



## Personnel Committee

September 30, 2022

### Minutes

The meeting was called to order at 11:00 a.m. by Governor Gaffney. Secretary Miller called the roll. A quorum was present.

**Committee Members Present:** Governors Gaffney, Barnhill, Kelly, Land, Stancato; Noreen Rossi, Faculty Representative and Ricardo Villarosa, Faculty Alternate Representative; Hayden Johnson, Student Representative and Fatima Hammoud, Student Alternate Representative

**Also Present:** Governors Busuito, Kumar and Thompson; President Wilson; Provost Kornbluh; Vice Presidents Burns, Ezzeddine, Johnston, Lanier, Massaron, Schweitzer, Staebler and Wright; and Secretary Miller

### APPROVAL OF MINUTES, JUNE 24, 2022

**ACTION:** Upon motion made by Governor Land and supported by Governor Stancato, the Minutes of the June 24, 2022 meeting of the Personnel Committee were approved as submitted. The motion carried.

### 2020 AND 2021 EQUAL OPPORTUNITY STATUS REPORT

Interim VP/General Counsel Laura Johnston introduced Amy Lammers, Associate Vice President in the Office of the Equal Opportunity, to provide a report on the university's equal employment initiatives and status for 2020 and 2021. AVP Lammers began her presentation, advising the committee that due to challenges from the pandemic and staffing shortages in 2020, the report cycle was delayed, and she will be reporting results today for both 2020 and 2021. The normal reporting cycle will resume in April 2023. The Equal Opportunity Status Report, formally known as the Affirmative Action Status Report, is required by Section 120 of Board statute 2.28.01, the non-discrimination policy, which requires annual reports to the Board of Governors describing the status of minorities and women, areas of non-compliance and low performance and the university's progress in meeting its established goals. Ms. Lammers advised that institution's goals are within the confines of Proposition 2, Michigan's affirmative action ban. The report covers 4 major areas of university activity, including a snapshot of total full time employees with a breakdown of women, minorities, by specific racial and ethnic groups, and by job class, rank, and school, college and division. It includes a comparison of Wayne State's performance in these areas to other Michigan peers and national peers. It also includes a section on complaints received by the Office of Equal Opportunity including those filed pursuant to the internal complaint process and those received from external agencies such as the Equal Employment Commission. The reports also include a breakdown of complaints by protected classification type. Included in the presentation are highlights of

the Office of Equal Opportunity activity in the years 2020 and 2021, and a discussion on the university's supplier diversity program.

Ms. Lammers advised that the reports are compiled using data from the university's affirmative action plans, which OEO compiles with the help of the University's Institutional Research and Human Resource Offices, and are certified each year by the Department of Labor Office of Federal Contract Compliance programs or OFCCP. Preparation of the report includes data analysis of all full time permanent positions within the university at all levels, and also includes a snapshot of temporary employees. The data is classified by the accepted EEO categories of race and ethnicity. OEO uses IPEDS data (the Integrated Post-Secondary Education Data System) as the source for data from Michigan and national peers, however, IPEDS data is not available for 2021. They are able to compare the peer information from 2020 to WSU results for 2020, but it is data. Ms. Lammers further advised that employee data on ethnicity and racial classification is self-reported and self-identified. Employees are not required to provide it, but is selected from the EOC's defined race and ethnicity categories, which are as follows: Hispanic and Latino, Black or African American, White or Caucasian, Native American or Alaskan Native, Asian, Native Hawaiian or Pacific Islander, and those who identify as two or more races or any of those previous types. The term "minority" includes all of those racial and ethnic classifications except for Caucasian, so Hispanic, Black, Asian, Native American, etc..

Ms. Lammers then reviewed a series of slides providing comparative information on a number of reporting subjects for 2020 and 2021. In terms of full-time employment, the data show a decrease of 141 employees from 2019 to 2020, and a decrease of 267 employees in 2021. She advised that there were several factors that impacted the decrease in 2021, including a hiring freeze enacted during the pandemic, and a faculty retirement incentive implemented in 2020. She added that when the data were reviewed across the board, the losses were proportionate across all job groups.

