current and Anticipated Development Opportunities

- Aggies Lead Program (over 50 participants currently enrolled)
- Administrative Assistant training (Summer)
- Customized retreats to address specific needs of departments, divisions and/or colleges
- Increase and/or improve courses surrounding diversity and inclusion
- Separate onboarding of senior leadership (i.e., Vice Chancellors, Deans, Assistant/Associate Vice Chancellors, Assistant/Associate Deans, Chairs, etc.)





Measuring Cultural Shifts

Indicators of Human Capital Cultural Shifts

Efficiency & Process Improvement

- Internal Reviews/Audits
- Payroll (KPI's)
- Worker's Compensation Reduction

Diversity, Respect & Appreciation

- Disciplinary Actions
- Employment Law/Grievance

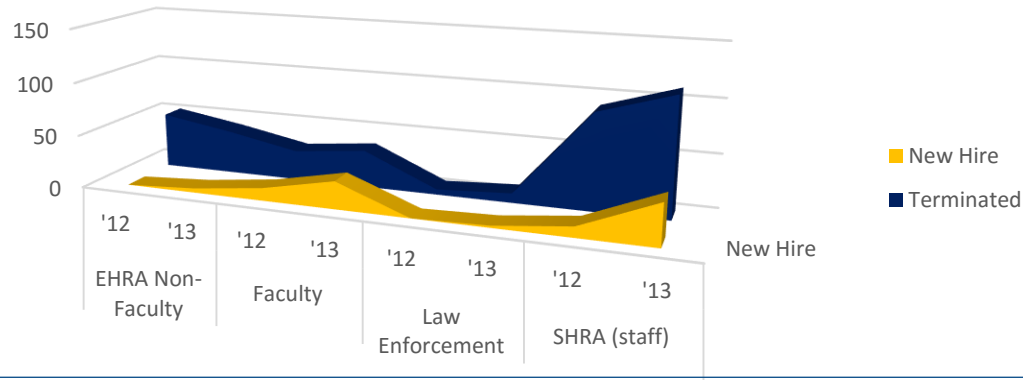
Job Satisfaction/Climate

- Absenteeism
- New Tenure Track Faculty Hiring
- Number of Retirees
- Turnover Reduction
- Engagement Survey

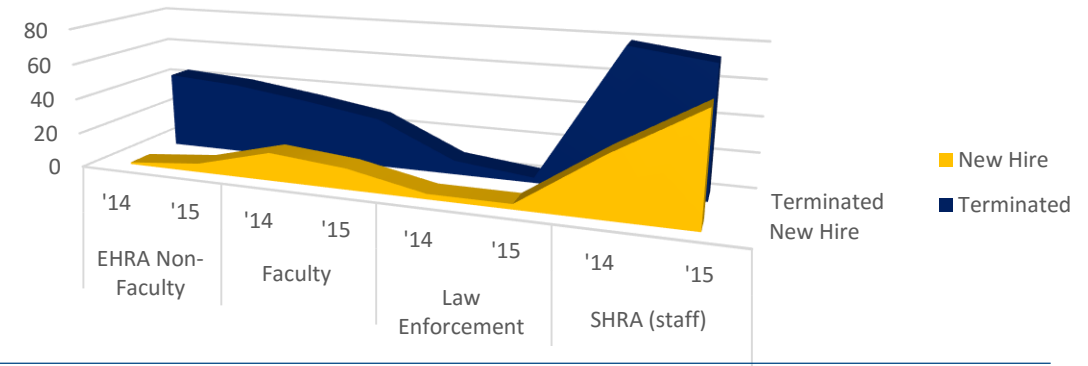
Promotional Opportunities & Professional Development

- Leadership Development Programs
- Training & Development Classes
- Internal Promotions

