

University of Maine System
Board of Trustees
at the University of Maine System

May 4, 2015

Human Resources & Labor Relations Committee

Present: Committee Members: Marjorie Medd, Chair; Sam Collins (at UMPI), James Erwin (at USM), Norman Fournier, Gregory Johnson (by phone), and Shawn Moody (at USM). **Staff:** Tracy Bigney (by phone), Lynda Dec, Mark Schmelz, Dick Thompson, and Rebecca Wyke. **Presidents:** Glenn Cummings (at UMA), David Flanagan (at USM), Kate Foster (at UMF), Linda Schott (at UMPI). **Others:** Meg Sanders (by phone).

Committee Member Absent: Bonnie Newsom and Victoria Murphy.

Trustee Medd called the meeting to order.

UMA Presidential Search Criteria. Trustee Marjorie Medd, Chair of the UMA Presidential Search Committee, explained that the search committee for the UMA president has been formed and is ready to begin its work. One of the first steps of the search is the description of the position and articulation of criteria for selecting the president. This is a foundational step for attracting and selecting a future president who will successfully lead UMA for the coming years.

UMS Administrative Procedures for the Recruitment and Selection of Presidents state:

The Chancellor on behalf of the Board of Trustees must formally charge each search committee with the responsibility for conducting the search for a president. The charge shall include preferred characteristics to be used as guidelines throughout the search articulated and/or approved by the chancellor and Board of Trustees based on an assessment of the needs of the university and University System. Close collaboration of the chancellor, Board and committee in defining the preferred characteristics will enhance the quality of information to candidates and increase the likelihood of a successful search outcome

In addition to the criteria identified by the Board of Trustees, the search consultant, Dr. Terry MacTaggart, has conducted interviews of constituent groups and will provide the resulting themes to the search committee.

Trustee Medd lead a discussion with the Committee about the criteria for the selection of the UMA president. The Committee indicated the following characteristics would be critical for the UMA president:

- Greater clarity on the direction for on-line education particularly if UMA is the center of excellence for on-line education
- A focus on non-traditional student enrollment
- Understanding the direction of the one university concept, work in a team environment, and experience with recruitment and retention
- Entrepreneurial to UMA's mission and on-line SWAT team for on-line delivery
- On-line is a modality that will continue to increase and the UMA president should see the big picture of this initiative
- Should UMA be the headquarters for the on-line center or would USM or UM be more appropriate

- Good reputation, leadership skills, decision making skills and build on the current momentum at UMA
- Strong leader and ability to work within the “One University” concept; leadership ability to work with the other presidents and chancellor and a team player

Administrative Review – Update/Change to Reporting Structures. Ms. Dec explained that in the second half of FY2014 the Administrative Review Team provided input in the establishment of a vision, strategy, and structure in which to position Human Resources to deliver on its commitment of improving HR services while identifying opportunities for cost savings. Out of this work Phase II of the Human Resources Administrative Review was developed. It was presented and approved at the November 16, 2014 Board of Trustees meeting.

Since the approval of Phase II of the HR Administrative Review the following work has been accomplished:

- Human Resource Support Structure UMPI/UMFK
- Human Resource Support Structure UMM/IT
- Restructure of the Employee Benefits function at the University of Maine System
- Restructure of Administrative Support at the University of Maine System
- Movement of Hourly Payroll work from USM to UMA
- Automated Retirement Process
- Applicant Tracking System
- Realized opportunities in Human Resources Administrative Services
- Human Resources Centers of Excellence have been established in the following areas:
 - Compensation
 - Employee & Labor Relations
 - Communications
 - Project Management

This work has realized a headcount reduction of 8 full-time equivalents (FTEs) with a recurring cost savings of \$512,978.

Effective July 1, 2015 approximately 90% of the Human Resources staff and their budgets will be moved under UMS Human Resources. The remaining headcount, budgets, and savings will move in FY2017. This will allow for a smoother transition for the campuses.

