




Board of Trustees
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April 27, 2018

TO: Members of the Human Resources & Labor Relations Committee

FR: Ellen N. Doughty, Clerk of the Board 

RE: **May 7, 2018 Human Resources & Labor Relations Committee**

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

The Human Resources & Labor Relations Committee will meet from **1:00 pm to 4:00 pm on May 7, 2018**. The meeting will be located at the University of Maine System Executive Offices, Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. In addition to the Estabrooke Hall location, the following Polycom locations will also be available:

UMFK – Alumni Conference Room, Nadeau Hall

UMPI – HR Conference Room, Preble Hall

USM – 703 Law Building

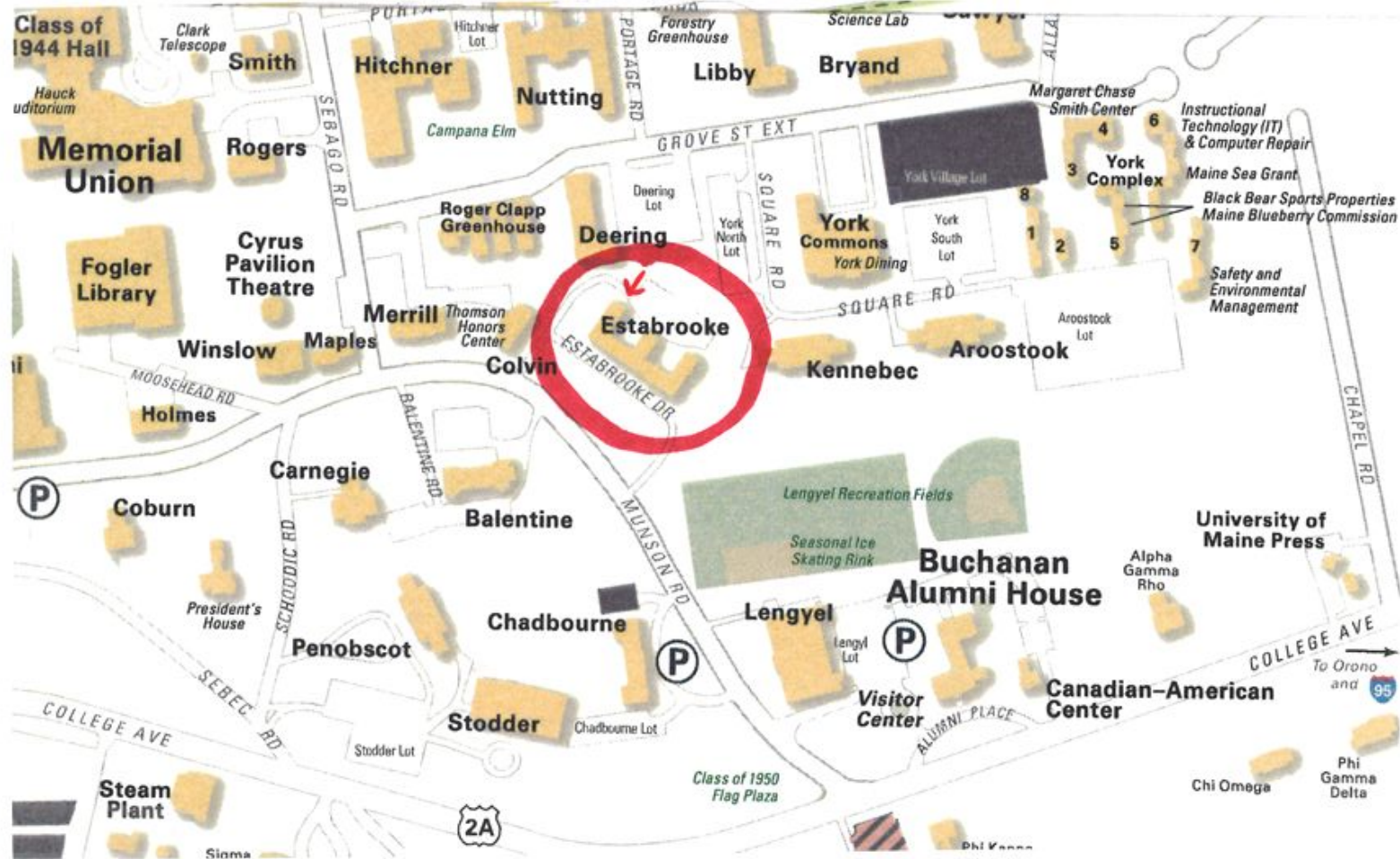
UMA – Robinson Hall, RM 111

Refreshments will be provided at the UM location. The meeting materials will be posted to the Diligent Board Portal as well as the Board of Trustees website (<http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/human-resources-labor-relations/>).

If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840. If you have any questions or desire additional information about the agenda items, please call Mark Schmelz at 581-2365.

cc: James Page, Chancellor
Trustees (who are not members of the HR/LR Committee)
Presidents
Ryan Low
Mark Schmelz

15 Estabrooke Drive, Orono



The UMS is located on the 2nd floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.

Board of Trustees

Human Resources & Labor Relations Committee

May 7, 2018

1:00 pm – 4:00 pm

Rudman Conference Room, 253 Estabrooke Hall, Orono

AGENDA

TAB 1 Workforce Profile Report, 2017

TAB 2 Turnover Analysis, November, 2016 – October 2017

TAB 3 Presidential Search Policy / Process Update

Executive Session

Action items within the Committee purview are noted in green.

Items for Committee decisions and recommendations are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought up earlier or the order of items changed for effective deliberation of matters before the Committee.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Workforce Profile Report, 2017
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**

Primary Outcomes:
 Enhance fiscal positioning
Secondary Outcomes:
 University workforce engagement
5. **BACKGROUND:**

The Workforce Profile is an overview of the University of Maine System workforce, reflecting full-time and part-time regular employees.

University of Maine System

2017 Workforce Profile

Office of Human Resources



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Workforce Profile

Highlights

The Workforce Profile is an overview of the UMS workforce, reflecting full-time and part-time regular employees. This represents the 4,475 regular employees that were actively receiving a paycheck as of October 31, 2017. Additionally, there were 867 part time faculty members teaching in the Fall 2017 semester.

Count and Gender by Category

- Of the 4,475 UMS employees reported: 2.1% are administrators, 27.4% are faculty, 38.9% are salaried staff, and 31.6% are hourly paid staff.
- Women are a minority of the full-time faculty at all universities except USM, UMA and UMF. Overall women constitute 45.7% of full time faculty.
- Women are well represented among administrators at 41.5%. There are 94 administrators, 68 of whom are in the Management Group. 33.0% of the Management Group are women.
- Approximately 55.2% of hourly paid employees are women.

Average Salary by Category

- The average salary for administrators is \$136,839; \$77,320 for faculty; \$53,662 for salaried staff; and \$32,019 for hourly staff.
- Wage increases were negotiated and implemented during the fiscal year 2018 resulting in a net increase across the board.
- There is less variation across the universities in average salaries of hourly staff due to greater similarity of jobs and because salary and wage programs establish pay levels.
- Most faculty are appointed on an academic year basis and the annual salary is for the nine-month appointment.

Age

- Age distribution is an important consideration for Workforce and Succession Planning.
- The average age by employee category is: Administrators average age is 55, faculty 52, salaried 46, and hourly employees average age is 51.
- A significant proportion of faculty (46.5%), hourly (47.2%) and administrators (56.4%) are 55 or older.

Highest Degree

- As would be expected, a high number of faculty (73.0%) and administrators (37.2%) hold terminal degrees.
- 15.5% of hourly staff have self-reported a baccalaureate or higher degree. More than 31.7% of salaried staff have a master's degree or higher. Education level was not reported by 27.6% of employees.

Race and Ethnicity

- There is limited diversity as measured in the federal ethnicity categories. Faculty diversity is gradually increasing with 8.1% of all faculty declaring minority status, an increase of 0.2% since the 2016 report.
- The University of Maine at Fort Kent has the largest proportionate diversity among its employees with 8.2% identifying as minority. The University of Maine reports the highest quantity of minority employees with 124 employees identifying as such.

Years of Service/Average Years of Service

- UMS has many long-service employees. Average length of service ranges from 10.3 years for salaried staff to 14.2 years for administrators.
- More than 21.0% of faculty and more than 25.5% 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 12.5. The University of Maine at Machias has the lowest average years of service at 9.6 years.

Part-Time Faculty

- In the Fall 2017 semester there were approximately 867 Part-Time Faculty teaching 4,667 credit hours of course work. The University of Southern Maine employs the most Part-Time Faculty with 346 (39.9%), followed by the University of Maine with 216 (24.9%) and then the University of Maine at Augusta with 148 (17%).

Category Definitions

All UMS positions are categorized as administrator, faculty, salaried, or hourly depending upon the primary type of work performed. The categories, as defined by the IPEDS (Integrated Postsecondary Education Data System) Fall Staff Survey submitted biennially by colleges and universities to the National Center for Education Statistics, U.S. Department of Education, are defined below.

Administrators

All employees whose assignments require management of the institution, or a customarily recognized department or subdivision. Assignments require the performance of work directly related to management policies or general business operations of the institution, department or subdivision. Assignments in this category customarily and regularly require the incumbent to exercise discretion and independent judgment. This category includes employees holding the following titles who meet the above criteria: president, vice president (including assistant and associate), dean (including assistant and associate if their only activity is administrative and does not include a faculty workload), director (including assistant and associate), department head (including assistant and associate if their only activity is administrative and does not include a faculty workload). Employees in this category are in the management group.

Faculty

All individuals employed for the primary purpose of instruction, research, and/or public service and who hold academic rank of professor, associate professor, assistant professor, instructor, lecturer or the equivalent. These individuals may also hold titles such as associate dean, assistant dean, chairperson, and director if they also have a faculty work assignment. This report includes faculty in Cooperative Extension; the Tenure Report excludes faculty in this department.