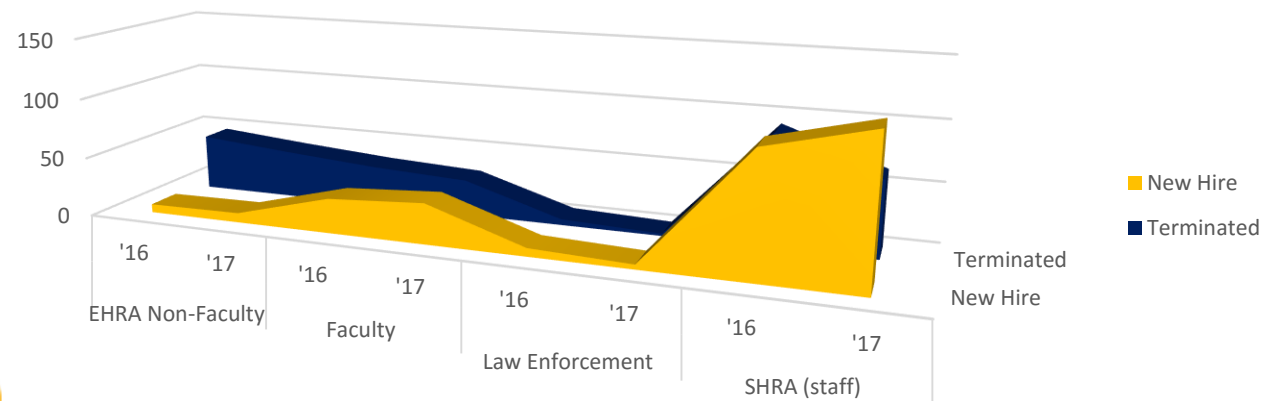
**New Hires vs Terminations
2012-2013**
N = 93 (New Hires), N=371 (Terminations)



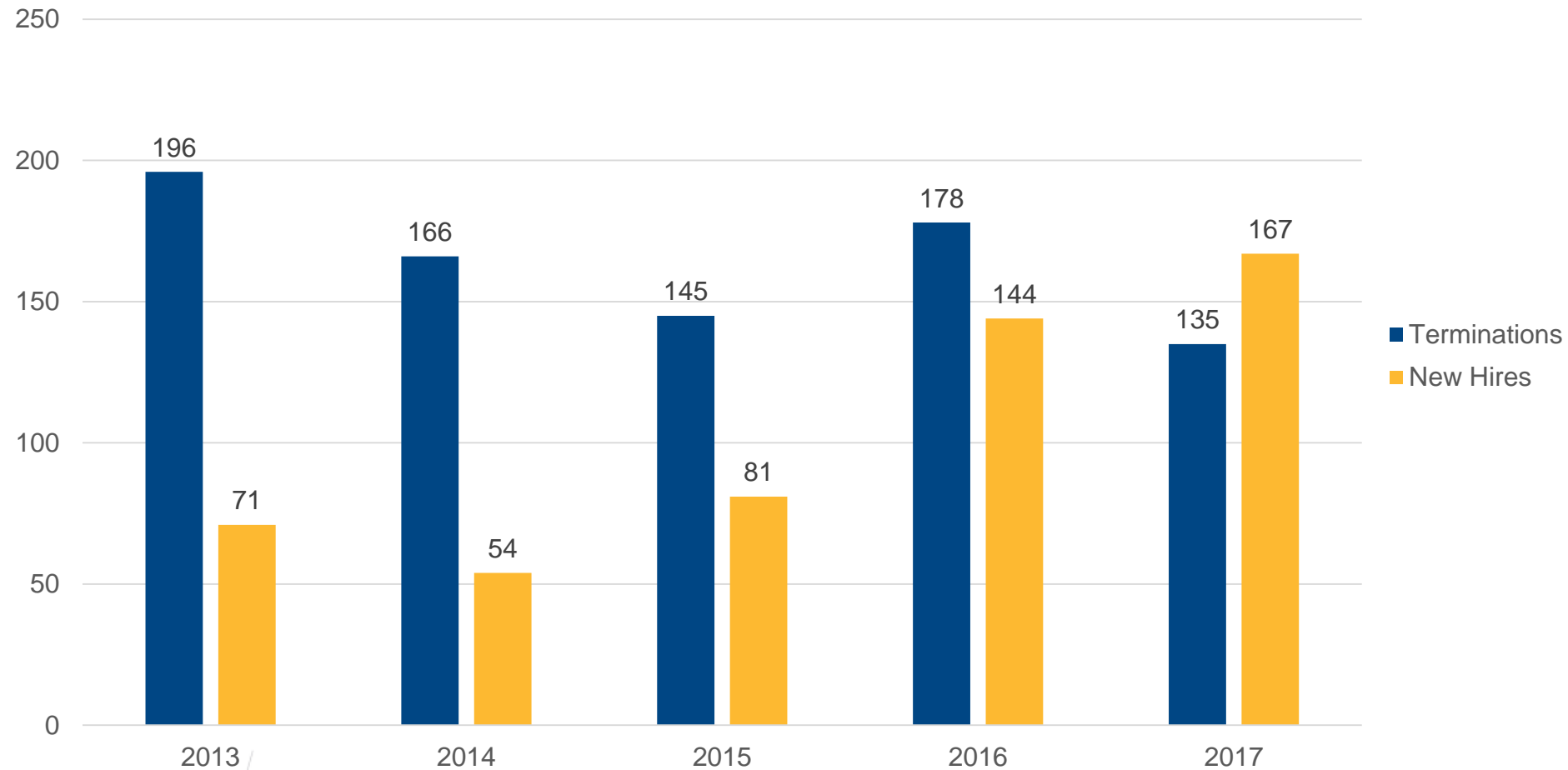
**New Hires vs Terminations
2014-2015**
N=135 (New Hires), N=311(Terminations)



