

**VIRGINIA STATE UNIVERSITY BOARD OF VISITORS
COMMITTEE ON PERSONNEL, COMPENSATION & GOVERNANCE
3:00 P.M.; THURSDAY, SEPTEMBER 15, 2022
The Gateway Dining & Event Center
(on the campus of Virginia State University)
(No Public Comment Period Scheduled)**

DRAFT AGENDA

CALL TO ORDER Mr. Glenn Sessoms, Chair

ROLL CALL

INVOCATION (*Pastor Jasmyn Graham, Director of Campus Ministries*)

APPROVAL OF AGENDA

APPROVAL OF PREVIOUS MEETING MINUTES (if any)

- June 17, 2022 Committee Meeting

PRESIDENT'S REMARKS Dr. Makola M. Abdullah

REPORTS AND RECOMMENDATIONS

- Approval Items: None
- Information Items Ms. Tanya L. Simmons
Associate Vice President, Human Resources
 - Update on the Climate Survey & Equity Study
 - University Recruitments
 - Cardinal
 - Office of Human Resources Update

OTHER BUSINESS

ADJOURNMENT

All start and ending meeting times are approximate. Meetings may begin after the posted start time at the pleasure of the Board. The Board reserves the right to change its schedule as necessary.

**VIRGINIA STATE UNIVERSITY BOARD OF VISITORS
PERSONNEL, COMPENSATION & GOVERNANCE COMMITTEE
MINUTES
SEPTEMBER 15, 2022**

CALL TO ORDER

Mr. Glenn Sessoms, Chair, called the Personnel, Compensation, & Governance (PCG) Committee meeting to order at 3:00 p.m. in the Gateway Dining & Event Center.

ROLL CALL

A quorum was present.

Committee Members Present:

Mr. Jon Moore
Mr. Michael Flemming (*absent*)
Dr. Robert Denton, Jr.
Ms. Shavonne Gordon
Dr. Harold Green, Jr.
Mr. Wayne Turnage (*absent*)
Dr. Valerie Brown, Rector (*ex-officio*)

Other Board Members Present:

Mr. Victor Branch
Dr. Christine M. Darden (*arrived 3:10 p.m.*)

Legal Counsel:

Cynthia H. Norwood Marquez, Senior Assistant Attorney General

Administration Present:

Dr. Makola M. Abdullah, President
Dr. Donald Palm, Executive Vice President/Provost
Kevin Davenport, Senior Vice President for Finance & Administration/CFO
Dr. Annie C. Redd, Chief of Staff/Director, Board Operations & Relations
Tonya Hall, Vice President for External Relations
Shawri King-Casey, Vice President for Institutional Integrity & Compliance
Regina Barnett-Tyler, Associate Vice Provost, Student Success & Engagement
Maurion Edwards, CIO
Dr. Gwen Williams Dandridge, AVP/Director, Communications
Tanya Simmons, AVP/Director, Human Resources
Dr. Robert Corley, Vice Provost
Adrian Petway, AVP, Budget & Finance

Others Present:

Yourdonus James, Director, Conference Services
Kendra White, Office of Compliance
Cynthia D. Baker, Office of Human Resources
Pastor Jasmyn Graham, Campus Ministries
Dean Tessa Perry, Library
Debbie Jefferson, President's Office
Danette Johnson, President's Office
Marjorie Muse, President's Office

Others Present (continued)

Kendra White, Office of Compliance
Derrick Jennings, Technology Services
Franklin Antonio, Technology Services
Robert Phillips, Procurement Services

APPROVAL OF AGENDA

Mr. Sessoms, Committee Chair, called for a motion to approve the agenda. The motion was made and properly seconded. The Committee approved the agenda by voice vote.

APPROVAL OF PREVIOUS MEETING MINUTES (if any)

Chair Sessoms called for a motion to approve minutes from the June 17, 2022 committee meeting. The motion was made and properly seconded. The Committee approved the previous minutes by voice vote.

PRESIDENT'S REMARKS. President Abdullah did not offer remarks.

