

Sheraine Gilliam, PHR

Innovative Human Resources Leader

I am an experienced human resources administrator with over 20 years of service to the business and higher education communities, offering unique and innovative strategies to impact employer value propositions. I serve as a senior administrator, trusted advisor, and strategic partner to institutional leaders across the University of North Texas System (UNTS), implementing HR programs focused on service improvement, increased efficiencies, and employer brand management for over 14,000 employees. Previously led the development and implementation of human resources strategy to drive organizational and cultural change in employee relations, talent management, learning and development, benefits administration, and human resources technology at Austin Peay State University and City University of New York (CUNY). I am extremely committed to progressing the HR profession as demonstrated through my extensive volunteer work with professional organizations such as the College and University Professional Association for Human Resources (CUPA-HR).

PROFESSIONAL EXPERIENCE

University of North Texas (UNTS) System – Dallas, TX - 2021 – present

Vice-Chancellor and Chief Human Resources Officer

Serves as Chief Human Resources Administrator for more than 14,000 faculty and staff across UNT System's three world-class universities and system administration office. Leads a talented and dynamic HR team of four Assistant Vice-Chancellors/ Chief HR Officers and over 60 team members system-wide. Works as a change agent, collaborator, and strategic partner, promoting continuous improvement and superior customer service. Leads efforts in developing initiatives to reform and streamline current business processes and evaluate and update policies, procedures and practices across UNT World. Actively fosters a climate of diversity, inclusiveness, belonging, professionalism and civility amongst UNT World community members.

- Advocated for campus Executive Directors to be retitled as Assistant Vice Chancellor/CHRO, and added to each President's Cabinet, to demonstrate the value and importance of the HR function in setting strategic direction.
- Conducted internal assessment of HR compensation to ensure fair and equitable pay and title alignment across the function.
- Strategically aligned UNT World HR goals with campus strategic plans within nine months.
- Within first six months saved over \$760K in search firm costs by leveraging in-house recruiters.
- Partnered with the Data Analytics and Reporting Team (DART) to create and deliver on-demand dashboards with trend analysis and benchmark data in employee self-service.
- Implemented a unified pay plan that consolidated over 200 pay grades to 20.
- Launched exit survey to gain insight into employee retention issues.
- Launched "Back-to-Basics" HR training to cross train all team members of UNT World HR.
- Developed and implemented service-level agreements for campus stakeholders to ensure timely response and resolution practices.
- Obtained 2021 Texas Mother Friendly Worksite (UNT- Denton) and Best Place for Working Parents Designation in DFW (System-wide).
- Partnered with the Marketing and Communication team to enhance internal communications, employer branding, and total rewards awareness strategy.
- Partnered with the Procurement department to launch an internship program targeting UNT World student population as a high-impact practice (HIP) to engage students in active learning, workforce readiness, and career development.

- Collaborated with Procurement team to identify ways to leverage existing contracts for improved pricing across the system.

Austin Peay State University (APSU) – Clarksville, TN - 2018 – present

Executive Director and Chief Human Resources Officer (CHRO)

Served as Chief Human Resources Officer with executive leadership and oversight of recruitment, employee life-cycle management, compensation, benefits administration, diversity and inclusion, and retention affecting over 2,300 employees. Led long-range strategic planning to anticipate change initiatives, which promote people productivity, engagement, institutional efficiency, and cost effectiveness. Consistently created methodologies for integrating innovative and best practices while developing a positive employer brand. Led a diverse and talented staff of nine HR professionals and served as a member of the President's cabinet.