**New Hires vs Terminations
2016-2017**
N=311 (New Hires), N=313 (Terminations)

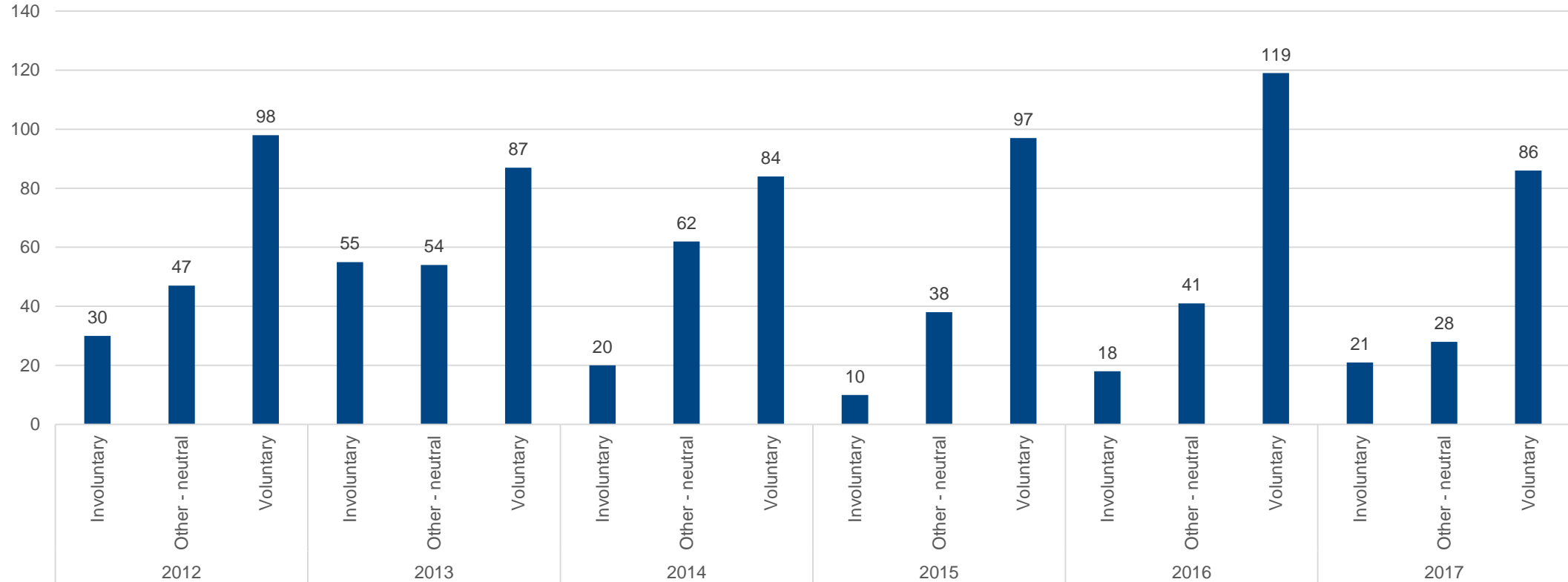


Separations vs Terminations



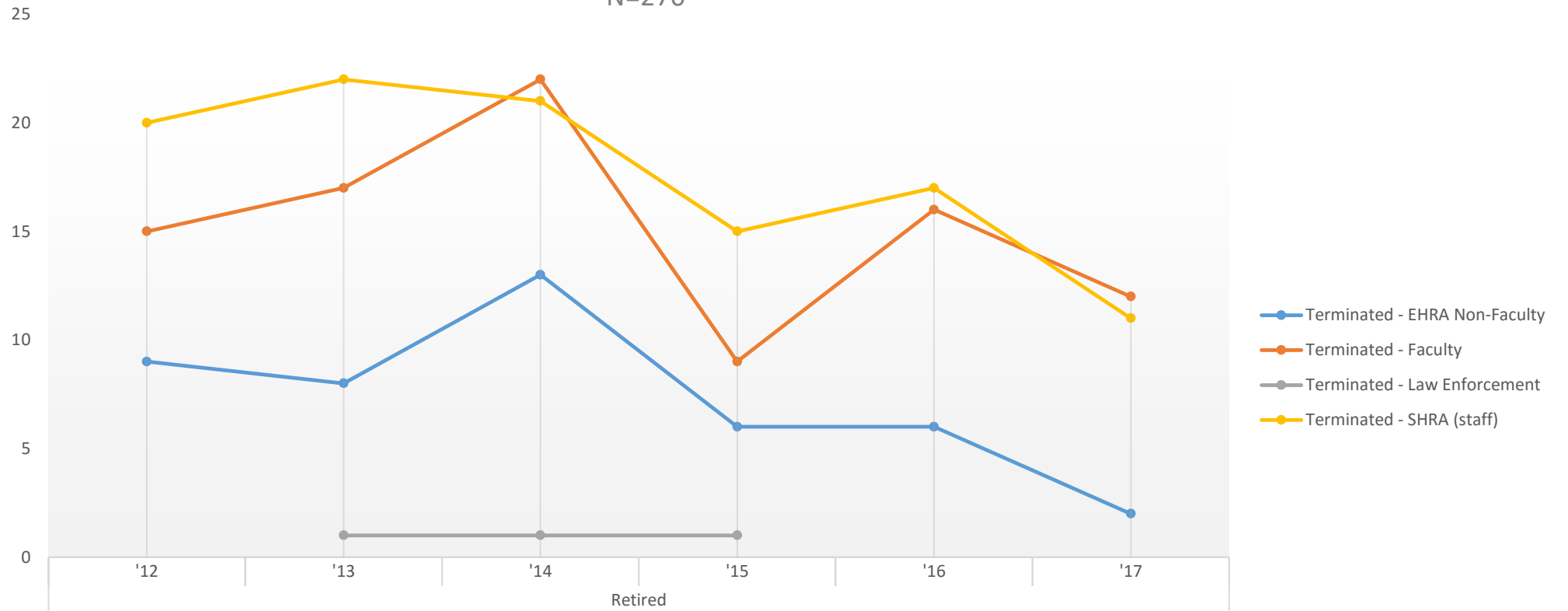
- 2017 excludes last quarter; we don't anticipate significant changes from 2016
- We typically receive an uptick in resignations/retirements in December

Separations by category and year



*Involuntary = Terminated by the university
Other = Retirees
Voluntary = Resignation