Next, Ms. Lammers discussed a comparison of women and minority employment over a 4-year comparison, and advised that the university is holding steady in this area, with women at 55.7% of employees, and minorities at 42.3%.

In addition, Wayne State exceeds the regional availability for women, Blacks, and the Asian population in small variances with other employee groups. The greatest variance is in the employment of Hispanic and Latino people, where the university's variance is 1.3 to 1.9% from the regional availability in 2020 and 2021 respectively. The next slide compared Michigan public universities to Wayne State University in terms of employment of women. WSU ranked a close 4<sup>th</sup> in employment of women, just 10ths of a percentage point behind University of Michigan-Flint, Oakland and Grand Valley State. In comparison to other Michigan public universities in terms of minority employment, WSU is number one by far, with 42.58% minority employees. Ms. Lammers also provided information on how women and minorities are distributed throughout the various job classifications or employee groups, which remained fairly steady in their proportions over this timeframe.

Turning to full time female employees in management occupations compared to other Michigan public universities, WSU is a close 3<sup>rd</sup> behind University of Michigan Ann Arbor

and University of Michigan Flint. WSU is at 58.08% , they're at 59.5% and 59.2%, respectively, and WSU is above regional availability on the average of other Michigan publics. And again, when compared to other Michigan public universities in WSU's employment of minorities in management occupations, Wayne State is 1<sup>st</sup>, almost 8% ahead of Eastern Michigan University, its next closest competitor. Wayne State is the definitive leader in terms of employment and retention of minorities in leadership positions. Ms. Lammers then provided a 6-year comparison of women and minority faculty over that period, as well as the number of Black and Hispanic faculty over the same period, which has remained relatively constant, but could be better represented. She added that despite a loss of 99 faculty in 2021, the representation of women and minority faculty remained proportionally about the same. The biggest losses occurred in the # of Assistant Professors, and the # of Associate minority professors. She added that in all other faculty ranks, other than Associate Professor, women and minority faculty increased over this period.

Mr. Villarosa asked Ms. Lammers to check the titles being used to describe the faculty, as new job titles and definitions have been implemented, and the former lecturer title has been replaced. These new definitions may impact the report in the future; Ms. Lammers advised she will look into those changes and make sure the next report accurately uses the new classifications. She added that Lecturers had not been previously included in the data provided for this report, and it will be a question going forward. Governor Gaffney suggested that Mr. Villarosa and Ms. Lammers meet to discuss a solution, and they agreed to do so.

Next, Ms. Lammers turned focus on the complaints received by the Office of Equal Opportunity. The 4 year comparison showed a drop in the number of complaints received in 2020, which she believes is related to the pandemic, with remote work and remote learning impacting personal interaction. The Office of Equal Opportunity serves as the contact for all faculty, staff, and students who want to avail themselves of the non-discrimination policy and complaint process. Complaints are received either internally, or externally through government agencies, which may include the EEOC, the Michigan Department of Civil Rights, and from the United States Department of Education's Office of Civil Rights. Under WSU's internal policy, each new complaint is first reviewed as an initial inquiry. Ms. Lammer's provided a chart with a summary of inquiries and the number of formal complaints, and advised that the data show a decline in the number of total complaints over this period, from 42 in 2018 to 25 in 2021. In commenting about potential reasons for the decline, Ms. Lammers advised that while she hopes it is a reflection of better practices and that the university's efforts in diversity and inclusion and equity help, it may also be impacted by a slower processing time by government agencies that take complaints of this nature. She advised that some of these government agencies have been overwhelmed. She added that her office still has 3 open complaints from 2020 and all of the complaints received from outside agencies in 2021 are still open today. In reviewing a 3-year comparison of complaints by category, Ms. Lammers advised that the trend has moved away from complaints based on race and more towards complaints based on disability. That trend aligns with requests for accommodations seen by the OEO office as well, a factor Ms. Lammers believes is also impacted by the pandemic, with the rise in mental health issues, including anxiety and depression, related to COVID. With

this increase in requests for accommodation, Ms. Lammers advised that they will add this area in future reports, noting the # of requests for accommodation received, the type of disability, and the solution for the accommodation for employee or student.

