

Minutes of the Human Resources and University Relations Committee  
University of Kentucky Board of Trustees  
Friday, February 21, 2025

The Human Resources and University Relations (HRUR) Committee of the University of Kentucky Board of Trustees met on Friday, February 21, 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 8:30 a.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: Hubie Ballard, Cathy Black, Maddie Duff, David Figg, Brenda Gosney, David Melanson, Hannah Myers and Paula Pope.

C. Approval of Minutes

Chair Gosney reported that the minutes of the December 2, 2024, HRUR Committee meeting had been distributed and called for a motion to approve. Trustee Ballard moved approval of the minutes, and Trustee Melanson seconded the motion. Hearing no discussion, Chair Gosney called for a vote, and the motion passed without dissent.

D. UK's Employment Branding Campaign

Chair Gosney introduced Vice President for Human Resources and Chief Human Resources Officer, Melissa Frederick, to provide an update on the University of Kentucky's employee engagement and development initiatives.

Vice President Frederick began by outlining the ongoing efforts to enhance employee engagement through leadership development programs, professional growth opportunities and workplace culture improvements. Key points included:

- Expansion of leadership training programs for mid-level managers.
- Development of a mentorship program to support new employees.
- Enhancements to internal career mobility and skills development.

#### E. Healthcare HR Initiatives Update

Vice President Frederick introduced Associate Vice President of Healthcare HR, Fredrick Martin who provided an update on recruitment and workforce development at UK HealthCare. Key achievements include:

- Implementation of a multi-faceted recruitment approach, using sourcing specialists and platforms like LinkedIn and Indeed.
- Expanded recruitment for critical roles in physician radiology, advanced practice providers, and leadership.
- Enhanced offerings like sign-on bonuses and scholarship programs to attract new graduates.
- Strengthened partnerships and workforce pipelines with community organizations for roles like Emergency Medical Technicians (EMTs) and radiology technicians.

AVP Martin highlighted the success of the scholarship and loan repayment program, helping over 130 participants. Additionally, targeted recruitment efforts filled roles such as 16 EMT positions from an initially small applicant pool and addressed a staffing shortage by filling nine X-ray technician positions.

#### F. Workforce Retention and Compensation Strategies

Vice President Frederick provided an update on UK's workforce retention strategies, highlighting efforts to remain competitive in compensation and benefits. Key discussions included:

- Adjustments to the salary structure to align with market rates.
- New initiatives to enhance work-life balance, including expanded parental leave and flexible work arrangements.
- Efforts to strengthen diversity, equity and inclusion in hiring and career advancement.

Following the presentation, Chair Gosney opened the floor for questions.

Trustee Melanson inquired about the effectiveness of leadership training programs, to which Ms. Frederick responded that feedback has been overwhelmingly positive, with increased retention rates among participating employees.

Trustee Swanson asked about UK's competitiveness in retirement benefits, and Ms. Frederick explained that the University continues to offer a strong contribution match while exploring additional financial wellness programs.

G. Other Business

Chair Gosney asked if there was any other business to discuss. Hearing none, the meeting was adjourned at 8:59 am.

Respectfully submitted,  
Hannah Nocket