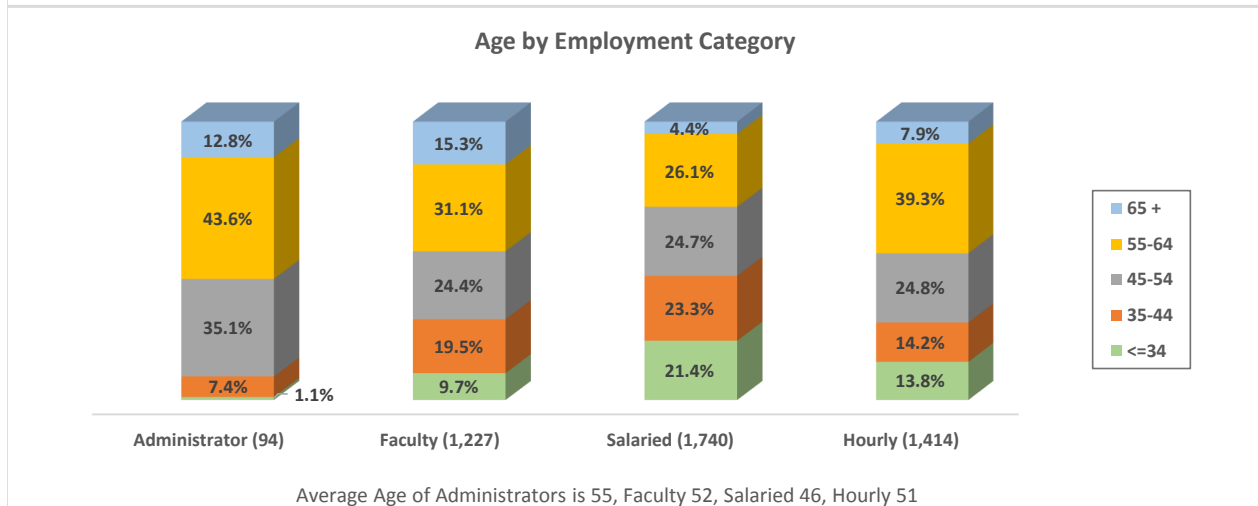
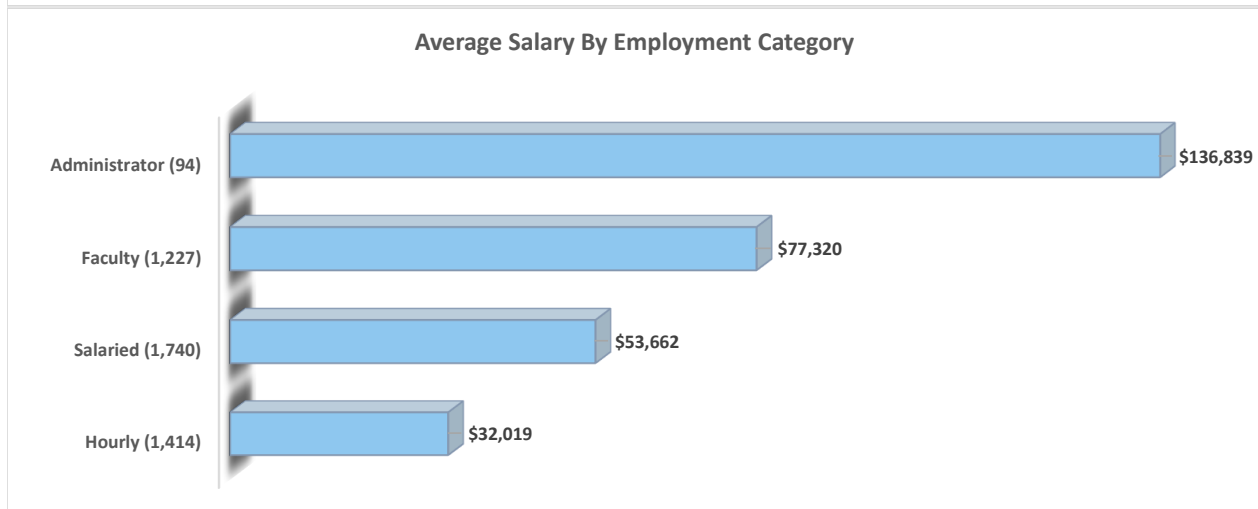
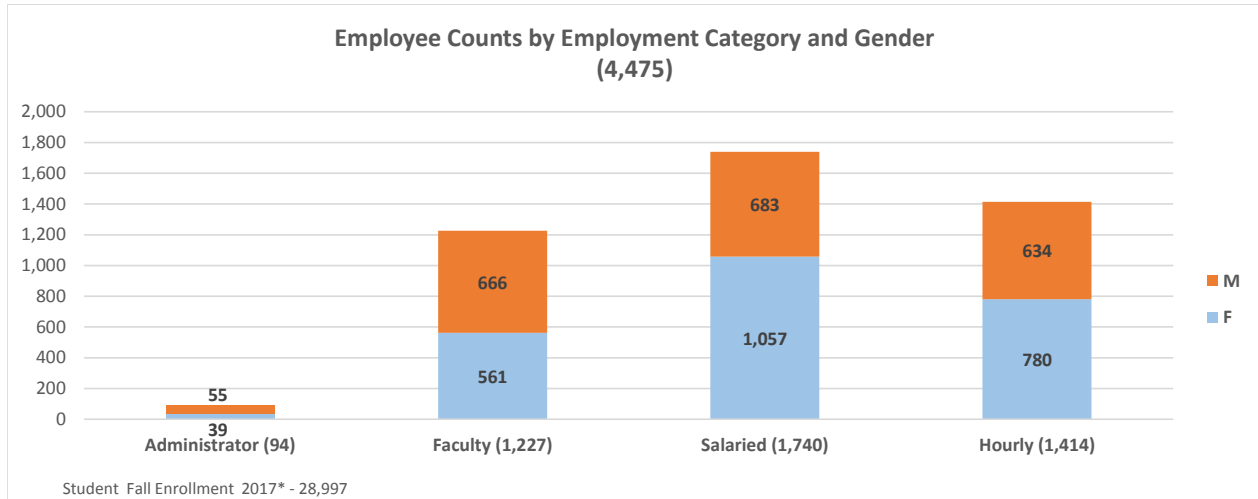
Salaried

All individuals employed for the primary purpose of performing academic support, student service and institutional support, whose assignments require either a baccalaureate degree or higher or experience of such kind and amount as to provide a comparable background. Includes employees with job titles such as: Business Operations Specialist, Financial Specialist, Accountant, Budget Analyst, Admissions or Financial Aid Counselor, Computer Specialist, Computer Analyst, Database Administrator, Librarian, Resident Director.

Hourly Staff

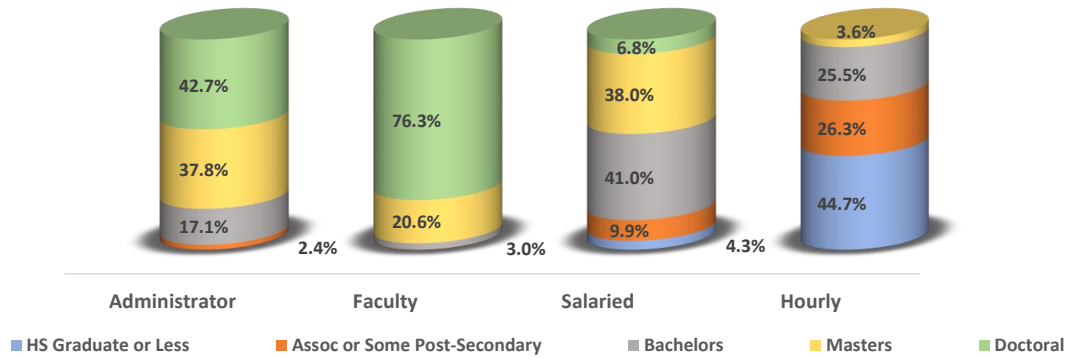
All employees whose assignments:

- Are technical or paraprofessional in nature (requires specialized knowledge or skills which may be acquired through experience, apprenticeship, on-the-job training or academic work in occupationally specific programs that result in a 2-year degree or other certificate or diploma). Includes such titles as Research or Laboratory Technician, Audiovisual Technician, Personnel Assistant. Or;
- Are associated with clerical or secretarial activities (responsible for internal and external communications, recording and retrieving data and/or information, and other paperwork required in an office). Includes such titles as Secretary, Administrative Assistant, Records Technician, Bookkeeper, Library Assistant. Or;
- Involve skilled crafts work (typically requires special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through on-the-job-training and experience or through apprenticeship or other formal training programs). Includes such titles as Electrician, HVAC Technician, Printer, Garage Mechanic. Or;
- Involve service/maintenance work (requires limited degrees of previously acquired skills and knowledge, performs duties that result in or contribute to the comfort, convenience and hygiene of personnel and the student body or that contribute to the upkeep of the institutional property). Includes such titles as Custodian, Building & Grounds Maintenance Worker, Police Officer, Security Guard, Cook.



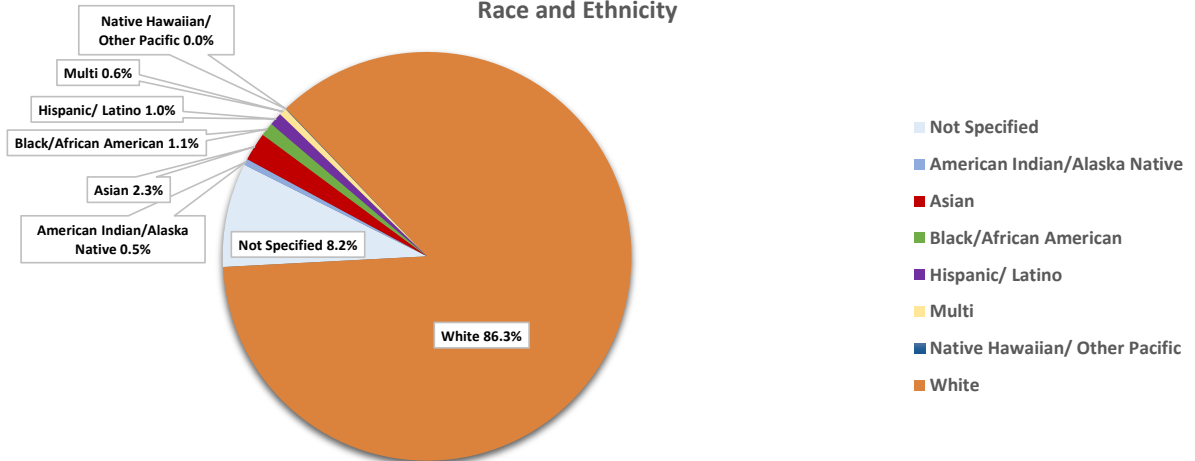
* Student Fall Enrollment 2017 includes undergraduate and graduate students. The source is Fall 2017 Enrollment Report - The University of Maine System, Fall Semester Headcount by Campus

Highest Degree by Employment Category *

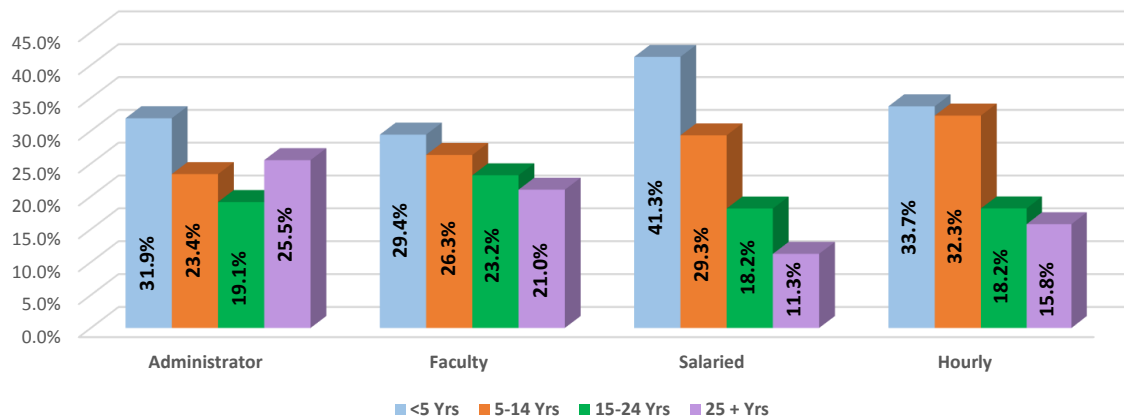


* Percentage shown for Highest Degree is a percent of the total employees who reported education level; 1,236 employees did not indicate.