The OEO office has also been engaged in training for faculty and staff, and the Title IX office has been actively engaged in training students and responsible employees in sexual assault prevention and reporting practices. The office also offers training in diversity, non-discrimination and an important component is training for faculty hiring and executive search committee training and related modules. . Included in those discussions with search committees are committee formation, how to advertise and seek out a diverse pool of candidates using diverse professional resources and publications and advertising with Historical Black Colleges and Universities, and committee composition to build a well-represented diverse committee. Research clearly shows that people are more likely to select a candidate who is like themselves, which it is why it is important that committees include both men and women and minority representation, and that it may be necessary to reach outside of the school or college to achieve that level of diversity. Training also includes a section on implicit bias, which teaches people to recognize subconscious processing. A diverse committee brings different perspectives, different experiences to the group discussions and is more likely to result in at least identifying qualified diverse underrepresented candidates.

In her closing comments, Ms. Lammers advised that in 2020, the office was identified by the Office of Federal Contract Compliance for a routine audit, the first in nearly 20 years. The audit includes review of all aspects of the University's equal opportunity policies and practices, including hiring, promotions, pay and termination. The audit included an enormous effort by the Office of Equal Opportunity and its partners in the Office of Human Resources. While more information on this will be contained in next year's report, Ms. Lammers advised that she was very pleased that no violations were identified in the audit. She acknowledged and thanked colleagues in Human Resources, the OEO staff, particularly Tommy Martin, for his significant input in preparing these reports and this presentation. The floor opened for questions prior to comments on Minority Purchasing. Professor Rossi asked for clarification on disability accommodations, and whether those are facility related, or if there are other factors that may be more easily addressed. Ms. Lammers advised that accommodations can be physical, such as assistance devices and equipment, or in other manners, and indicated that there have been an increased number of requests for working remotely. These can include requests from individuals who may be immuno-compromised, or have other conditions that make them at a high risk for COVID. Ms. Lammers, who also serves as the ADA coordinator for the University, also reviews issues related to accessibility to buildings, which covers issues such as broken railings or concrete, and even elevators.

Governor Kelly commented that the summary of complaints does not provide information on the severity of the issue, and asked Ms. Lammers to provide some additional insight on this area. Ms. Lammers advised that the report includes information for the formal complaints on whether or not there was a finding of discrimination, which she would take as a sign of the severity of the issue. It would mean that either the University or an external agency had found evidence of wrong-doing or discrimination. She advised that there has

been no finding of discrimination by the University for the past 2 years, which she takes as a good sign. She added that a lot of complaints filed can come from misunderstandings, or someone believing they had been treated unfairly, and there is not a lot of evidence to show that it was due to a protected classification. There are corrective measures that can be implemented, and OEO works with HR and department managers and supervisors on ways to improve communication and sensitivities. In response to a question from Governor Kelly, Ms. Lammers affirmed that complaints can be lodged by students, faculty or staff.