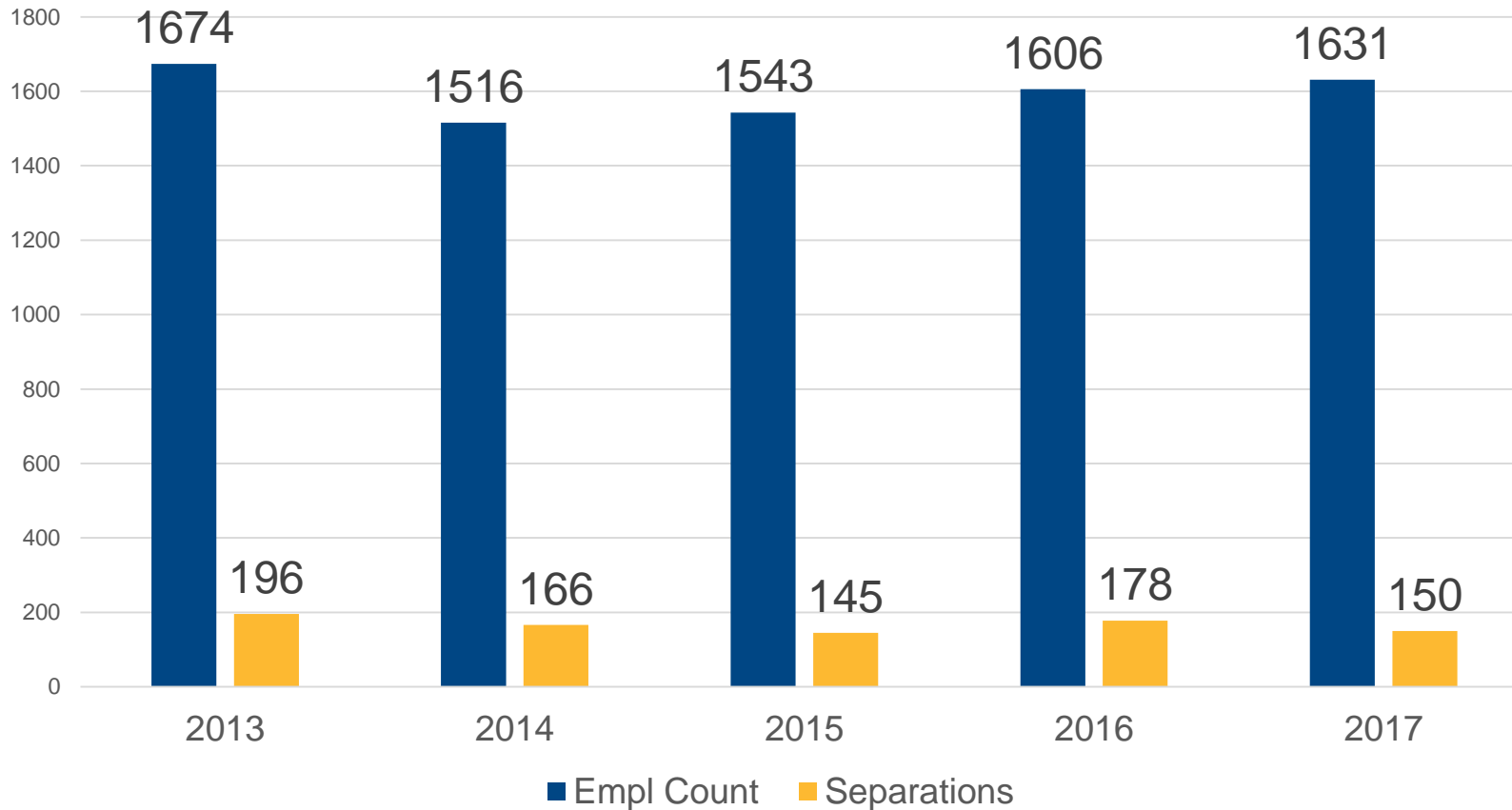
Retirement Only
N=270



	'12	'13	'14	'15	'16	'17
Terminated - EHRA Non-Faculty	9	8	13	6	6	2
Terminated - Faculty	15	17	22	9	16	12
Terminated - Law Enforcement		1	1	1		
Terminated - SHRA (staff)	20	22	21	15	17	11

Turnover rates by Year

5 year Turnover Rates



- 2017 turnover is predicted. We have 135 separations to date.
- 2013 = 12%
- 2014 = 11%
- 2015 = 9%
- 2016 = 11%
- 2017 = 9%
- 5 year average rate = 10% (Compdatasurveys.com noted average total turnover rate for higher education is 12.8%)

