

MINUTES
State Board of Community Colleges
PERSONNEL COMMITTEE
Thursday, May 19, 2022

PERSONNEL COMMITTEE MEMBERS

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|------------------------------|-----------------|----------------------|
| Mr. Bill McBrayer, Chair | Ms. Lisa Estep | The Hon. Ray Russell |
| Mr. Mark Merritt, Vice-Chair | Mr. Bobby Irwin | Mr. Ray Trapp |
| Dr. Lee Barnes* | Mr. Tom Looney | |

*Attended via Zoom

Absent: The Hon. Sam Searcy*

OTHER STATE BOARD MEMBERS PRESENT

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|-------------------------|---------------------------------------|--------------------|
| Dr. Shirley Carraway | Ms. Julie Ryan (Labor Comr. Delegate) | Mr. Jerry Vaughan* |
| Treasurer Dale Folwell* | Mr. Burr Sullivan* | Ms. Sarah West |
| Mr. William Holder | Hon. Terry Van Duyn | Ms. Ann Whitford |

OTHERS IN ATTENDANCE

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|--------------------------|-------------------------|---------------------------|
| Mr. Brett Altman | Dr. Kimberly Gold | Dr. Bruce Mack |
| Ms. Tawanda Foster Artis | Dr. John Gossett, ABTCC | Dr. Dale McInnis, RCC-H |
| Dr. Levy Brown | Ms. Tiffany Howell | Mr. Barry Sink, NCCCF |
| Mr. Alex Fagg | Ms. Judy Jefferson | Pres. Thomas Stith, NCCCS |
| Mr. Patrick Fleming | Dr. James 'JW' Kelley | Ms. Emily Thomas, EdNC |

*Attended via Zoom

CALL TO ORDER

Mr. McBrayer called the meeting to order at 11:01 a.m. in the Dr. W. Dallas Herring State Board Room in the Caswell Building in Raleigh, NC.

ROLL CALL

Dr. Gold took the roll of the Personnel Committee members.

ETHICS STATEMENT

Mr. McBrayer read the Ethics Awareness and Conflict of Interest Statement. No conflicts noted.

APPROVAL OF THE AGENDA AND MINUTES

Mr. McBrayer requested an amendment to the agenda to add four (4) For Action items for closed session consideration. Mr. McBrayer asked for a motion to approve the May 11, 2022 meeting agenda with the amendments. Mr. Trapp made the motion, seconded by Mr. Merritt, and the Committee approved by voice vote. Mr. McBrayer asked for a motion to approve the April 21, 2022 meeting

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minutes. Mr. Trapp made the motion, seconded by Mr. Merritt, and the Committee approved by voice vote.

Mr. McBrayer moved to enter closed session pursuant to North Carolina General Statute section 143-318.11(a)(1) to prevent the disclosure of information that is confidential or privileged pursuant to North Carolina General Statute sections 115D-27 and 126-22. Additionally, pursuant to North Carolina General Statute section 143-318.11(a)(6) to consider the qualifications, competence, performance, and fitness of individual prospective public employees and to consider the conditions of appointment for an individual public employee. Hon. Russell seconded, and the Committee entered closed session via voice vote.

For Information

The following items were available as for information items:

- System Office Vacancy Report – May 2022 (Attachment PER 01)
 - College Presidential Status Report – May 2022 (Attachment PER 02)
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New Business

Mr. McBrayer asked for new business items.

Mr. Merritt shared after reviewing the Campus Work (Organization Assessment) report he was struck by the number of Human Resources issues identified in the report including under staffing and gaps in staffing key roles and responsibilities; he continued by acknowledging items the report noted gaps in consistency of onboarding, clear roles and responsibilities, and clear job responsibilities. Mr. Merritt acknowledged these are items President Stith has added as focus areas within his first presidential goal. Mr. Merritt stated since these goals have been identified, as the Personnel Committee, it is the responsibility of Committee to make sure the items are addressed. Mr. Merritt asked for a report at the next meeting to share how we are doing addressing some of the issues that have been identified. He stated he views the retention issues as a lack of an appropriate human resource structure, further stating the items cannot be separate. Lastly noting, for better retention we need a better human resource infrastructure that addresses the issues identified in the Campus Work report. He highlighted one of the recommendations were to hire a senior executive in the Human Resources Office to be a part of Senior Team staff, which he favors.