The final section of the report is a review of university spending with minority and women suppliers, which was presented by Ken Doherty, Assistant Vice President of Procurement and Strategic Sourcing. Mr. Doherty presented two charts, showing 10 year trends. He advised that the peaks and valleys over this time period often comes down to construction, and specific projects in this area. He discussed a few of the women and minority firms that contracted with the University over this period, He also advised that the report includes a separate pie chart on construction itself and on general spend, and then total spend. He advised that in addition to women and minority owned businesses, his department also tracks veteran-owned businesses, physical disabled owned businesses, and most recently, they have added LGBTQ and small businesses to the tracking. For future reports, he will provide information on 4 categories of minority spend. In terms of efforts to enhance minority spend, the university is a member of a number of organizations that serve these communities, including the Michigan Minority Procurement Council, the Great Lakes Women's Business Council, the Asian American Pacific Chamber of Commerce, AAPAC, the Michigan Hispanic Chamber of Commerce and the university participates in other outreach efforts. One in particular is participation in trade fairs, where buyers look for potential new suppliers to the university. He advised that they continue to look for new opportunities to expand in this area. Governor Thompson asked for clarification on the "small business" classification, and whether that meant businesses that are not minority, women or other disadvantaged groups. Mr. Doherty confirmed that definition, and advised that they are tracking the spend for all segments, and this information is included in reports to the federal government. The university uses the definition of small business as defined by the U.S. Small Business Administration, but they are carefully not to "double-dip" an organization. As an example, he indicated that if a company is minority owned, but the minority owner is a women-owned business, who happens to be a small business, it appears in only one of the four categories, usually based on how the organization defines itself.

Governor Gaffney asked committee members if they were comfortable with this reporting methodology, and there was concurrence. Governor Thompson asked whether or not they track Detroit-owned businesses. Mr. Doherty confirmed that this information is tracked, and included in the report, and that the Detroit-based spend is up significantly at this point in time. Governor Stancato suggested that the title of the report be modified to accurately reflect the categories of spend that have been discussed, and Mr. Doherty will update the title for next year's report. In response to a question from Professor Rossi, Mr. Doherty confirmed that he has only recently added small business information to the bar chart provided, and that the statistics for prior years do not provide an apples to apples comparison. Professor Rossi commented that it is difficult to assess the data for previous

years given the changes to the chart for FY 2020 and FY 2021. Mr. Doherty believes that the small business designation included here reflects mainly local or Detroit-owned businesses.

Governor Thompson asked whether additional information is available defining the minority-owned business categories. Mr. Doherty advised that the information is compiled from what the vendors include on their application, and while they can update the future, the information they currently have would not necessarily be complete. Governor Thompson suggested it would be helpful to have whatever information is currently available for these categories. Mr. Doherty will prepare that information.

Turning to other questions, Governor Kelly asked Ms. Lammers if there was a relationship between the decrease in the number of minority employees and the decrease in total enrollment. She is wondering if there are any conclusions to be drawn from this set of statistics. Ms. Lammers commented that the university is making every effort to increase minority representation in the faculty, which would be one method of retaining and attracting students to come to Wayne State. She added that the proportion of minority and women employees did remain the same, despite the overall decrease in employees.

## HR UPDATE

Governor Gaffney called on Carolyn Hafner, the University's Chief Human Resources Officer, for an update. Governor Gaffney commented on the number of challenges that HR has had to face during the pandemic, and now working through the call back to work, which is one of the items that Ms. Hafner will be speaking about this morning. He understands that there are a number of open positions at the university and looks forward to hearing more about it.

Ms. Hafner thanked the committee for the opportunity to present, and advised that she was asked to provide an update on the University's Flexible work arrangements program, on the number of vacancies at the university, and provide a brief update on HR benchmarks in accordance with HR Strategic Plan.

Ms. Hafner advised that during the pandemic, the university was 100% remote, which was a huge change for the university. She added it was a Herculean effort to make that change. The university remained 100% remote until the beginning of the fall term of 2021, although a number of people were coming to campus. Over the last year, discussions have centered on the creation of a hybrid workforce environment to address changes in the workplace and in the needs of the work force. Employees asked for work-life balance and flexibility in their schedules. A university committee, whose membership was a cross section of individuals, academic and non-academic, leaders and staff across campus, was formed, and a pilot program was instituted in the Fall of 2021 to test the university's ability to have a hybrid workforce. They used that time to refine policies and procedures, to gain feedback from people across campus, and to understand what worked and what did not. Policies and procedures for the revised Flexible Work Program were finalized effective August 1, 2022, and were informed by the feedback received during this process.. Ms. Hafner advised that the program developed is a true flexible