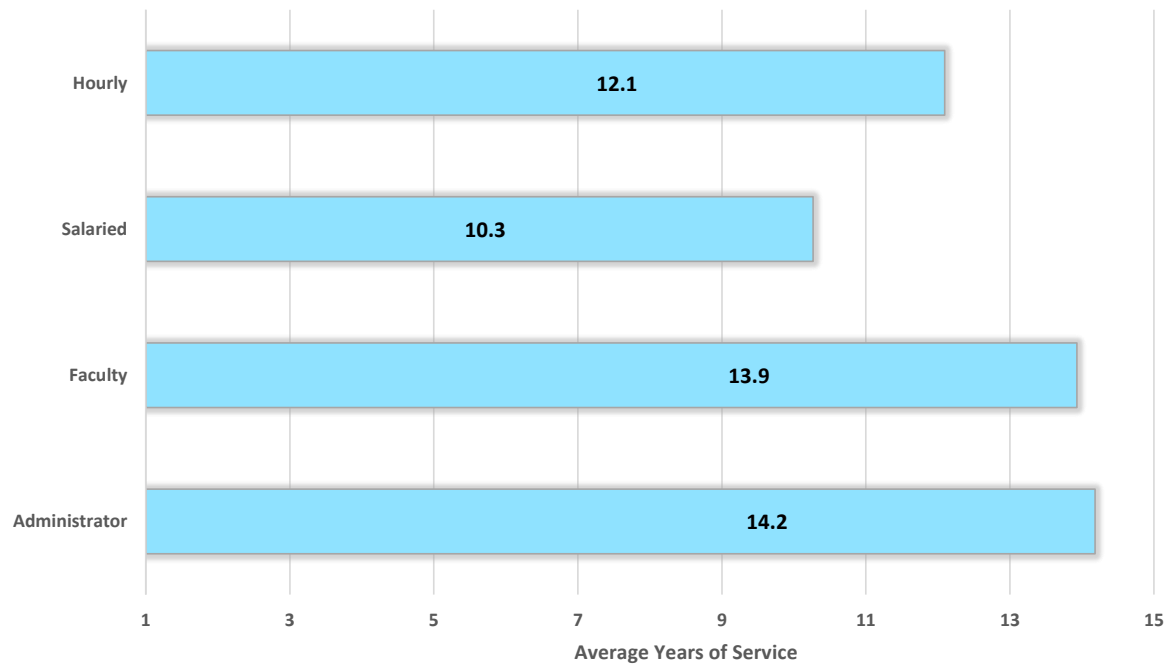
Race and Ethnicity



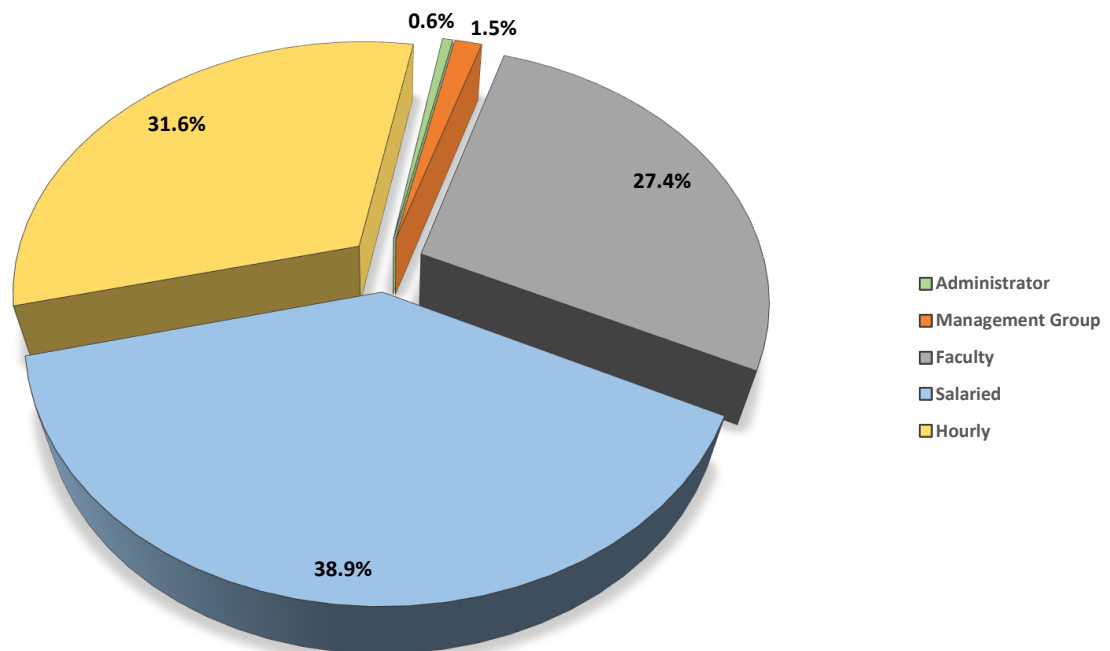
Years of Service by Employment Category



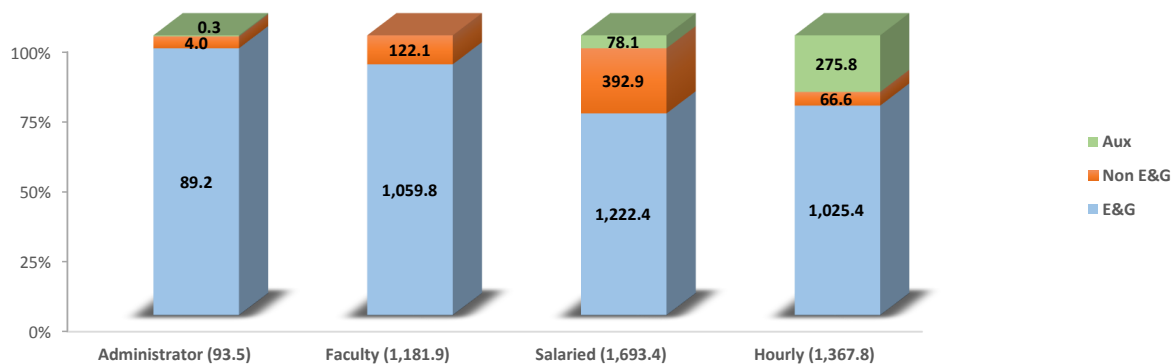
Average Years of Service by Employment Category



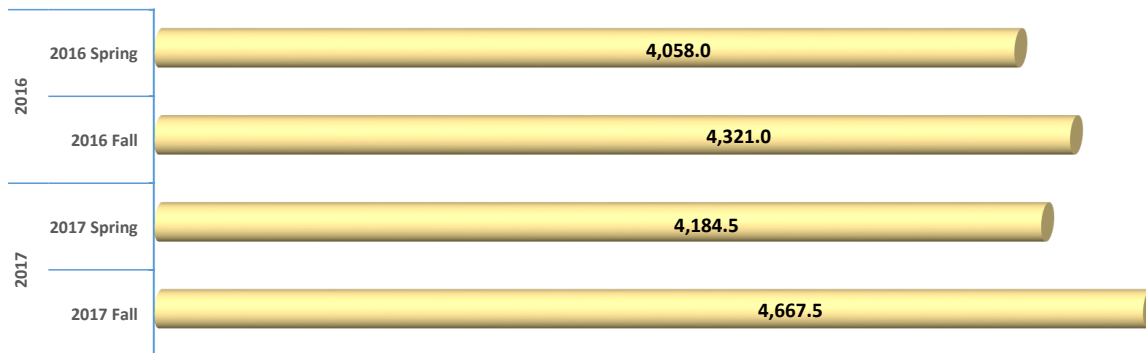
Employees by Employment Category



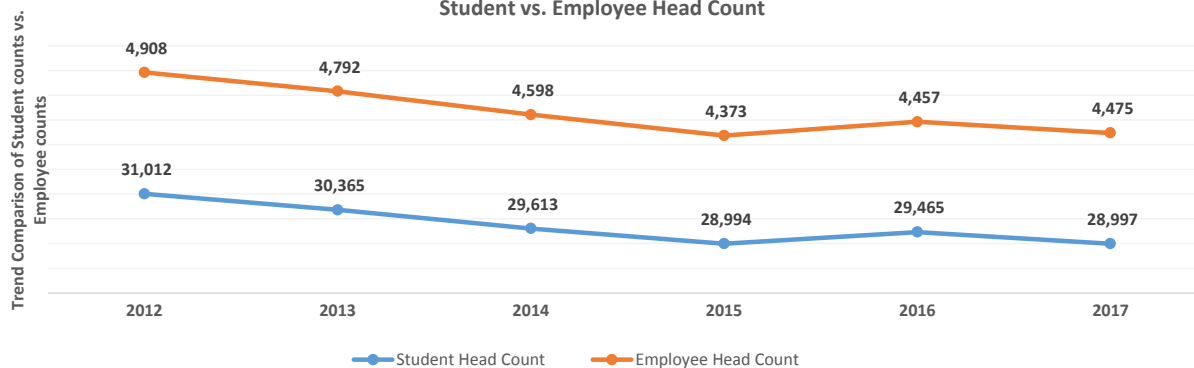
Full Time Equivalent by Funding Source



Part-Time Faculty Association Credit Hours by Semester



Student vs. Employee Head Count



*Student headcount from Fall 2017 UMS Enrollment Report,
historical Employee headcount from 2017 UMS Employee Headcount Report

Counts by Employment Category and Gender

	University of Maine System			University of Maine			University of Maine at Augusta			University of Maine at Farmington			University of Maine at Fort Kent		
	F	M	Count	F	M	Count	F	M	Count	F	M	Count	F	M	Count
Administrators	39	55	94	8	18	26	6	3	9	4	5	9	2	2	2
Faculty	561	666	1,227	257	385	642	48	37	85	74	46	120	13	20	33
Salaried	1,057	683	1,740	392	317	709	77	30	107	61	33	94	21	16	37
Hourly	780	634	1,414	402	359	761	64	33	97	51	45	96	22	16	38
Total	2,437	2,038	4,475	1,059	1,079	2,138	195	103	298	190	129	319	56	54	110
Student Enrollment	28,997			11,240			4,014			2,080			1,760		

	University of Maine at Machias			University of Maine at Presque Isle			University of Southern Maine			University Governance			University Services		
	F	M	Count	F	M	Count	F	M	Count	F	M	Count	F	M	Count
Administrators	1		1		2	2	7	9	16	7	9	16	6	7	13
Faculty	11	18	29	17	22	39	141	138	279						
Salaried	18	7	25	35	19	54	327	106	433				126	155	281
Hourly	13	8	21	21	18	39	146	124	270				61	31	92
Total	43	33	76	73	61	134	621	377	998	7	9	16	193	193	386
Student Enrollment	701			1,408			7,794								

* Student Enrollment counts from the University of Maine System - Fall 2017 Enrollment Report, Fall Semester Headcount by Campus.

Average Salary by Employment Category

	University of Maine System		University of Maine		University of Maine at Augusta		University of Maine at Farmington		University of Maine at Fort Kent	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	94	136,839	26	142,821	9	115,201	9	108,249	2	137,500
Faculty	1,227	77,320	642	82,800	85	67,837	120	62,941	33	62,236
Salaried	1,740	53,662	709	53,145	107	50,021	94	46,075	37	43,119
Hourly	1,414	32,019	761	31,992	97	30,023	96	32,255	38	32,526
Total	4,475	55,057	2,138	55,611	298	50,562	319	50,015	110	46,911

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services	
	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary	Count	Avg Salary
Administrators	1	120,000	2	135,377	16	138,394	16	167,634	13	121,254
Faculty	29	57,053	39	61,338	279	79,906				
Salaried	25	39,179	54	42,978	433	55,052			281	61,476
Hourly	21	29,776	39	32,651	270	32,206			92	33,582
Total	76	44,465	134	46,695	998	57,156	16	167,634	386	56,841

Average Age by Employment Category

	University of Maine System		University of Maine		University of Maine at Augusta		University of Maine at Farmington		University of Maine at Fort Kent	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	94	55	26	56	9	55	9	55	2	63
Faculty	1,227	52	642	51	85	57	120	52	33	54
Salaried	1,740	46	709	45	107	49	94	45	37	45
Hourly	1,414	51	761	51	97	51	96	52	38	50
Total	4,475	49	2,138	49	298	52	319	50	110	50

	University of Maine at Machias		University of Maine at Presque Isle		University of Southern Maine		University Governance		University Services	
	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age	Count	Avg Age
Administrators	1	67	2	55	16	55	16	53	13	53
Faculty	29	51	39	54	279	54				
Salaried	25	43	54	44	433	47			281	48
Hourly	21	51	39	54	270	50			92	46
Total	76	48	134	50	998	50	16	53	386	48

