

Minutes of the Human Resources and University Relations Committee
University of Kentucky Board of Trustees
Monday, December 1, 2025

The Human Resources and University Relations (HRUR) Committee of the University of Kentucky Board of Trustees met on Monday, December 1, 2025, in the Gatton Student Center, Harris Ballroom.

A. Call to Order

Brenda Gosney, chair of the Human Resources and University Relations Committee, called the meeting to order at 1:15 p.m. and asked Hannah Nocket to report the attendance.

B. Roll Call

The following members of the Human Resources and University Relations Committee were in attendance: Brenda Gosney, David Figg, Zach Stacy, Clark Williams and Elaine Wilson.

C. Approval of Minutes

Chair Gosney reported that the minutes of the June 12, 2025, HRUR Committee meeting had been distributed and called for a motion to approve. Trustee Figg moved approval of the minutes, and Trustee Stacy seconded the motion. Hearing no discussion, Chair Gosney called for a vote, and the motion passed without dissent.

D. Retention, Recruitment and Workforce Update

Chair Gosney introduced Vice President for Human Resources (HR) and Chief Human Resources Officer, Melissa Frederick, to provide an update on the University of Kentucky's efforts for recruitment, retention and workforce initiatives.

Vice President Frederick stated that her remarks would build on prior committee discussions related to recruitment and retention and would include updates on UK Invests for Employees, the UK HealthCare (UKHC) workforce plan, and progress on workforce transitions associated with Beyond Blue, Workday and Epic implementations. She emphasized that how the University supports employees during periods of significant organizational change reflects its institutional values.

E. UK Invests for Employees

Vice President Frederick reported that Phase I of UK Invests for Employees will launch in the Spring 2026 semester, offering enrollment to approximately 4,600 employees, with the first 500 respondents participating. Employees may earn up to \$300 during the Spring 2026 phase.

F. UK HealthCare Workforce Plan and Nursing Recruitment

Vice President Frederick provided additional context regarding the UK HealthCare (UKHC) workforce plan, noting that continued growth across UKHC has required sustained and strategic staffing efforts. She noted that the 10-year staffing plan was initially presented in early 2022 and that the Board has continued to receive updates on nursing recruitment activity.

Ms. Frederick reported that July 1, 2023, marked the formal rollout of the centralized UKHC recruitment function. Since that time, and over a period of just more than two years, UKHC has hired a total of 1,759 nurses. Vice President Frederick emphasized that this figure reflects meaningful progress toward workforce stabilization, while also acknowledging that significant work remains to meet future staffing demands driven by growth and patient care needs.

Ms. Frederick noted that this progress has been made possible through a strong and ongoing partnership between UKHC leadership and Human Resources with aligned priorities focused on recruitment strategy, operational execution and workforce sustainability.

G. Beyond Blue Shared Services and Workforce Transition

Vice President Frederick provided an overview of workforce transition efforts associated with the creation of Beyond Blue shared services, which required the integration of employees from three organizations across Finance, Human Resources, Supply Chain Management, Revenue Cycle and Information Technology. She reported that approximately 2,500 employees required placement into future-state roles and that the transition process was guided by five priorities:

- Rapid stabilization through timely role notification
- Functional integration without a focus on workforce reductions
- Continuity of patient care
- Transparent communication to support employee experience and retention
- The maintenance of compensation, benefits and work location where possible

Vice President Frederick explained that a modified, accelerated internal recruitment process was implemented, including three hiring waves and the identification of lift-and-shift roles, resulting in more than 2,400 employees successfully transitioned prior to Thanksgiving, with over 80 percent placed without applying for their own roles and all employees confirmed to have a future-state position. She concluded by outlining next steps, including team development and training, with Workday training beginning in February 2026 and system go-lives planned for April and July 2026, alongside the Epic implementation.

Chair Gosney asked how employees are selected to participate in the UK Invests initiative. Vice President Frederick explained that employees in the first quartile of their pay range were offered the opportunity to participate in the initial phase of the program.

Trustee Swanson asked for clarification regarding post-doctoral fellows' eligibility for benefits and noted concerns that this group appears to fall outside standard benefit offerings. Vice President Frederick explained that post-doctoral fellows are classified as a hybrid population, with characteristics of both employees and students, which affects benefit eligibility. Trustee Swanson further asked why post-doctoral fellows do not qualify for parental leave. Vice President Frederick responded that at the time parental leave benefits were implemented, post-doctoral fellows were not included in the eligible population.

Chair Gosney asked about current retention rates for nurses hired over the past two years. Vice President Frederick stated that she did not have retention figures specific to that cohort but reported that overall nursing turnover is currently just over 15 percent, which is competitive relative to peer healthcare organizations. She added that additional retention data would be provided at a future Board meeting.

H. Other Business

Chair Gosney asked if there was any other business to discuss. Hearing none, the meeting was adjourned at 1:31 PM.

Respectfully submitted,
Hannah Nocket