work arrangements program. The policy is included in the university's Administrative Policy and Procedures Manual and on the HR website. In reviewing the feedback received, the strongest message that came through was a request from employees to know the # of days they needed to be on campus. Outside of critical infrastructure workers, such as facilities, police officers, and others, the consensus was to build a model based on 3 days on campus and up to 2 days remote, but if exceptions to that model need to be made, leaders have the authority to determine what is appropriate based upon not only the needs of the employee but the needs of the department, faculty, staff our other internal customers. The model is built on the understanding that the university will have critical and peak operating times when staff need to be here. A form has been created, which supervisors and employees will sign, and it is subject to review and change as needed.

Following formalization of the policy on August 1, 2022, campus leadership were surveyed, and HR found that about 93% of employees are on campus 3 or more days a week. In many instances, employees come in 4 to 5 days a week. There have been some exceptions, to a lesser degree, with about 7% of employees working 2 or more days remotely, Ms. Hafner advised that the campus daily screener provides additional verification on the number of individuals on campus daily, on average. The numbers were higher for September 2022, reflecting the new policy. Ms. Hafner advised that she was also able to review the categories of individuals on campus as well, with an uptick in management level, non-academic as well as department chairs and deans, and academic leaders. There have also been increases in IT staff, part-time faculty, graduate assistants, and others who are back on campus. Overall, they have received positive feedback from employees for the university providing the flexibility they have needed and wanted. She added that both morale and productivity are up. The FWA has provided flexibility for employee participation that the university did not have historically. The final area in the FWA policy that still needs discussion is whether or not there are positions that might be aptly suited for 100% remote work, and that is under further review.

In response to a request for a summary of the University vacancies for full-time positions, Ms. Hafner shared a chart outlining 275 job postings for academic, research, staff and executives that had been prepared as of September 16, 2022. In checking the status as of today's date, September 30, 2022, 247 jobs are posted in the system, with about the same proportion of job categories as listed on the report.

Turning to HR benchmarks, Ms. Hafner advised that there is much work ahead in rebuilding in HR. They have developed a Strategic Plan, and developed benchmarks for key performance indicators for improvement in areas of such as responsiveness and customer service. They are looking at each major process from beginning to end. A number of major initiatives are currently in progress, including on the Benefits Administration side, Phase II of Banner Integration, and an HR Dashboard for leaders. Ms. Hafner is meeting with university leaders to get a clearer understanding of their needs in terms of information and data. She anticipates a clearer understanding of those needs by January. HR is also in the process of implementing Phase II of the performance management system, as well as implementing a new applicant tracking system, which replaces a system that is 20 years old.

Governor Land commented on how organizations are dealing with the changes to remote work, and whether or not, with these changes, needs for buildings and for office space also change. She mentioned in particular the term "soft mentoring", and how that applies to individuals working remotely. She hopes a review of building and office space is part of the continued discussion as this new policy evolves. Organizations still want the benefit of people working together, but in perhaps different ways. Ms. Hafner assured Governor Land that these are issues that the University is considering as it moves forward.

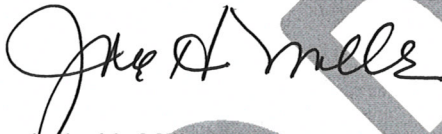
Governor Gaffney asked for clarification on the term "Cornerstone Conversation". Ms. Hafner advised that Cornerstone is the name of the vendor of the performance management system. Cornerstone Conversations is the goal setting portion, where managers sit down with their employees to talk about setting goals.

Before adjourning, Governor Gaffney reminded the Committee that there will be a regular schedule of reports coming before it, beginning with an annual HR report in January, at its next meeting.

#### ADJOURNMENT

There being no further business, the meeting adjourned at 12:04 p.m.

Respectfully submitted,



Julie H. Miller  
Secretary to the Board of Governors