- Served as a trusted advisor for the President and other senior-level administrators.
- Nominated by the President and selected as a 2019 Tennessee Board of Regents Maxine Smith Fellow.
- Served as an APSU employer brand ambassador internally and externally.
- Solely managed the human resources function budget and identified areas for cost-savings.
- Automated the New Employee Onboarding (NEO) experience and reduced paper by 87% within first six months.
- Introduced agile HR using Kanban methodology to increase efficiencies and productivity.
- Automated over 85% of HR processes and transactions by leveraging existing university technology.
- Launched **LEARN.GROW.LEAD**, a blended-learning program offering both on-site and virtual workshops to Faculty and Staff, increasing attendance by 223% in year one.
- Implemented Electronic Personnel Action Forms (ePAF) in Banner ERP system to increase efficiencies and reduce manual data entry.
- Empowered university leaders with on-demand reporting by developing pre-configured report parameters in Banner.
- Developed "Trailing Spouses Initiative", turning vacant eligible full-time staff positions into part-time positions saving departments 16% on the employer benefits portion annually while serving our local military community at Fort Campbell.
- Collaborated with Staff and Faculty Senate to enhance professional development offerings by leveraging internal talent and EAP provider as facilitators.
- Collaborated with the Office of Equity, Access, and Inclusion for Title IX administration, diversity recruitment initiatives, and use of equity advocates on search committees.
- Launched quarterly newsletter entitled "APSU HR @ Your Service" focusing on increased employee communication to university stakeholders.
- Led implementation of university wide merit-pay compensation system to cultivate a culture focused on rewarding and retaining high-performing employees in year one.
- Led the development and implementation of a student employee onboarding process impacting a population of over 600 to increase high-impact practices and workforce readiness in year two.
- Developed a culture of coaching, learning, and continuous feedback.
- Partnered with Staff Senate to develop "Governors Excellence Award" and "Presidential Leading through Excellence Award" to recognize excellence in areas such as leadership, collaboration, commitment, diversity and/or innovation in year one.
- Created partnership with University Athletics to present first annual "Employee Appreciation Football Game" in year two.

The City University of New York (CUNY) System Office – New York, NY – 2012-2018

University Director, HR Systems and Operations (2016-2018)

Managed a staff of five and led the development and implementation of University-wide initiatives focused on integrating and improving human resource services for over 45,000 employees protected by 16 unions across CUNY's 24 campuses. Developed strategy for organizational and cultural change in the areas of employee and labor relations, talent acquisition and management, compliance, benefits, learning and development, payroll, and HR technology within a collective-bargaining environment.

- Led the CUNY Administrative Excellence Initiative, focusing on service-level improvement and identifying areas to leverage existing systems and technology to ensure cost reduction and create efficiencies; actively monitored and evaluated HR service delivery and advocated for change and improvement on behalf of CUNY's evolving needs.
- Managed complex relationships between the senior leadership team, faculty, administrators and staff.
- Collaborated with IT and outside vendors to develop technology solutions for standardization and automation of various processes utilizing interfaces with PeopleSoft ERP and other systems; created detailed Business Requirement Documentation (BRD) for configuration and implementation.
- Projects included, but were not limited to, configuring and building New Employee Resource Center within PeopleSoft (PS), utilizing Payroll Interface between NYS and NYC to allow CUNY HRIS to become the system of record, increasing the use of PS modules for greater use of employee and manager self-service, identifying enhancements in the Talent Acquisition Module (TAM) to enhance reporting capabilities.
- Served as strategic business advisor to campus leaders regarding strategic and operational human capital mandates.
- Served as lead member of the Strategic Task Force to develop long-range HR strategic plan in alignment with CUNY's Master Plan.
- Assessed training and development needs, developing overall plan to deploy trainings, and ensure that management tools supported employee learning and development.
- Thrived by keeping a pulse on the energy of the institution, fostering an environment where core issues were addressed appropriately, and supported an improvement-oriented and transparent environment for all CUNY employees.

University HR Business Partner (2014-2016)

Served as trusted advisor and internal consultant to University HR leaders and employees on functional HR areas such as employee relations, talent management, communications, process reengineering, training and organizational design, compensation & benefits, workforce planning and total rewards. Influenced positive change and developed educational programs for managers designed to build management capabilities including compliance with University policies and standard operating procedures. Provided strategic business support through the development, implementation and management of progressive HR programs and processes.

- Developed and implemented New Employee Resource Center, which standardized onboarding across CUNY's 24 campuses.
- Led University-wide HR initiatives (e.g. HR Strategic Plan, Professional Development Program, Time and Leave System Implementation).
- Facilitated the resolution of employee relations issues including those with complex, multi-step solutions.
- Collaborated with leaders to develop a culture of coaching, learning, and continuous feedback.
- Proactively identified talent management and learning and development gaps.
- Worked with university leaders to deliver programs, tools, and experiences that engaged and inspired staff and fostered a culture of learning and accountability.
- Created detailed change management and communication plans for the implementation of the University Time and Leave project. Worked with HR leaders to develop implementation strategies for each college.
- Launched HR employee recognition program, which included, "OHRM Shout Outs", "Rookie of the Year", "MVP", "Spotlight on Achievement", Vice Chancellor "STAR" Award and CUNY Service Awards.