Ms. Estep responded to Mr. Merritt's comments stating she agrees. Ms. Estep asked for clarification of the current structure for Human Resources and the plans to reorganize. She stated having a

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credentialed leader is huge, specifically noting the challenge of going through a grievance with an employee and not having someone who understands how to receive a grievance and work through the grievance. She stated that is an oversight of the Committee and with the “Great Resignation” we have to have a dedicated plan to understand how we’re moving through this and how the Board fits in to addressing this. Mr. McBrayer stated he agreed, and that Human Resources should include a senior level team member and, in the past, a now retired Human Resources personnel leader attended Board meetings to address questions. Mr. McBrayer noted the three current employees in the Human Resource Office. Mr. McBrayer stated he asked Dr. Gold to invite Campus Work to the Personnel Committee when scheduling permits to go into more detail about the human resource issues identified. Ms. Estep asked Dr. Gold was she the Senior member overseeing Human Resources. Dr. Gold responded Ms. Jefferson directly oversees Human Resources and Dr. Gold oversees Ms. Jefferson. Ms. Estep questioned why we are not hearing from Ms. Jefferson. Dr. Gold responded that each committee has a staff member, and she (Dr. Gold) is assigned as staff member to the Personnel Committee. Ms. Estep stated she appreciated the answer and hopes to understand the structure of Human Resources. Mr. McBrayer recognized President Stith; President Stith responded to the several items discussed. President Stith stated the System Office is comprehensively looking at the Campus Works report, noting the report was thorough and comprehensive and he is grateful for retaining them to assess the overall organization which has not been done in previously, in known history. He continued, stating the System Office is discussing next steps with Campus Works and other outside resources, as the report noted, the resources within the System Office are “thin”. President Stith commended the work of the individuals currently in Human Resources, and stated it is clear that additional resources need to be addressed. He stated he takes it seriously to address the needs to ensure the System Office is working efficiently and effectively as possible. President Stith stated he welcomes any request on any reports or specific areas the Committee and Board would like to receive additional information on. He ensured the Board that the System Office is moving forward with urgency to address the issues identified in the Campus Works report, not only rooted in Human Resources, but throughout the report. He noted it would be wasteful to have this data and not implement it. He stated in July he will be available to provide additional information addressed in the report and there will be an opportunity to hear from Campus Works, pending scheduling confirmation. Mr. McBrayer stated in the past Human Resources have reported to the Chief of Staff position and wanted to understand any transitions. Mr. McBrayer recognized Mr. Looney, Mr. Looney asked for clarity of the vacancy and position metrics, asking how many positions are filled and how many are vacant. Dr. Gold responded, the report noted 190 active positions and 30 vacancies; she continued by noting some positions are vacant but remain without funding, sometimes due to lack of grant funding or other funding source outside of budget allocation. She stated there can be discrepancy in the number on the vacancy report due to several issues including the ones she noted. Dr. Gold stated both she and Ms. Jefferson have reviewed the full report of positions and spoken with each division head to

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discuss and understand the divisions' hiring process. Dr. Gold noted the vacancy report is pulled from the State Human Resource system and there is limitation on what can be pulled, but the graphic may be helpful to understand the reported data. She stated the report is also a snapshot as of a specific day and within the current report there are discrepancies based on recently offered and accepted position that are still showing as vacant because the individual has not started as of the current date. Mr. Looney stated he understands the challenges of relying on a reporting system out of the System Office's control. Dr. Gold responded the State Human Resources Office works very hard, and the use of the reporting system adds an extra layer of checks and balances, as well as a framework to work within and comparison data to other State Agencies.

Mr. McBrayer thanked Mr. Merritt for bringing up the subject and asked with respect to the time for the next meeting, to table the discussion until the July meeting. The Committee agreed and Mr. Merritt clarified he sees this as opportunity; stating now that we have the information we will know where to respond. Mr. Irwin asked President Stith with the current positions staffed, is the System Office understaffed or at a working level to provide the services needed. The second question he continued by stating several months ago the Committee asked for salary adjustments for a staff member and being more than 90-days, asked for updates on this item. President Stith stated he concurs with the Campus Works report that the System Office is not at a proper staffing level, but the current staff have shown commitment to still do what is necessary to support the System Office and colleges. President Stith stated he agrees with the report the System Office is understaffed and he is looking into the areas needing additional staffing. He noted one example, stating an employee that transitioned to another agency reported, there were four (4) to five (5) additional employees doing the same task, compared to (1) at the System Office. President Stith stated he feels strongly about the passion and commitment of the System Office staff and System but noted there is work to do. President Stith responded to Mr. Irwin second question (the personnel matter) stating the item is prepared and can be presented today or can be presented at the July meeting. Mr. McBrayer agreed to wait until July to present the item and reassured Mr. Irwin the item has not gone unaddressed; it is being reviewed. President Stith confirmed he is prepared to address the item when the Committee is ready.

ADJOURNMENT

The Committee adjourned at 12:09 p.m.

Recording Secretary,
Tiffany Howell