Age by Employment Category*

University of Maine System	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total
Administrators	1	0.0%	0.0%	7	0.2%	0.3%	33	0.7%	0.4%	41	0.9%	0.3%
Faculty	119	2.7%	2.7%	239	5.3%	5.3%	299	6.7%	6.7%	382	8.5%	4.2%
Salaried	373	8.3%	8.3%	406	9.1%	9.1%	430	9.6%	9.6%	454	10.1%	1.7%
Hourly	195	4.4%	4.4%	201	4.5%	4.5%	351	7.8%	7.8%	556	12.4%	2.5%
Total	688	15.4%	15.4%	853	19.1%	19.1%	1,113	24.9%	24.9%	1,433	32.0%	8.7%
University of Maine												
University of Maine	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total
Administrators	0	0.0%	0.0%	1	0.0%	0.0%	7	0.3%	0.3%	16	0.7%	0.1%
Faculty	90	4.2%	4.2%	141	6.6%	6.6%	131	6.1%	6.1%	190	8.9%	4.2%
Salaried	190	8.9%	8.9%	147	6.9%	6.9%	165	7.7%	7.7%	180	8.4%	1.3%
Hourly	97	4.5%	4.5%	106	5.0%	5.0%	203	9.5%	9.5%	298	13.9%	2.7%
Total	377	17.6%	17.6%	395	18.5%	18.5%	506	23.7%	23.7%	684	32.0%	8.2%
University of Maine at Augusta												
University of Maine at Augusta	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total
Administrators	0	0.0%	0.0%	1	0.3%	0.3%	5	1.7%	1.7%	1	0.3%	0.7%
Faculty	3	1.0%	1.0%	12	4.0%	4.0%	16	5.4%	5.4%	29	9.7%	8.4%
Salaried	13	4.4%	4.4%	26	8.7%	8.7%	28	9.4%	9.4%	33	11.1%	2.3%
Hourly	14	4.7%	4.7%	11	3.7%	3.7%	22	7.4%	7.4%	43	14.4%	2.3%
Total	30	10.1%	10.1%	50	16.8%	16.8%	71	23.8%	23.8%	106	35.6%	13.8%
University of Maine at Farmington												
University of Maine at Farmington	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total
Administrators	0	0.0%	0.0%	1	0.3%	0.3%	2	0.6%	0.6%	4	1.3%	0.6%
Faculty	8	2.5%	2.5%	24	7.5%	7.5%	40	12.5%	12.5%	37	11.6%	3.4%
Salaried	23	7.2%	7.2%	24	7.5%	7.5%	20	6.3%	6.3%	20	6.3%	2.2%
Hourly	6	1.9%	1.9%	17	5.3%	5.3%	26	8.2%	8.2%	40	12.5%	2.2%
Total	37	11.6%	11.6%	66	20.7%	20.7%	88	27.6%	27.6%	101	31.7%	8.5%
University of Maine at Fort Kent												
University of Maine at Fort Kent	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total
Administrators	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	1	0.9%	1.8%
Faculty	2	1.8%	1.8%	3	2.7%	2.7%	12	10.9%	10.9%	14	12.7%	1.8%
Salaried	9	8.2%	8.2%	9	8.2%	8.2%	9	8.2%	8.2%	10	9.1%	0.0%
Hourly	6	5.5%	5.5%	5	4.5%	4.5%	10	9.1%	9.1%	15	13.6%	1.8%
Total	17	15.5%	15.5%	17	15.5%	15.5%	31	28.2%	28.2%	40	36.4%	4.5%

Age by Employment Category*

University of Maine at Machias	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	Total
Administrators	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	1
Faculty	1	1.3%	11.8%	9	11.8%	7	9.2%	8	10.5%	4	5.3%	29
Salaried	10	13.2%	3	3.9%	6	7.9%	5	6.8%	1	1.3%	25	32.9%
Hourly	3	3.9%	2	2.6%	5	6.6%	9	11.8%	2	2.6%	21	27.6%
Total	14	18.4%	14	18.4%	18	23.7%	22	28.9%	8	10.5%	76	100.0%
University of Maine at Presque Isle	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	Total
Administrators	0	0.0%	0.0%	0	0.0%	1	0.7%	1	0.7%	0	0.0%	2
Faculty	0	0.0%	7	5.2%	16	11.9%	9	6.7%	7	5.2%	39	29.1%
Salaried	14	10.4%	17	12.7%	9	6.7%	9	6.7%	5	3.7%	54	40.3%
Hourly	2	1.5%	4	3.0%	11	8.2%	18	13.4%	4	3.0%	39	29.1%
Total	16	11.9%	28	20.9%	37	27.6%	37	27.6%	16	11.9%	134	100.0%
University of Southern Maine	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	Total
Administrators	0	0.0%	1	0.1%	6	0.6%	7	0.7%	2	0.2%	16	1.6%
Faculty	15	1.5%	43	4.3%	77	7.7%	95	9.5%	49	4.9%	279	28.0%
Salaried	82	8.2%	109	10.9%	99	9.9%	123	12.3%	20	2.0%	433	43.4%
Hourly	47	4.7%	30	3.0%	61	6.1%	106	10.6%	26	2.6%	270	27.1%
Total	144	14.4%	183	18.3%	243	24.3%	331	33.2%	97	9.7%	998	100.0%
University Governance	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	Total
Administrators	1	6.3%	1	6.3%	7	43.8%	6	37.5%	1	6.3%	16	100.0%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hourly	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	1	6.3%	1	6.3%	7	43.8%	6	37.5%	1	6.3%	16	100.0%
University Services	Age Group											
	<= 34			35 - 44			45 - 54			55 - 64		
	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	% of Total	Count	% of Total	Total
Administrators	0	0.0%	2	0.5%	5	1.3%	5	1.3%	1	0.3%	13	3.4%
Faculty	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Salaried	32	8.3%	71	18.4%	94	24.4%	74	19.2%	10	2.6%	281	72.8%
Hourly	20	5.2%	26	6.7%	13	3.4%	27	7.0%	6	1.6%	92	23.8%
Total	52	13.5%	99	25.6%	112	29.0%	106	27.5%	17	4.4%	386	100.0%

* Note - Due to rounding the % of Total in the Total column may not equal the sum of the percents in each age category.

Highest Degree by Employment Category

University of Maine System	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	12	0.3%		0	0.0%		2	0.0%		14	0.3%	31
Faculty	52	1.2%		0	0.0%		2	0.0%		35	0.8%	896
Salaried	512	11.4%		53	1.2%		121	2.7%		503	11.2%	467
Hourly	660	14.7%		337	7.5%		198	4.4%		192	4.3%	27
Total	1,236	27.6%		390	8.7%		323	7.2%		744	16.6%	767
												1,015
												22.7%
												4,475
												100.0%
University of Maine	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	1	0.0%		0	0.0%		0	0.0%		1	0.0%	11
Faculty	39	1.8%		0	0.0%		2	0.1%		23	1.1%	106
Salaried	233	10.9%		27	1.3%		44	2.1%		181	8.5%	185
Hourly	369	17.3%		196	9.2%		110	5.1%		76	3.6%	10
Total	642	30.0%		223	10.4%		156	7.3%		281	13.1%	312
												524
												24.5%
												2,138
												100.0%
University of Maine at Augusta	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	0	0.0%		0	0.0%		0	0.0%		0	0.0%	5
Faculty	1	0.3%		0	0.0%		0	0.0%		2	0.7%	36
Salaried	33	11.1%		2	0.7%		9	3.0%		27	9.1%	29
Hourly	75	25.2%		4	1.3%		8	2.7%		10	3.4%	0
Total	109	36.6%		6	2.0%		17	5.7%		39	13.1%	70
												23.5%
												57
												19.1%
												298
												100.0%
University of Maine at Farmington	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	0	0.0%		0	0.0%		0	0.0%		2	0.6%	3
Faculty	1	0.3%		0	0.0%		0	0.0%		1	0.3%	22
Salaried	11	3.4%		4	1.3%		9	2.8%		31	9.7%	33
Hourly	20	6.3%		41	12.9%		20	6.3%		13	4.1%	2
Total	32	10.0%		45	14.1%		29	9.1%		47	14.7%	60
												18.8%
												106
												33.2%
												319
												100.0%
University of Maine at Fort Kent	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	1	0.9%		0	0.0%		0	0.0%		0	0.0%	0
Faculty	1	0.9%		0	0.0%		0	0.0%		4	3.6%	10
Salaried	8	7.3%		1	0.9%		2	1.8%		15	13.6%	11
Hourly	7	6.4%		13	11.8%		10	9.1%		8	7.3%	0
Total	17	15.5%		14	12.7%		12	10.9%		27	24.5%	21
												19.1%
												19
												17.3%
												110
												100.0%

Highest Degree by Employment Category

University of Maine at Machias	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	0	0.0%		0	0.0%		0	0.0%		0	0.0%	1
Faculty	4	5.3%		0	0.0%		0	0.0%		0	0.0%	29
Salaried	7	9.2%		0	0.0%		2	2.6%		7	9.2%	25
Hourly	5	6.6%		9	11.8%		6	7.9%		1	1.3%	21
Total	16	21.1%		9	11.8%		8	10.5%		8	10.5%	76
University of Maine at Presque Isle												
	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	0	0.0%		0	0.0%		0	0.0%		1	0.7%	2
Faculty	2	1.5%		0	0.0%		0	0.0%		0	0.0%	39
Salaried	14	10.4%		1	0.7%		1	0.7%		18	13.4%	54
Hourly	9	6.7%		18	13.4%		8	6.0%		4	3.0%	39
Total	25	18.7%		19	14.2%		9	6.7%		23	17.2%	134
University of Southern Maine												
	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	1	0.1%		0	0.0%		0	0.0%		1	0.1%	16
Faculty	4	0.4%		0	0.0%		0	0.0%		5	0.5%	279
Salaried	94	9.4%		4	0.4%		15	1.5%		136	13.6%	433
Hourly	117	11.7%		45	4.5%		24	2.4%		70	7.0%	270
Total	216	21.6%		49	4.9%		39	3.9%		212	21.2%	998
University Governance												
	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	7	43.8%		0	0.0%		1	6.3%		3	18.8%	16
Faculty	0	0.0%		0	0.0%		0	0.0%		0	0.0%	0
Salaried	0	0.0%		0	0.0%		0	0.0%		0	0.0%	0
Hourly	0	0.0%		0	0.0%		0	0.0%		0	0.0%	0
Total	7	43.8%		0	0.0%		1	6.3%		3	18.8%	16
University Services												
	Degree											
	Not Indicated			HS Graduate			Associates			Bachelor's		
	Count	Percent		Count	Percent		Count	Percent		Count	Percent	Total
Administrators	2	0.5%		0	0.0%		1	0.3%		6	1.6%	13
Faculty	0	0.0%		0	0.0%		0	0.0%		0	0.0%	0
Salaried	112	29.0%		14	3.6%		39	10.1%		88	22.8%	281
Hourly	58	15.0%		11	2.8%		12	3.1%		10	2.6%	92
Total	172	44.6%		25	6.5%		52	13.5%		104	26.9%	386

Race and Ethnicity by Employment Category

	University of Maine System					University of Maine					University of Maine at Augusta					University of Maine at Farmington					University of Maine at Fort Kent				
	Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %	
Administrators	0.1%	1.9%	0.2%	2.1%		0.0%	1.2%	0.0%	1.2%		0.0%	3.0%	0.0%	3.0%		0.0%	2.8%	0.0%	2.8%		0.0%	0.9%	0.9%	1.8%	
Faculty	2.2%	23.0%	2.2%	27.4%		2.6%	23.9%	3.6%	30.0%		0.7%	27.2%	0.7%	28.5%		1.9%	35.1%	0.6%	37.6%		4.5%	25.5%	0.0%	30.0%	
Salaried	1.9%	34.0%	2.9%	38.9%		2.1%	27.0%	4.1%	33.2%		0.7%	33.9%	1.3%	35.9%		0.9%	28.5%	0.0%	29.5%		1.8%	27.3%	4.5%	33.6%	
Hourly	1.3%	27.4%	2.9%	31.6%		1.1%	30.3%	4.2%	35.6%		0.3%	30.2%	2.0%	32.6%		0.3%	29.2%	0.6%	30.1%		1.8%	30.9%	1.8%	34.5%	
Total	5.5%	86.3%	8.2%	100.0%		5.8%	82.3%	11.9%	100.0%		1.7%	94.3%	4.0%	100.0%		3.1%	95.6%	1.3%	100.0%		8.2%	84.5%	7.3%	100.0%	