- Reviewed and analyzed data for reporting purposes, to identify trends and to recommend solutions to improve performance, retention, and engagement.
- Collaborated with leadership to develop succession plans that corresponds to the strategy and objectives of the University.
- Reviewed HR processes and devised formal process improvement plans.
- Managed the development and delivery of training programs to align with organizational needs. Worked directly with IT training team to deliver trackable University-wide training via ELM.

HR Communications and Engagement Manager (2012-2014)

Lead CUNY's Human Resources communications initiatives to drive internal engagement and influence behavior and cultural change. Established internal communications, marketing, and employee engagement strategy for CUNY's 24 campuses.

- Protected the cultural DNA of CUNY: Ensured that decisions, programs, and processes aligned with CUNY value system.
- Developed a digital roadmap for employee communications, including CUNY's HR portal and external channels.
- Responsible for driving CUNY values and culture through reward and recognition strategies, programs and initiatives.
- Managed and created content to enhance the employee experience with the goal of informing, engaging, and retaining talent.
- Established scalable solutions and leveraged current programs to empower leaders to prepare high-potential employees for leadership roles.
- Designed and implemented New Employee Resource Center, which increased the efficiency of the onboarding and orientation process.
- Designed and managed all University-HR web sites to ensure content is current and end-user navigation is seamless.
- Tracked site analytics, produced ad-hoc reports, contributing to the development of KPIs and employee sentiment to help drive better outcomes for continuous improvements to usability and content.
- Managed various large-scale employee engagement events (HR Conference, Professional Development Day, and Annual Beach Bash).

Time Warner Cable – New York, NY – 2010-2011

Employee Communications Specialist – Office of EVP and Chief Communications Officer (CCO)

Developed impactful communication strategies, programs and campaigns designed to inform and engage over 48,000 of TWC's employees.

- Managed internal communications strategy for TWC's corporate social responsibility program.
- Wrote and produced feature stories and supporting assets for delivery on TWC's intranet and other employee communications platforms.
- Provided employee communications support for strategic initiatives and projects led by HR, Marketing and Internal Communications teams.
- Worked with graphic designers and video producers to help bring employee-interest stories to life.
- Developed metrics and reporting to gain actionable insights and identify key drivers of engagement.
- Researched communications trends and best practices to identify new techniques and ensured optimal site design and usability.

Radio One – Saint Louis, MO – 2005-2009

Assistant Business Manager, Human Resources and Operations

Led staff of seven and managed business office operations including human resources operations, fiscal management, community, and public relations for two radio stations.

- Managed full employee life cycle HR functions for over 100 employees including recruitment and retention, employee relations, training and development, benefits, and performance management.
- Managed fiscal operations that included annual budgets, A/P, A/R, bi-monthly payroll, commissions and quarterly bonuses, month-end close, posted journal entries to G/L, and financial reporting.
- Set strategy for training and developmental activities, oversaw effectiveness of performance management and leadership development programs; ensured their linkage to strategies and objectives, managerial effectiveness, and employee engagement.
- Provided strategic business support through the development, implementation and management of progressive HR programs and processes.

Education and Credentials

- **Doctorate of Business Administration (DBA) in Strategic Leadership** (*Liberty University*) – in progress (2023)
- **MBA in Business Administration** (*University of Phoenix*)
- **Bachelors in Business Administration - International Business** (*Hofstra University*)
- **Certified Professional in Human Resources (PHR) – HRCI - 2016**
- **Certified Built on Values® Leader and Coach** (PeopleInk – December 2021)