The HR Administrative Review Phase II presented a reporting model in which the large campus HR Leaders report directly to the University Presidents with a dotted line to the Chief Human Resources Officer (CHRO). A change to this reporting structure to a solid reporting line to the CHRO and a dotted line to University Presidents will allow the ability to efficiently utilize resources across the system. This will also provide greater support in the move to the one university model.

President Hunter commented on the reporting structure change for Human Resources. At UM and USM the Vice President for Human Resources is also the Chief of Staff who are a key members of the campus cabinet. As the UMS moves forward with the One University concept, she is advocating for a shared reporting structure with the CHRO and the campus president for the Vice President of Human Resources at the campus level. She stated it would be helpful to have a better understanding of the definition of a solid line and a dotted line reporting structure.

Dr. Rebecca Wyke, Vice Chancellor for Finance and Administration and Treasurer, stated as the Strategic Integration Targets 2 & 3 are being defined and as the One University concept is implemented, the UMS will need to revisit human resources to align the structure as the most effective for the CHRO and the campuses. It may be necessary to separate out the Chief of Staff position from the campus human resources director functions.

President Foster commented on a small campus perspective. The Presidents are working towards dotted lines to all of the administrative functions. There are significant changes being proposed and discussions will need to focus on the big, overall picture. President Schott commented that she agreed with President Foster's comments and suggested that the campus staff need a clear understanding of what the reporting structure means.

President Flanagan commented that one of the most urgent problems is the deficit resulting in a need to cut administrative costs. He proposed three organizational tools as follows:

- First, the cost of the new central organization linked to the campus level including cuts in the field;
- Second, develop a governing council to determine how the services are rendered; and
- Third, determine general agreed upon matrix or contracts on goods and services

Ms. Dec commented that as each Center of Excellence is in place, service level agreements are developed and followed.

President Cummings stated that he agrees with a unified concept but the campuses have to have some autonomy.

Trustee Erwin asked about the timeline and what can the Board do to help move this along for a decision. Trustee Collins responded that financial and administrative model will be presented at the Finance/Facilities/Technology Committee meeting today and then the Board will approve it at the May Board meeting. The broader model of integration needs to be defined and a timeline developed. He doesn't have a problem with dotted lines as long as the roles and service agreements are clearly defined.

Dr. Wyke talked about the timeline for Strategic Integration Targets 2 & 3. She stated that it is not clear what the "One University" will look like, and it is very difficult to develop an administrative and financial structure without the end picture being fully defined.

Trustee Fournier stated that the Board made the decision to move forward with the One University concept and we need to continue to move forward. Decisions need to be made to enable the UMS to accomplish the goals that are required.

Workforce Profile Review. Ms. Dec provided an overview of the UMS workforce, reflecting full-time and part-time regular employees. The Workforce Profile report represents 4,608 employees, as of December 31, 2014. There were an additional 844 part time faculty members teaching in the Fall 2014 semester.

Highlights of the report include:

Count and Gender by Category

- Of the 4,608 UMS employees 2.3% are administrators, 28.0% are faculty, 37.7% are salaried staff, and 32.0% are hourly paid staff.
- The number of full-time regular employees is 296 fewer than in October 2012. There are 346 fewer regular full-time staff than in 2011. The number of administrators is 14 fewer than October 2012.
- Women are a minority of the full-time faculty at all universities except UMA and UMF. Overall women constitute 43.2% of full time faculty.
- Women are well represented among administrators at 40.4%. There are 104 administrators, 68 of whom are in the Management Group. 45.6% of the Management Group are women.
- Approximately 57.1% of hourly paid employees are women. Many positions in this group are heavily male or female dominated, although this is not reflected in group totals.

Average Salary by Category

- The average salary for administrators is \$125,176; \$76,600 for faculty; \$50,025 for salaried staff; and \$30,269 for hourly staff.

Age

- The average age by employee category is: Administrators average age is 57, faculty 54, salaried 47, and hourly employees average age is 51.
- A significant proportion of faculty (52.2%) and administrators (66.3%) are 55 or older.
- Age distribution is an important consideration for Workforce and Succession Planning.