	University of Maine at Machias					University of Maine at Presque Isle					University of Southern Maine					University Governance					University Services				
	Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %		Minority %	Non Minority %	Not Specified %	Total %	
Administrators	0.0%	1.3%	0.0%	1.3%		0.0%	1.5%	0.0%	1.5%		0.2%	1.2%	0.2%	1.6%		6.3%	68.8%	25.0%	100.0%		0.0%	3.1%	0.3%	3.4%	
Faculty	1.3%	32.9%	3.9%	38.2%		2.2%	26.9%	0.0%	29.1%		2.7%	23.6%	1.6%	28.0%		0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	
Salaried	0.0%	27.6%	5.3%	32.9%		0.7%	38.1%	1.5%	40.3%		2.3%	39.4%	1.7%	43.4%		0.0%	0.0%	0.0%	0.0%		2.3%	67.1%	3.4%	72.8%	
Hourly	0.0%	22.4%	5.3%	27.6%		0.7%	27.6%	0.7%	29.1%		2.5%	23.4%	1.1%	27.1%		0.0%	0.0%	0.0%	0.0%		1.0%	19.7%	3.1%	23.8%	
Total	1.3%	84.2%	14.5%	100.0%		3.7%	94.0%	2.2%	100.0%		7.7%	87.7%	4.6%	100.0%		6.3%	68.8%	25.0%	100.0%		3.4%	89.9%	6.7%	100.0%	

Years of Service by Employment Category

University of Maine System		Years of Service					Total
		< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators		30	22	18	24	94	
Faculty		361	323	285	258	1,227	
Salaried		718	510	316	196	1,740	
Hourly		477	457	257	223	1,414	
Total		1,586	1,312	876	701	4,475	
University of Maine		Years of Service					Total
		< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators		5	5	6	10	26	
Faculty		210	145	138	149	642	
Salaried		304	197	122	86	709	
Hourly		226	253	147	135	761	
Total		745	600	413	380	2,138	
University of Maine at Augusta		Years of Service					Total
		< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators		2	2	2	3	9	
Faculty		18	26	14	27	85	
Salaried		37	33	21	16	107	
Hourly		40	35	15	7	97	
Total		97	96	52	53	298	
University of Maine at Farmington		Years of Service					Total
		< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators		1	4	1	3	9	
Faculty		32	40	31	17	120	
Salaried		42	31	10	11	94	
Hourly		21	37	18	20	96	
Total		96	112	60	51	319	
University of Maine at Fort Kent		Years of Service					Total
		< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators		2	0	0	0	2	
Faculty		4	15	9	5	33	
Salaried		19	10	7	1	37	
Hourly		10	11	9	8	38	
Total		35	36	25	14	110	

Years of Service by Employment Category

University of Maine at Machias		Years of Service				Total
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators	0	0	1	0	1	
Faculty	8	9	6	6	29	
Salaried	19	3	0	3	25	
Hourly	10	5	4	2	21	
Total	37	17	11	11	76	
University of Maine at Presque Isle		Years of Service				Total
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators	0	0	1	1	2	
Faculty	8	12	15	4	39	
Salaried	23	26	3	2	54	
Hourly	10	13	9	7	39	
Total	41	51	28	14	134	
University of Southern Maine		Years of Service				Total
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators	6	5	3	2	16	
Faculty	81	76	72	50	279	
Salaried	168	137	89	39	433	
Hourly	111	73	48	38	270	
Total	366	291	212	129	998	
University Governance		Years of Service				Total
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators	8	4	2	2	16	
Faculty	0	0	0	0	0	
Salaried	0	0	0	0	0	
Hourly	0	0	0	0	0	
Total	8	4	2	2	16	
University Services		Years of Service				Total
	< 5 Years Svc Count	5 - 14 Yrs Count	15 - 24 Yrs Count	25 Plus Yrs Count	Total Count	
Administrators	6	2	2	3	13	
Faculty	0	0	0	0	0	
Salaried	106	73	64	38	281	
Hourly	49	30	7	6	92	
Total	161	105	73	47	386	

Average Years of Service by Employment Category

	University of Maine System	University of Maine	University of Maine at Augusta	University of Maine at Farmington	University of Maine at Fort Kent	University of Maine at Machias	University of Maine at Presque Isle	University of Southern Maine	University Governance	University Services
Administrators	14.2	18.0	16.7	17.8	1.0	18.0	26.0	10.5	8.1	14.3
Faculty	13.9	14.1	17.0	12.8	14.4	13.1	12.4	13.4	0.0	0.0
Salaried	10.3	10.3	11.6	9.4	8.4	5.8	6.9	10.0	0.0	11.7
Hourly	12.1	13.1	8.7	14.1	14.9	8.9	13.9	10.9	0.0	7.2
Average Yrs Svc	11.9	12.5	12.3	12.3	12.3	9.6	10.8	11.2	8.1	10.7

Count of Employment Category with Management Group

	University of Maine System	University of Maine	University of Maine at Augusta	University of Maine at Farmington	University of Maine at Fort Kent	University of Maine at Machias	University of Maine at Presque Isle	University of Southern Maine	University Governance	University Services
Administrators	26	9	1	3	-	-	1	8	-	4
Management Grp	68	17	8	6	2	1	1	8	16	9
Faculty	1,227	642	85	120	33	29	39	279	-	-
Salaried	1,740	709	107	94	37	25	54	433	-	281
Hourly	1,414	761	97	96	38	21	39	270	-	92
Total	4,475	2,138	298	319	110	76	134	998	16	386

Full Time Equivalent by Funding Source

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total
Administrators	89.2	4.0	0.3	93.5	24.3	1.7	0.0	26.0	8.0	1.0	0.0	9.0	9.0	0.0	0.0	9.0	2.0	0.0	0.0	2.0
Faculty	1,059.8	122.1	0.0	1,181.9	506.3	111.2	0.0	757.9	82.4	1.0	0.0	140.2	114.0	1.2	0.0	133.8	30.5	1.0	0.0	49.3
Salaried	1,025.4	66.6	275.8	1,367.8	490.5	38.1	212.3	747.3	84.7	4.3	2.4	93.1	64.7	1.3	24.8	90.7	29.5	2.0	5.0	36.5
Hourly	1,222.4	392.9	78.1	1,693.4	454.8	185.0	57.1	699.0	74.3	23.7	2.0	99.9	75.9	8.5	5.5	90.8	32.5	3.0	1.5	37.0
Total	3,396.8	585.6	354.2	4,336.6	1,475.9	336.0	269.4	2,230.3	249.4	30.0	4.4	342.2	263.6	10.9	30.3	324.4	94.5	6.0	6.5	124.8

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine				University Governance				University Services			
	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total	E&G	Non E&G	Aux	Total
Administrators	1.0	0.0	0.0	1.0	2.0	0.0	0.0	2.0	14.4	1.3	0.3	16.0	15.5	0.0	0.0	15.5	13.0	0.0	0.0	13.0
Faculty	28.9	0.1	0.0	37.7	38.2	0.2	0.0	55.5	259.4	7.4	0.0	388.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Salaried	14.5	0.0	4.1	18.6	34.5	2.0	2.5	39.0	218.8	16.7	24.8	264.3	0.0	0.0	0.0	0.0	88.2	2.3	0.0	90.5
Hourly	20.8	0.8	1.0	22.6	37.6	11.4	1.0	50.0	255.5	152.3	10.0	417.9	0.0	0.0	0.0	0.0	271.1	8.3	0.0	279.4
Total	65.3	0.8	5.1	79.9	112.3	13.6	3.5	146.5	748.2	177.6	35.1	1,086.3	15.5	0.0	0.0	15.5	372.2	10.6	0.0	382.8

Part-Time Faculty by University

	University of Maine System				University of Maine				University of Maine at Augusta				University of Maine at Farmington				University of Maine at Fort Kent			
	Count	Credit Hrs	Courses Taught		Count	Credit Hrs	Courses Taught		Count	Credit Hrs	Courses Taught		Count	Credit Hrs	Courses Taught		Count	Credit Hrs	Courses Taught	
Spring 2016	806	4,058.0	1,453		190	1,056.0	378		156	762.0	270		50	309.0	88		27	159.0	59	
Fall 2016	842	4,321.0	1,548		210	1,101.0	393		159	763.0	270		41	287.0	75		43	237.0	93	
Spring 2017	814	4,184.5	1,487		210	1,116.0	404		147	724.0	250		44	345.0	89		32	157.0	61	
Fall 2017	867	4,667.5	1,635		216	1,117.0	412		148	769.0	258		45	338.0	90		47	380.0	105	

	University of Maine at Machias				University of Maine at Presque Isle				University of Southern Maine			
	Count	Credit Hrs	Courses Taught		Count	Credit Hrs	Courses Taught		Count	Credit Hrs	Courses Taught	
Spring 2016	36	153.5	61		47	260.0	88		307	1,358.5	509	
Fall 2016	38	139.0	57		47	259.0	91		319	1,535.0	569	
Spring 2017	44	184.5	69		40	234.0	80		308	1,424.0	534	
Fall 2017	36	157.0	61		42	248.0	85		346	1,658.5	624	



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Turnover Analysis, November 2016 – October 2017

2. **INITIATED BY:** James R. Erwin, Chair

3. **BOARD INFORMATION:** X

BOARD ACTION:

4. **OUTCOME:**

BOARD POLICY:

Primary Outcomes:

Enhance fiscal positioning

Secondary Outcomes:

University workforce engagement

5. **BACKGROUND:**

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 November 2016 and October 2017.



TURNOVER ANALYSIS

SEPARATIONS, RETENTION, AND HIRING STATISTICS

FOR
REGULAR EMPLOYEES

November 1, 2016 - October 31, 2017

April 3, 2018
UMS Office of Human Resources

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Methodology

This report includes only regular staff and primary position records for employees in an active, leave with pay or leave without pay status. Regular staff in the Part-Time Faculty bargaining unit are included; temporary staff in the Part -Time Faculty unit are excluded.

The report covers the period from November 1, 2016 through October 31, 2017.

The population is determined by averaging the number of staff active, on leave, or on leave without pay on October 31, 2016 and October 31, 2017.

Resignations, voluntary retirements, failure to return from leave, death, and disability are considered voluntary separations.

All other separation reasons are considered involuntary separations.

Separations due to death or disability were included with involuntary terminations Turnover Analysis reports prior to 2014.

New hires are hired from outside the University and do not include staff who are already employees.

The new hire and rehire statistics do not include employees who have taken a secondary job or transferred within the University System. Rehires include employees moving from temporary to regular positions and/or have had a separation from the University of Maine System.