REPORTS AND RECOMMENDATIONS

Mrs. Tanya L. Simmons, Associate Vice President for Human Resources advised the committee she would be updating and discussing the following topics:

- Human Resources Update & Accomplishments
- Climate Survey & Compensation Study
- University Recruitment
- Cardinal HCM Payroll & HRIS System Update

Human Resources Update:

- Electronic Onboarding – Changes to assist Hiring managers with current onboarding materials are now provided by an electronic link for a successful onboarding of new hires.
- Electronic Personnel Transactions-utilizing Banner Enterprise Resource Management System for the completion of VSU Personnel Action Form also known as the A21.
- Outsourcing Criminal Background Checks-No longer utilizing current practice through Virginia State Police.
- Office of Human Resources (OHR) Intranet Site (officially launched September 14, 2022) - collaboration with Technology Services to create the first department intranet site at VSU on a shared drive. This will allow access to forms, HR information, and a Managers Portal.

HR Compliance Open Recruitments in HR:

- Officer - To keep and enforce the integrity of the University and the Office of Human Resources.
- Employment Specialist (Recruiter)
- Benefits
- Relations Consultant - Mrs. Simmons provided background for the urgent need of this position and the (4) unsuccessful attempts to recruit for the position. The dynamics for the need to rethink the recruiting process for this position to compete with the current hiring market. Incorporating abilities for more restorative practices with conflict management (engage and not Administrator Employee deflect).

Climate Survey & Compensation Study

VSU conducted both a climate survey and salary study simultaneously. These studies captured needed data in four phases (outreach, internal analysis, external analysis, and solutions).

Climate Survey Findings

Students:

- 75% - Happy to attend and represent VSU
- 67% - Believe that student success is always the top priority
- 70% - Communication was a concern
- 52% - Trojan Shuffle

Alumni:

- 94% - Satisfied or very satisfied with the experience and education at VSU.
- 77% - Very comfortable returning to campus after graduation
- 71% - Return to campus once per year or less (Homecoming)

Survey Takeaways:

- Employees love working at VSU
- Employees love doing meaningful work, which has a positive impact on students.

Compensation Study Findings from Responding Peers

VSU collaborated with peer Universities as well as state and local governments to review current compensation practices here at VSU. Feedback responses provided a noted strength, weaknesses and suggested recommendations.

Strength:

- VSU has a simple and consistent pay structure.

Weakness:

- Wide staff pay bands-very difficult to assess compression and expected salary progression.
- Employees are not moving through their pay ranges in a manner consistent with employee tenure and service to the institution.

Recommendations:

- Adopt an adjusted pay plan (compensation structure)/pay policy placing in new bands every 2-3 years.
- Reassign pay grades to positions based on internal equity and the market results
- Place employees within their newly recommended pay grades
- Select an implementation methodology that aligns with the compensation philosophy and financial means of VSU
- Conduct Compensation Analysis every 2-5 years to ensure appropriate alignment with the market.

University Talent and Recruitment

In March 2020 due to the pandemic, a hiring freeze was in effect at VSU. During that time, VSU had 725 filled positions with 16 vacant positions some of which were the results of retirements. As of August 31, 2022, VSU had 718 filled positions with 56 newly created positions.

Mrs. Simmons highlighted and acknowledged the Technology Services department under the leadership of CIO, Mr. Maurion Edwards. Since Mr. Edwards's arrival to VSU, his efforts to review current positions within Technology services and their responsibilities. Mr. Edwards identified duplicated positions, positions to abolish, and positions where reclassification of responsibilities and pay were necessary thus resulting in some of the 56 newly created positions to VSU. This also allowed HR with the opportunity to provide a solid organizational guidance by hiring the best candidates.

For the fall 2022 semester and with over 1400 incoming freshmen, VSU hired over 140 Adjunct professors within a matter of weeks for the anticipated need.

Cardinal HCM Payroll & HR System

The new HCM payroll and HR system known as Cardinal is coming to VSU. The planning of a Cardinal implementation goes back as far as 2017 with all state agencies and most institutions will use this platform. This new system will go live on October 3, 2022. All transactions regarding Payroll, Human Resources, Benefits, Absence Management, and Time & Attendance will generate from this new system. Training for this new system has started.

Discussion followed relative to allocation of compensation at VSU, the numbers presented regarding the hiring of employees, employee attrition, and measurement of faculty pay. Chair Sessoms requested an update to the committee on the timeframe for filling vacant positions.

ADJOURNMENT

There being no further business, Chair Sessoms called for a motion to adjourn the meeting. The motion was received, properly seconded, and the committee voted by voice vote. The Chair adjourned the meeting at 3:51 p.m.

Approved:

Chair

Date