Highest Degree

- As would be expected, a high number of faculty (74.9%) and administrators (42.3%) hold terminal degrees.
- All staff groups are well educated. More than 15.1% of hourly staff have a baccalaureate or higher degree. More than 32.3% of salaried staff have a master's degree or higher. Education level was not reported by 24.2% of employees.

Race and Ethnicity

- There is limited diversity as measured in the federal ethnicity categories. Faculty diversity is gradually increasing with 6.7% of all faculty declaring minority status.
- The University of Maine at Fort Kent has the largest percentage of minority employees at 8.6%. This is a decrease of 1.4% from 2012.

Years of Service/Average Years of Service

- UMS has many long-service employees. Average length of service ranges from 11.2 years for salaried staff to 15.8 years for administrators.
- The greatest employment turnover is in the first five years among salaried and hourly staff.
- More than 25.6% of faculty and more than 30.8% of administrators have 25 or more years of service.
- The University of Maine has the highest average years of service for all employment categories at 13.0. The University of Maine at Presque Isle has the lowest average years of service at 10.4 years.

Part Time Faculty

- There are approximately 844 Part-Time faculty teaching 3,946.2 credit hours of course work. The University of Southern Maine employs 256 (30.3%), University of Maine at Augusta 164 (19.4%), and the University of Maine with 240 (28.4%).

Turnover Analysis. Ms. Dec explained that the Turnover Analysis is a report prepared for the Board of Trustees that analyzes separations, retention and hiring statistics for regular employees. This report covers the time period between December 2013 through December 2014.

Highlights from the report include:

- From December 31, 2013 through December 31, 2014 the number of employee separations for all reasons was 12.9% of the population of regular employees. Of this, voluntary resignations made up 6.4%, and retirements accounted for 3.3%. The remaining 3.2% involuntary separations resulted from end of term appointments, layoff, and termination.
- The rate of separations (12.9%) exceeded the rate of new hires and rehires (6.1%), indicating a reduction in the total number of regular employees.
- The number of separations due to position elimination/staff reduction is 84. This is 76 more than was reported in the most recent Workforce Profile Report - October 2012.
- The rate of voluntary separations at the University of Maine System is 9.7%. This is 2.7% higher than in October 2012 and reflects the retirement incentive initiative that began in October 2014. Retirements accounted for 1.9% of the population in 2012 and 3.3%.
- 75.3% of separations are due to voluntary resignations and retirements.
- The University of Maine has 47.7% of the UMS employee population and had 41.0% of the separations.
- Separation rates vary from a high of 18.0% at the University of Maine at Machias to 9.0% at the University of Maine at Farmington.
- The average years of service for voluntary resignations is 5.8 years, 26.9 years for voluntary retirements and 7.4 years for involuntary separations.
- The average years of service for voluntary resignations in the UMPSA unit is 4.6 years, and in the COLT unit 4.5 years.
- The percent of separations for the bargaining unit population varies with a high of 15.6% in the UMPSA unit to 4.9% in the University Supervisors unit. Separation rates in other represented bargaining units are: AFUM - 11.8%, COLT - 13.0%, Service and Maintenance - 7.3%, Police - 15.2%.
- The UMPSA bargaining unit is 29.6% of the population and accounts for 46.4% of the separations; of that number 21.0% are voluntary resignations.
- The percent of new hires/rehires at Universities varies from a high of 15.7% at UMM to 3.6% at UMF.
- The percent of new hires/rehires in represented bargaining groups varies from a high of 9.8% in UMPSA to a low of 3.8% in the Service & Maintenance unit.

Executive Session

On a motion by Trustee Fournier, which was seconded by Trustee Collins, the Human Resources and Labor Relations Committee agreed to go into Executive Session under provision of 1 MRSA Section 405 6-D to discuss planning for negotiations and communications with AFUM, UMPSA, ACSUM, Police, PATFA, and Service and Maintenance Units.

On a motion by Trustee Collins, which was seconded by Trustee Fournier, the Human Resources and Labor Relations Committee concluded the Executive Session.

Adjournment.

Ellen Doughty for
Tracy B. Bigney, Clerk of the Board