Key to bargaining groups:

AFUM - Associated Faculties of the Universities of Maine, MEA/NEA

UMPSA - Universities of Maine Professional Staff Association, MEA/NEA

COLT - Associated C.O.L.T. (Clerical, Office, Laboratory and Technical) Staff of the Universities of Maine, MEA/NEA

Service & Maintenance - Teamsters Union Local #340

University Supervisors

Police - Teamsters Union Local #340

Non-Represented Hourly

Non-Represented Salaried

Non-Represented Faculty - Includes Law Faculty, Chairs at some Universities

PATFA - Part-Time Faculty Association , MFT/AFT, AFL-CIO

Turnover Highlights

- From November 1, 2016 through October 31, 2017 the number of employee separations for all reasons was 16.2% of the average population of regular employees. Of this, voluntary resignations made up 9.6%, and retirements accounted for 3.8%. The remaining 2.8% involuntary separations resulted from end of term appointments, layoff, and termination.
- The turnover rate reported for all education services by the Bureau of Labor Statistics shows an increasing trend of total annual separations levels. The University of Maine System separations trend is very similar to this national trend.
- The number of separations due to position elimination/staff reduction is 20. This is 2 more than last year for the same period.
- The rate of voluntary separations as a percent of the total University of Maine System population is 13.4%.
- 82.9% of the 726 total separations are due to voluntary resignations and retirements. Retirements alone account for 23.4% of the 726 total separations.
- Separation rates vary among universities from a high of 27.0% for University of Maine Machais to 13.9% at the University of Maine at Augusta.
- The average years of service for resignation is 4.9 years, 25.8 years for voluntary retirements, and 4.3 years for involuntary separations. The highest number of resignations occur during an employee's first and second year of service.
- The average years of service for voluntary separations in the UMPSA unit is 4.0 years, and in the COLT, unit 3.5 years. The average years of service for retirements in the UMPSA unit is 21.0 years, and in the COLT unit, 21.2 years.
- The percent of separations for the represented and non-represented as a percentage of the bargaining unit vary with a high of 25.0% in the NR Hrly & PATFA units to 9.6% in the University Supervisors Unit. Separation rates in other represented bargaining units are: AFUM -13.2%, UMPSA - 18.6%, COLT - 17.3%, S&M - 13.9%, Police - 10.9%, NR Sal - 19.0%, NR Fac - 11.1%, Law Fac - 11.1%
- The UMPSA bargaining unit is 31.2% of the population and accounts for 28.4% of the voluntary separations; 79.2% of UMPSA separations are voluntary resignations.
- The percent of new hires/rehires at Universities as a percent of Campus population varies among the campuses with a high of 27% at University of Maine Machias to 8.6% at UMA.
- The percent of new hires/rehires in represented and non-represented units vary from a high of 26.7% in NonRep Hourly to a low of 4.4% in the University Supervisors Unit.
- Retention of employees at all Universities is 83.8%, the lowest retention rate among bargaining groups is PATFA at 75.0%.

Average Headcount - Regular Staff by University

UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	TOTAL
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
2,151	302	320	109	74	138	1,001	15	382	4,490

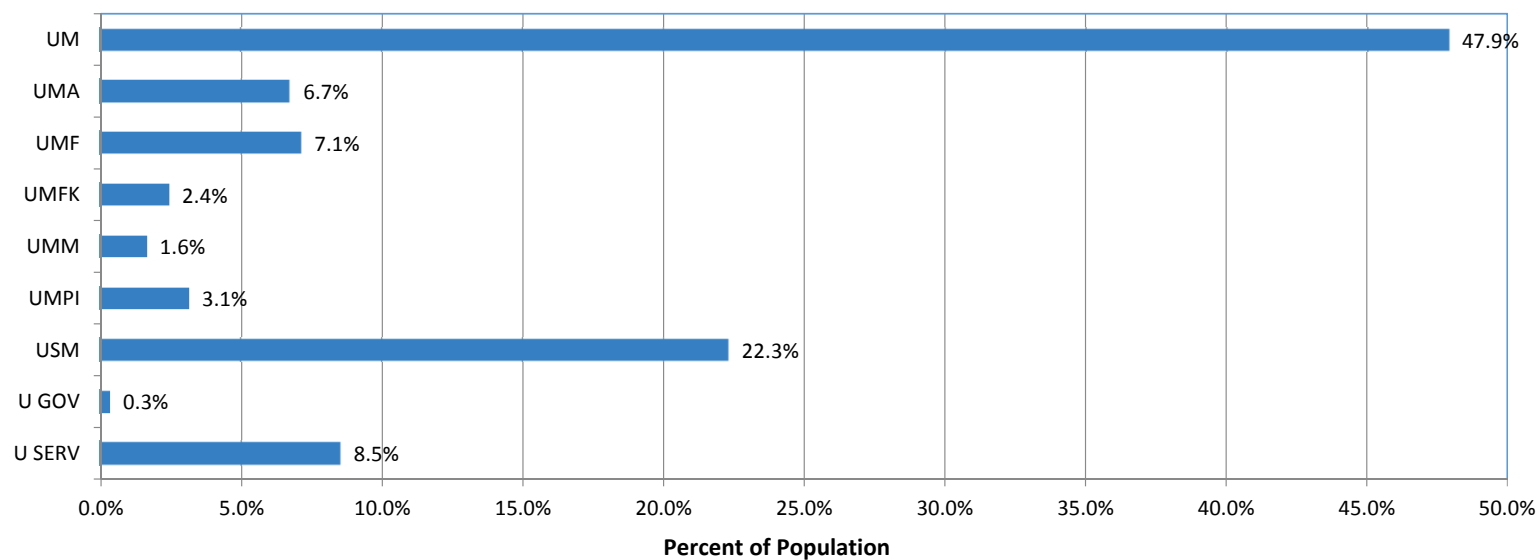
Headcount is an average of the number of regular staff on October 31, 2016 and October 31, 2017.

Turnover Formula

(# of separations during the measurement period /
average # of employees during the measurement period) X 100

$$726 / 4490 = 16.2\%$$

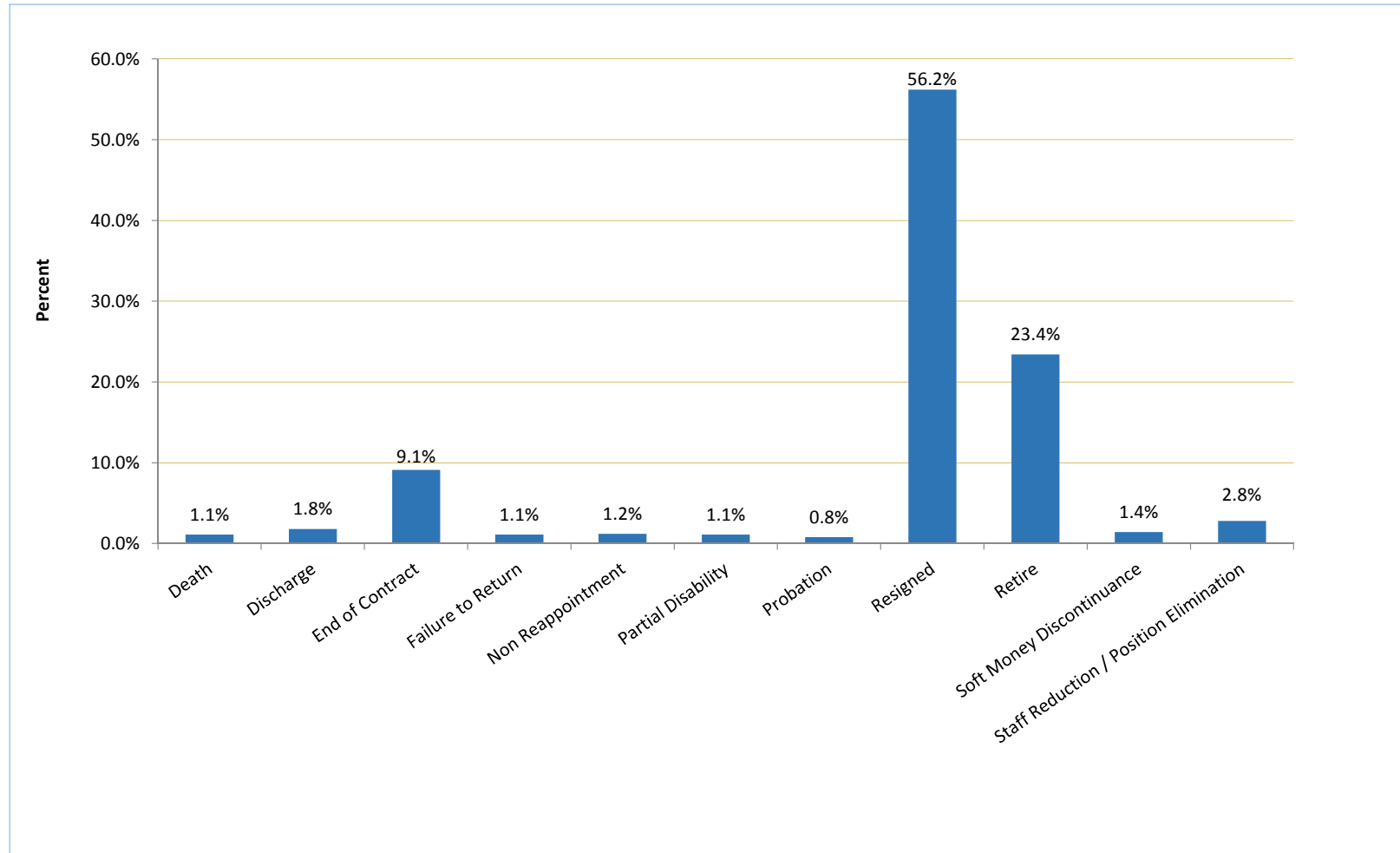
Employees by University - Percent of Population

