

Minutes of the Human Resources and University Relations Committee  
University of Kentucky Board of Trustees  
Tuesday, May 1, 2018

The Human Resources and University Relations Committee of the University of Kentucky Board of Trustees met on Tuesday, May 1, 2018, at Woodward Hall, Gatton College of Business and Economics.

A. Meeting Opened

Kelly Sullivan Holland, Chair of the Human Resources and University Relations Committee, called the meeting to order at 9:00 a.m.

Chair Holland asked Ms. Leonard, secretary of the Human Resources and University Relations Committee, to call the roll.

B. Roll Call

The following members of the Board of Trustees answered the call of the roll: Kelly Sullivan Holland, Ben Childress, Angela L. Edwards, Robert Grossman, David V. Hawpe, David Melanson, Sandra R. Shuffett.

Other Board Members present included Jennifer Barber, Lee Blonder, Mark Bryant, Michael Christian, Cammie Grant, Elizabeth McCoy, Derrick Ramsey, Robert Vance, and Barbara Young.

C. Approval of Minutes

A motion was made by Committee member David Hawpe to approve the minutes from the February 23, 2018, Committee meeting. Motion was seconded by Committee member Angela Edwards. Motion carried, minutes approved as written.

D. 2017 UK@Work Engagement Survey

Chair Holland introduced Kim Wilson, Vice President for Human Resources, and Amberlee Fay, Employee Engagement and Work Life Director.

Ms. Wilson began with a brief history about the original Work-Life surveys, stating the challenges with benchmarking in comparison to outside institutions and other employers in the nation. In 2015, work began with Willis Towers Watson (WTW) which allowed the opportunity to benchmark with other higher education institutions. The survey results from the 2017 UK@Work Engagement Survey allow us to examine the scope of UK faculty and staff opinions in comparison to the results of other institutions.

Amberlee Fay reviewed the results of the survey and gave an overview presentation to the Board. The UK@Work Engagement Survey was administered over three weeks from

September 6 to September 27, 2017. The survey contained a total of 58 questions within 13 categories, as well as one open-ended comment question. It had a 62% response rate from UK faculty and staff, increasing from 48% in 2015. Of 5,269 responses to the survey, 4,093 were staff responses and 1,176 were faculty. This particular survey does not include UK HealthCare Employees as they have a separate engagement survey. The survey looks at sustainable engagement which combines an employee's attachment to the organization, a work environment that supports productivity, as well as well-being. The overall sustainable engagement for the survey was measured at 82% favorable, a 1% increase since the previous survey in 2015.

Perceptions are improving with six survey categories significantly above 2015. UK is better than Willis Towers Watson Universities on eight out of twelve survey categories. The survey categories included Sustainable Engagement, University Culture, Leadership, Communication, Diversity and Inclusion, Operating Effectively, Empowerment, Supervision, Working Relationships, Performance Evaluation, Career Development, Stress, Balance, & Workload, and Pay & Benefits. Since 2015, the categories with statistically significant improvements included University Culture, Leadership, Diversity & Inclusion, Working Relationships, Performance Evaluation, and Pay & Benefits. Compared to the US norm, UK employees responded slightly lower overall. Some reasoning for this include the industry and cultures being different in higher education than to other industries.

The most improved areas of the survey since 2015 included the overall responses to the following five statements:

1. Empowerment: UK has established a climate where people can challenge our traditional ways of doing things
2. Diversity & Inclusion: UK leadership recognizes and respects the value of human differences
3. Pay & Benefits: From what I hear, our pay is as good as or better than the pay in similar institutions
4. University Culture: We have an institutional culture that promotes collaboration
5. Stress, Balance, & Workload: Overall, the physical working conditions at my location are satisfactory (e.g. ventilation, temperature, space to work)

The least improved areas of the survey since 2015 included the overall responses to the following five statements:

1. Communication: UK does an excellent job of keeping faculty/staff informed about matters affecting us
2. Stress, Balance, & Workload: My work schedule allows sufficient flexibility to meet my personal/family needs
3. Decisions at UK are made at the appropriate level
4. Stress, Balance, & Workload: The amount of stress I experience at work significantly reduces my effectiveness
5. Empowerment: I am satisfied with my involvement in decisions that affect my work

Sustainable Engagement is an outcome measure. All other categories and questions on the survey are potential Sustainable Engagement drivers. Engaged refers to rational, emotional, and behavioral attachment to the organization. Enabled refers to a local work environment that

supports productivity and performance. Energized refers to an individual, physical, interpersonal, and emotional well-being at work. The sustainable engagement key drivers are identified as empowerment, diversity & inclusion, and stress, balance, & workload.

The results of the survey were broken down in many categories where the results could be compared and analyzed. Some breakdowns included faculty vs. staff, rank, tenure, length of service, age, gender, and race/ethnicity,

At the end of the extensive overview on specific survey results, Ms. Fay called for questions from the Board.

Trustee Hawpe asked if there were ways to improve the response rate of participation of employees in the upcoming 2019 survey, as well as change the way the survey is distributed. Ms. Fay addressed other options and explained the process of determining how to distribute and get responses from employees.

Trustee Hawpe asked about the concern with the security and confidentiality of the survey, Ms. Fay communicated that she works with a vendor and analytics team to process results and keeps the identities of the respondents protected.

Trustee Blonder asked how the data will be used to make improvements. Ms. Fay explained the initiation of a more formal strategic action plan process with the results of this survey and the intent to measure improvements as well as work specifically with campus departments to customize action plans based on individual department results.

Trustee Ramsey commented that there is an opportunity to dive deeper into the diversity and inclusion category to analyze that set of data further.

Trustee Melanson commented that it is possible that the length of service of the employee could affect the responses of the survey participants.

Trustee Barber asked if the diversity and inclusion category could be identified by the demographic of the respondent to see the results and report of that data.

Trustee Barber also asked if there was a comment question or open-ended responses. Ms. Fay confirmed the existence of an open response question on the survey and said responses were mostly addressing pay, benefits, and stress, balance, and workload.

Chair Holland asked if Ms. Fay had any observations of differences between the UK HealthCare survey responses and the results of the campus survey. Ms. Fay responded that the staff scores are typically slightly more favorable. This poses a question about the different experiences of faculty and staff and why the roles are different from an employee perspective.

Trustee Hawpe asked about distributing results and Ms. Fay explained the results are given to area supervisors along with a follow up in-person meeting to go over departmental

results to understand and go over a narrative with them. Trustee Hawpe also commented that he would like to see a narrative along with the results for the 2019 Engagement Survey.

Trustee Shuffett asked if the survey was incentivized, and Ms. Fay explained the prize drawing incentive to improve survey participation.

Trustee Grossman commented that he supported Trustee Barber's request of a follow-up report that would dive deeper into diversity and inclusion specifics and send them to the Board.

Chair Holland thanked Amberlee Fay and Kim Wilson for sharing the results of the 2017 Engagement Survey and thanked the Board Members present for being an engaged Committee.

Chair Holland took a moment to congratulate Ms. Abby Leonard on her new role as the Associate Director of University Events and thanked her for her service as the Committee secretary from 2015-2018.

E. Meeting Adjourned

Chair Holland called for other Committee business. Seeing none, motion was made by Committee member Sandra Shuffett to adjourn and seconded by Committee member David Hawpe. Meeting adjourned at 9:45 a.m.