Executive Leadership, Service, and Recognition

- Leadership Dallas – Class of 2022
- HR Masterminds Peer Group – Dallas-Fort Worth Region
- Dallas SHRM Chapter
- 2020 APSU Presidential Leading through Excellence Award Recipient
- Leadership Clarksville – Class of 2020-2021
- Human Resources Board Committee Member – TN Habitat for Humanity
- [Four Innovative Ways APSU is Leveraging Zoom to Foster Community](#)
- [APSU African American Employee Council](#) – Led reestablishment in 2020
- Interview: [Combatting Racial Injustice Through the Human Experience](#)
- [APSU Human Resources Supporting Families During COVID-19 Pandemic](#)
- Interview: [Time-Out with Tammi & Tyler – Sheraine Gilliam-Holmes' Career Journey](#)
- [2019 TN Board of Regents \(TBR\) Maxine Smith Fellow](#)
- Colleges and University Professional Association for Human Resources (CUPA-HR)
 - [National Board of Directors \(2019-2022\)](#)
 - Video Interview: [Building Community Amid the Crazyness](#)
 - Participated in “[Day on the Hill](#)” to advocate for issues impacting academia
 - Wildfire Early Career Professional Program Mentor
 - Diversity, Equity, and Inclusion Committee
 - At-large Eastern Region Board Member (2017-2020),
 - [2016 CUPA-HR Eastern Region Emerging Leader](#)
 - [Creating Inclusive Communities Project](#)
 - President-elect New York Metro Chapter Board (2016-2018)
 - Communications Chair New York Metro Chapter (2014-2016)
- Association of Title IX Administrators (ATIXA) - Member
- Women in Higher Education in Tennessee (WHET) – Member
- Clarksville Rotary Club – Member
- 2016 Art Brown Award for Leadership in HR Technology
- [2015 Vice Chancellor STAR Award for Productivity](#)

Speaking Engagements

- 2021 UNT Dallas SHRM Student Chapter – Panelist for HR Leader Virtual Chat
- 2021 Consero CHRO Forum Panel on Diversity, Pay Equity & Inclusion
- 2021 CUPA-HR National Conference Panelist – “Grow Your Leadership Skills and Network as a CUPA-HR Leader”
- 2021 CUPA-HR CHRO Summit Facilitator: CHRO’s Taking Action on Equity and Inclusion
- 2021 UNT World Foundational Leadership Academy Panelist – “Leaders on Leading”
- 2021 panelist for CUPA-HR Lonestar Chapter - Caring for the "Human" in Human Resources
- 2020 panelist for The Chronicle of Higher Education's "Faculty Well-being: Creating a Stronger Workforce" webinar
- 2020 panelist for NERCOMP and ARIA webinar on Creating an Inclusive Workforce
- 2020 - CUPA-HR National Annual Conference Presenter - "Grabbing Smoke or Building Trust?"
- Facilitator of CUPA-HR’s Town Hall on Media and Race – August 2020
- Facilitator of CUPA-HR “[Partners in Justice – We will Not be Silent!](#)” Virtual Town Hall – June 2020
- 2019 Keynote Speaker for APSU Wilbur N. Daniel African American Cultural Center
- 2019 Presenter – Language of Inclusion: How to Effectively Use Gender Pronouns
- November 2018 - APSU SHRM Student Chapter – “Day in the Life of an HR Leader”
- Panelist at CUPA-HR NY Metro Fall 2017 Program on Employee Engagement and Communications
- Presenter 2017 CUPA-HR National Webinar “[Using Collaborative Language to Improve HR’s Technical Prowess](#)”,
- Presenter “Perceptions Divide, not Generations”
 - 2016 CUPA-HR Eastern Region Conference
 - 2015 CUPA-HR Eastern and Midwest Regional Conference
 - John Jay BRAVO! Summer Employee Institute
 - CUNY School of Law HR Conference

Selected University Committees

University of North Texas System

- Chancellor’s Cabinet
- Chancellors Advisory Council
- COVID-19 Core Response Team
- Information Security Council
- Dallas Regional Chamber DEI Leaders
- Operational Effectiveness Team
- Retirement Plan Committee
- DEI Advisory Committee

Austin Peay State University

- University Strategic Goals and Planning Committee
- COVID-19 Command Group
- COVID-19 Task Force
- Lead, Human Resources Subgroup of COVID-19 Task Force
- ERP Evaluation Taskforce
- University Financial Planning Taskforce
- Cyber Incident Response Plan Team
- Data Governance Steering Committee
- University Diversity Committee
- Lead, University Compensation Committee

- Healthy Workplace Policy Committee
- United Way Executive Committee
- Mobile App Steering Committee
- Behavioral Intervention Team (BIT) and Care Team Committee
- Continuity Planning for Pandemics Task Force
- Career Fair and Local Industry Summit Committee

The City University of New York (CUNY)

- Lead, CUNY Campaign Committee
- Chair, Annual Employee Professional Development Day Committee
- HR lead, CUNY Administrative Excellence Committee
- Business and Data Reporting Committee
- HR lead, CUNY Strategic Taskforce