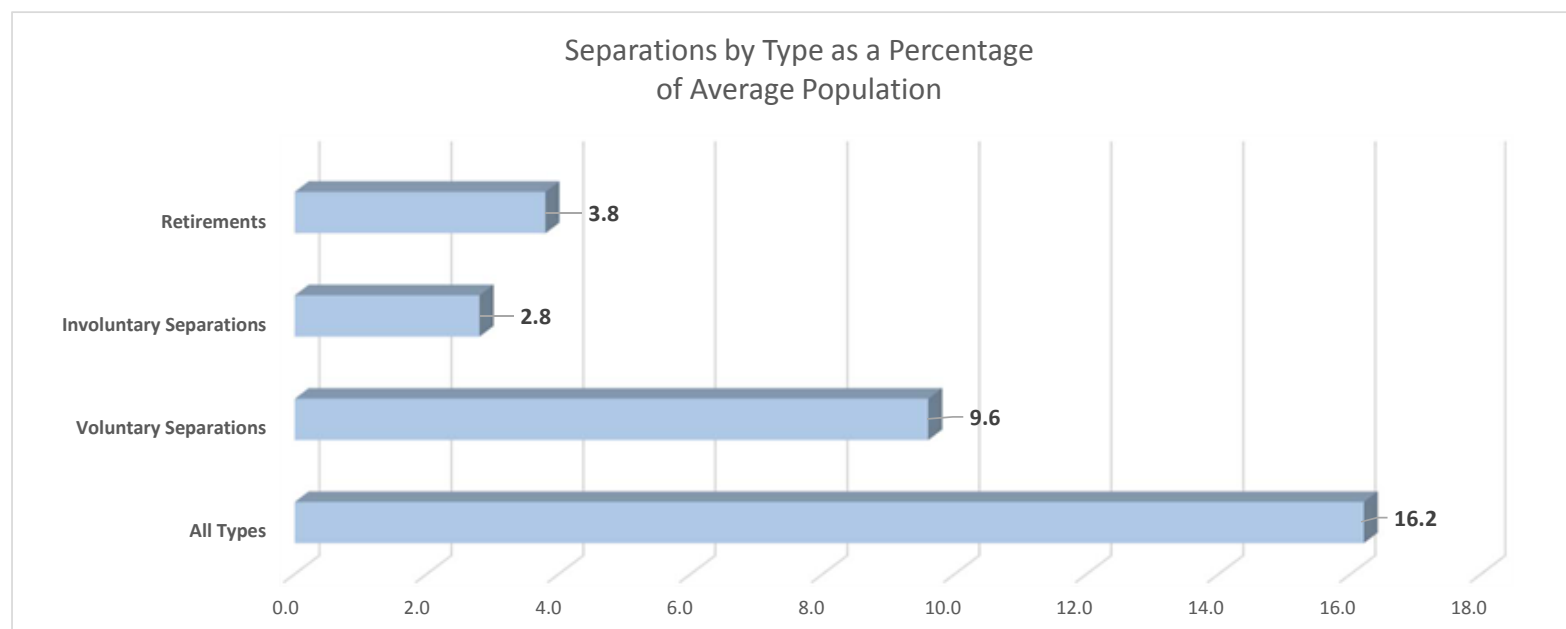
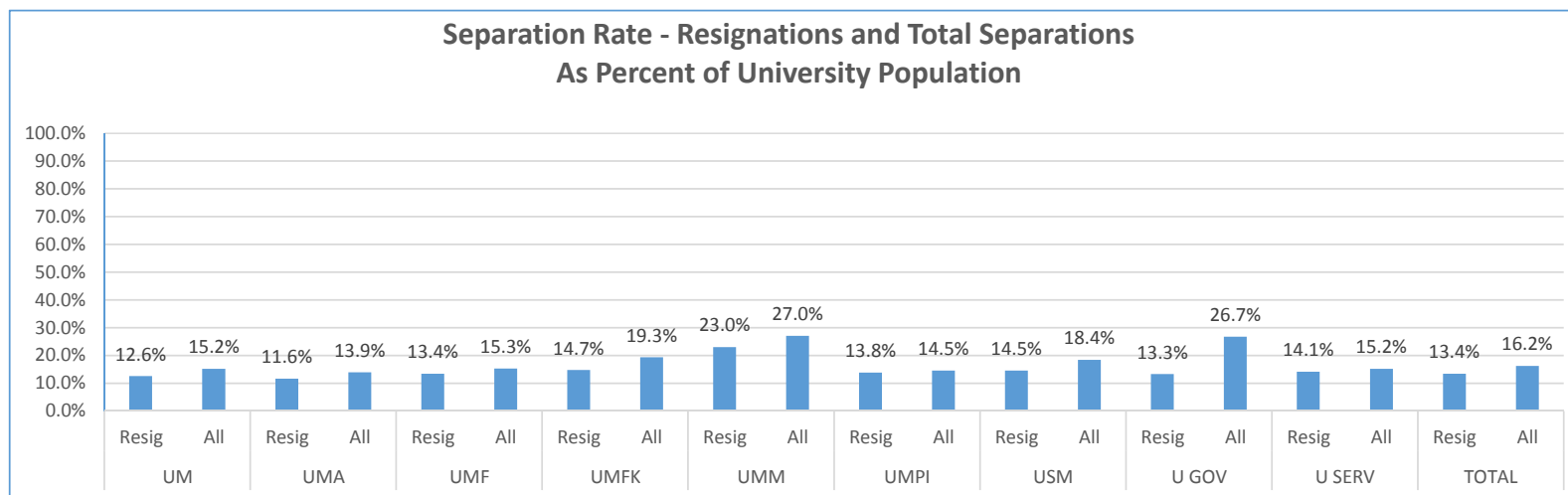


**Separations by Reason
by University**

	Death	Discharge	End of Appointment / Contract	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Retire	Soft Money Discontinuance	Staff Reduction / Position Elimination	Total
UM	5	4	37	4	4	5	2	178	79	4	6	328
UMA		1	2	1	2		1	26	8		1	42
UMF		1	1		2	2		29	12	2		49
UMFK			4					12	4		1	21
UMM			1					13	4		2	20
UMPI						1		10	8		1	20
USM	2	7	19		1		3	102	41	4	5	184
U GOV								3	1			4
U SERV	1		2	3				35	13		4	58
TOTAL	8	13	66	8	9	8	6	408	170	10	20	726

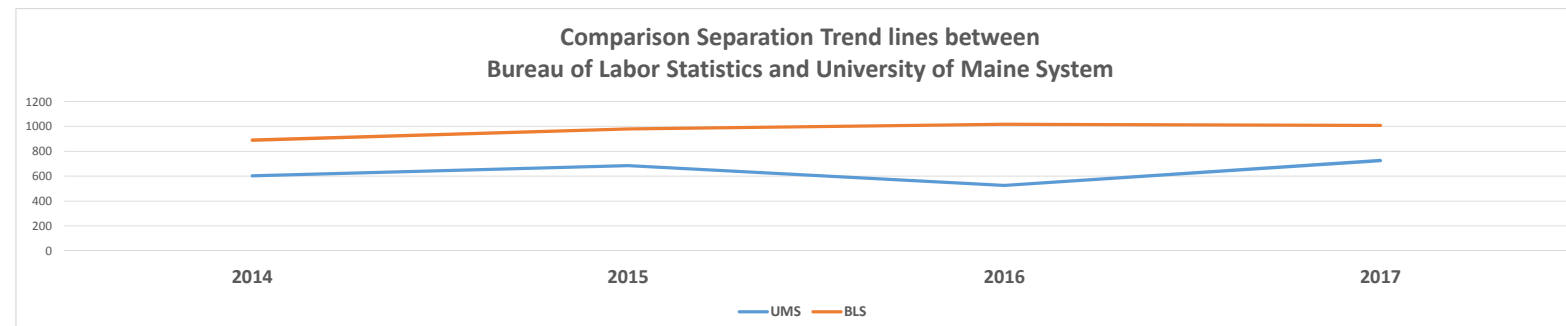
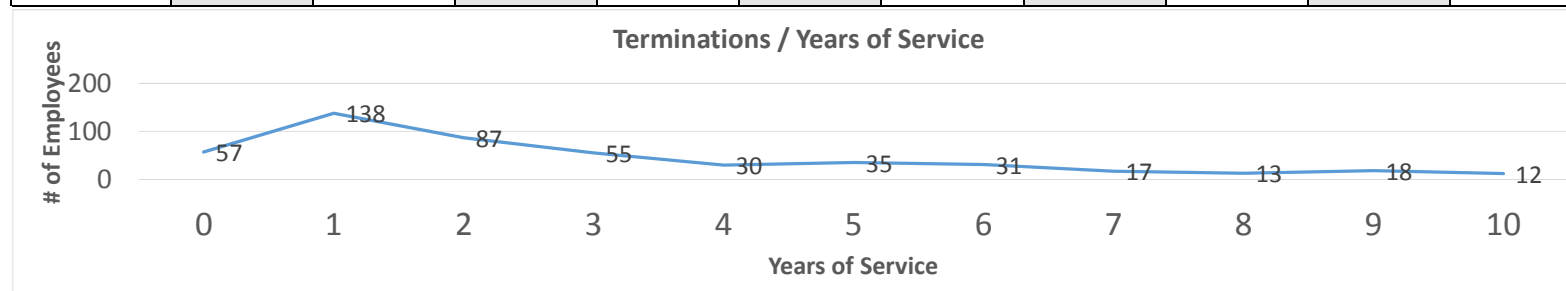
Separations by Reason as Percent of Total Separations





**Average Years Service Prior to Separation
by University**

	UM	UMA	UMF	UMFK	UMM	UMPI	USM	U GOV	U SERV	Total
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
Involuntary Separation	3.1	1.4	5.1	6.5	2.0	8.3	6.1	0.0	5.7	4.3
Retirement	26.5	25.8	20.0	26.3	24.3	26.8	26.1		24.1	25.8
Voluntary Separation	4.9	4.0	5.4	7.1	3.3	4.6	4.4	5.2	5.7	4.9
Total	9.8	7.7	8.9	10.6	7.3	13.7	9.6	14.7	9.8	9.7



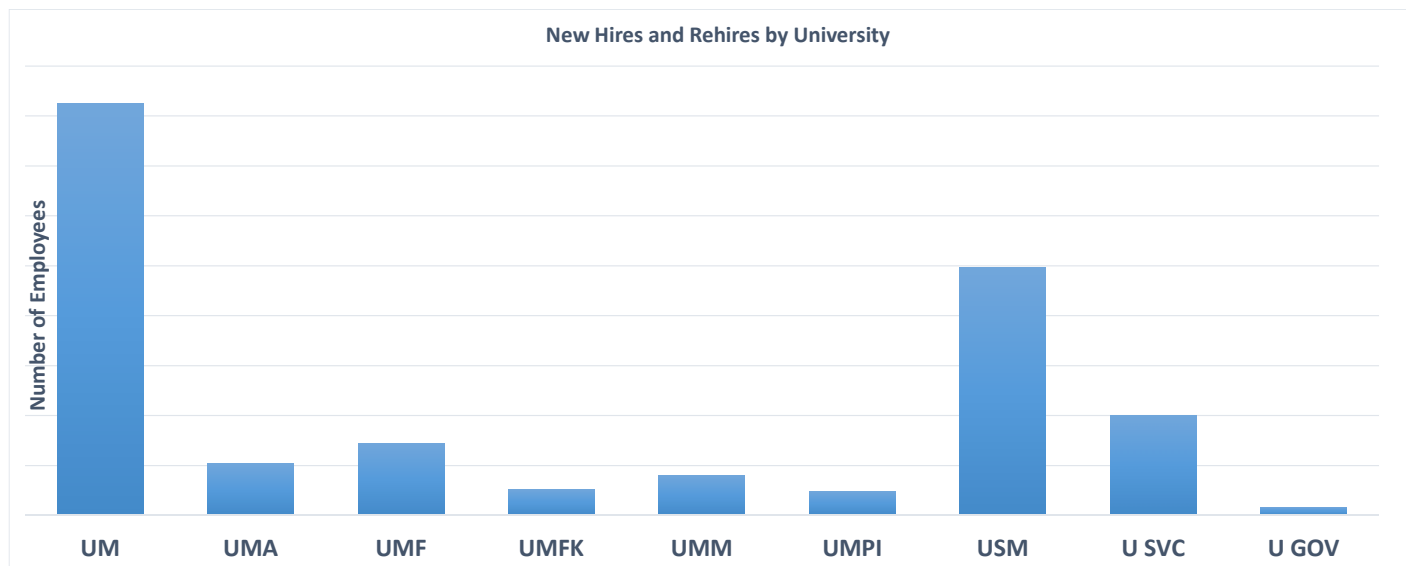
Retention:
 (# of individual employees who remained employed for entire measurement period /
 # of employees at start of measurement period) X100

Retention by University
as Percent of Campus Population

UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		TOTAL	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
1,827	84.8%	262	86.2%	270	84.6%	86	80.4%	51	71.8%	121	85.8%	815	81.6%	9	69.2%	317	84.5%	3,758	83.8%

New Hires and Rehires
by Number and Percent of Camus Population

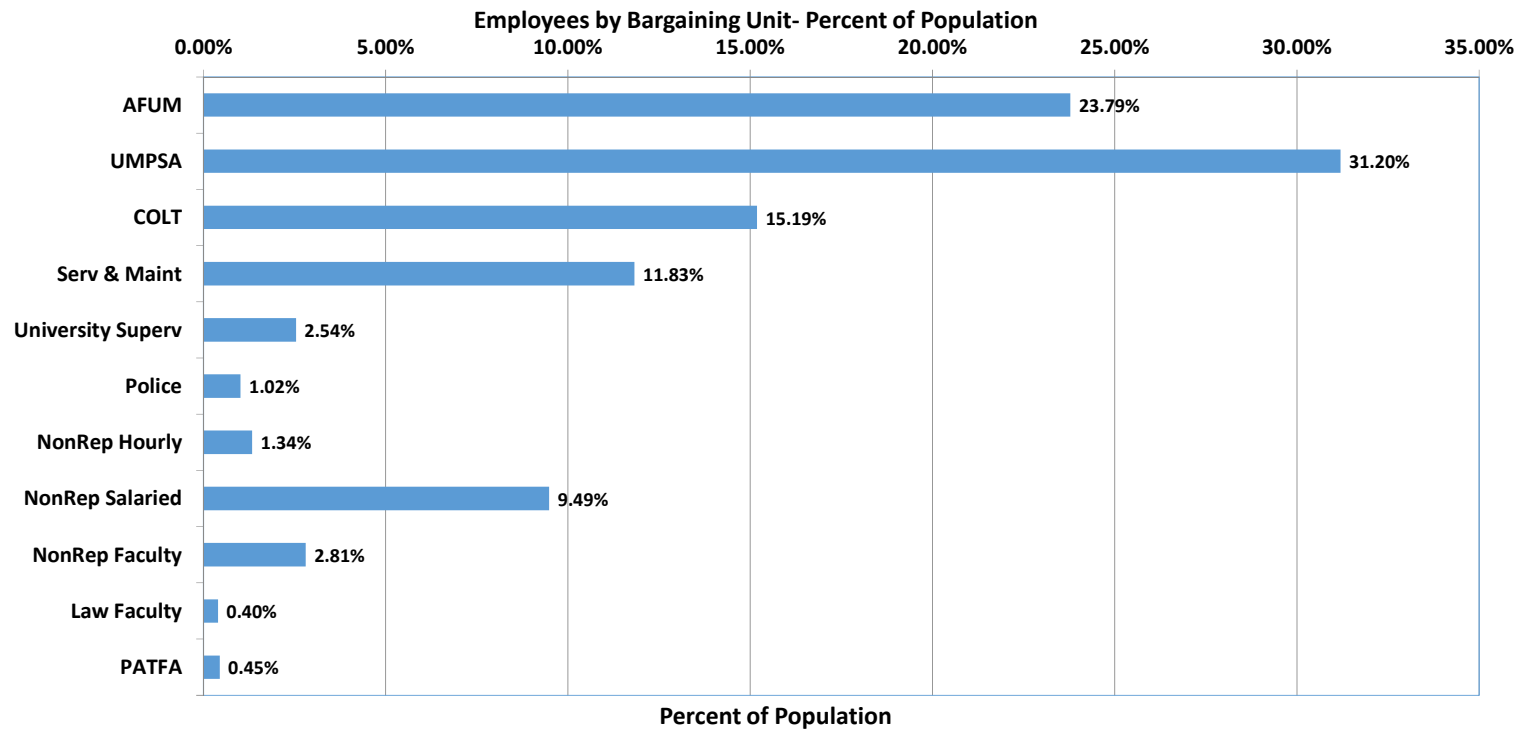
UM		UMA		UMF		UMFK		UMM		UMPI		USM		U GOV		U SERV		Total	
Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%	Num	%
206	9.6%	26	8.6%	36	11.3%	13	11.9%	20	27.0%	12	8.7%	124	12.4%	4	26.7%	50	13.1%	491	10.9%



**Average Headcount - Regular Staff
By Bargaining Unit**

AFUM	UMPSA	COLT	Serv & Maint	University Superv	Police	NonRep Hourly	NonRep Salaried	NonRep Faculty	Law Faculty	PATFA	Total
Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num	Num
1,068	1,401	682	531	114	46	60	426	126	18	20	4,492

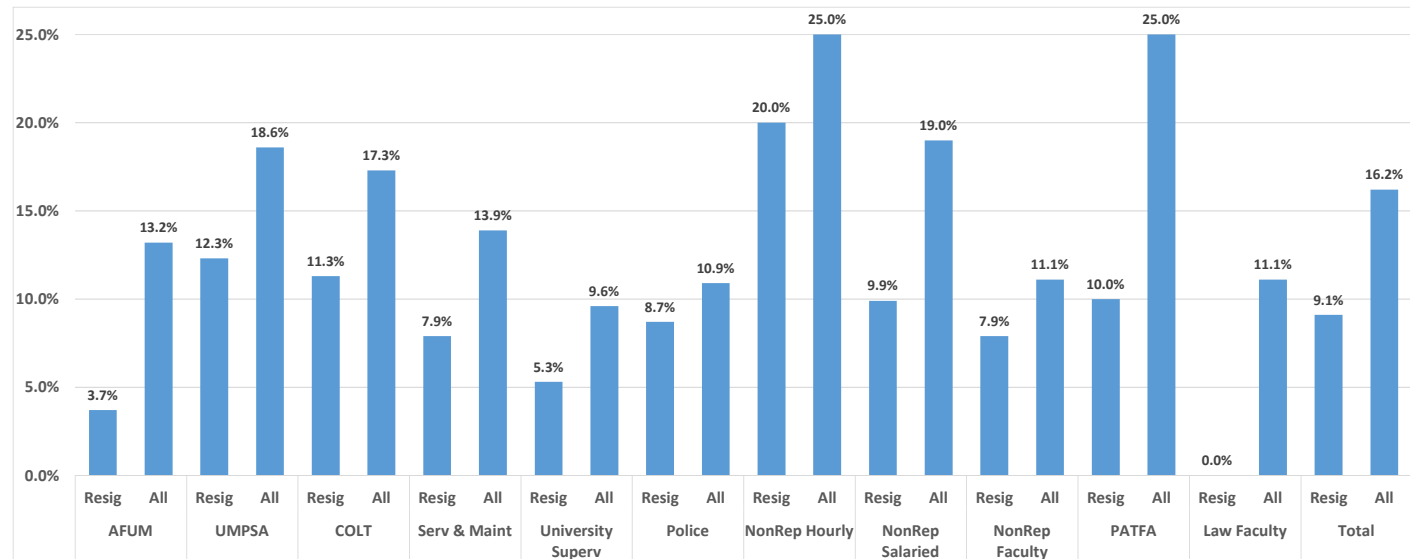
Headcount is an average of the number of regular staff on October 31, 2016 and October 31, 2017.



**Separations by Reason
By Bargaining Unit**

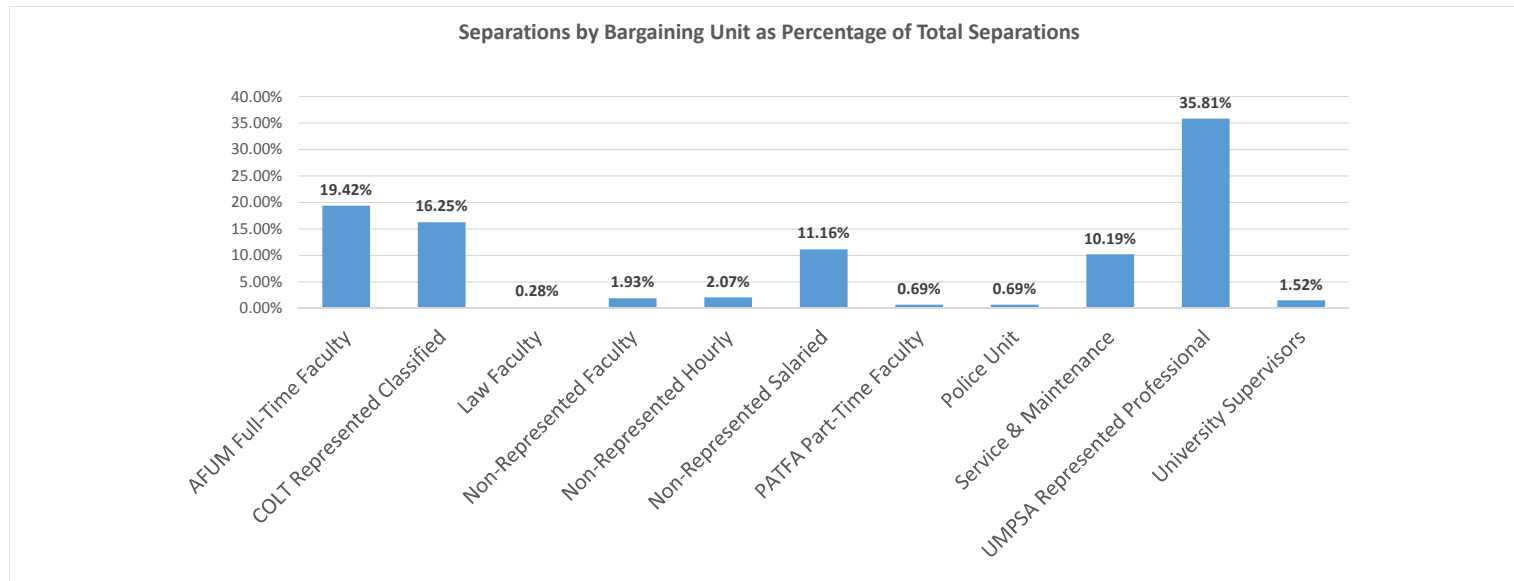
	Death	Discharge	End of Appointment / Contract	Failure to Return from Leave	Non-Reappointment	Partial/Total Disability	Probationary Period	Resignation	Retirement	Soft Money Discontinuance	Staff Reduction	Total
AFUM	3		24		5	1		40	67		1	141
UMPSA	3	3	29	2	2		3	173	28	8	9	260
COLT		3	4	2		1	1	77	26	1	3	118
Service & Maint	1	7	1	1		4		42	18			74
University Supervisor				3				6	2			11
Police	1							4				5
Non-Rep Hourly						2		12	1			15
Non-Rep Salaried			5		1		2	42	23	1	7	81
Non-Rep Faculty			2		1			10	1			14
PATFA			1					2	2			5
Law Faculty									2			2
Total	8	13	66	8	9	8	6	408	170	10	20	726

**Separation Rate - Resignations and Total Separations
As Percent of Average Bargaining Unit Population**



**Average Years of Service by Separation Reason
by Bargaining Unit**

	AFUM	UMPSA	COLT	Serv & Maint	University Superv	Police	NonRep Hourly	NonRep Salaried	NonRep Faculty	PATFA	Law Faculty
	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs	Yrs
Involuntary	3.1	3.9	4.9	10.2	0.0	0.0	0.0	5.0	3.4	1.0	0.0
Retire	28.7	21.0	21.2	27.2	30.0	0.0	48.5	25.0	32.0	14.5	44.1
Voluntary Separation	7.6	4.0	3.5	4.8	9.9	8.3	6.9	6.1	4.8	7.0	0.0



**Retention by Bargaining Unit
by Number and Percent**

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Total	
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT
924	86.8%	1,122	81.2%	570	82.8%	456	86.0%	104	90.4%	42	89.4%	44	74.6%	351	81.3%	114	89.1%	16	88.9%	15	75.0%	3758	83.8%

**New Hires and Rehires
by Number and Percent of Bargaining Unit Population**

AFUM		UMPSA		COLT		Serv & Maint		University Superv		Police		NonRep Hourly		NonRep Salaried		NonRep Faculty		Law Faculty		PATFA		Total	
Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT	Num	PCT
84	7.9%	198	14.1%	87	12.8%	58	10.9%	5	4.4%	4	8.7%	16	26.7%	29	6.8%	7	5.6%	1	5.6%	2	10.0%	491	10.9%



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Presidential Search Policy - Process Update
2. **INITIATED BY:** James R. Erwin, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
 Primary Outcomes: Policy # 204 Presidents – Appointment and Responsibilities
 Increase enrollment
 Improve student success and completion
 Enhance fiscal positioning
 Support Maine through research and economic development
 Secondary Outcomes:
 Relevant academic programming
 University workforce engagement
5. **BACKGROUND:**

 The Human Resources and Labor Relations Committee will discuss a review of policies and procedures related to presidential recruitment and responsibilities. The discussion is intended to identify potential changes to the policies and procedures for further review and consideration to ensure continued success in future presidential search efforts.

**UNIVERSITY OF MAINE SYSTEM
PRESIDENTIAL SEARCH COMMITTEE:
University (of Name)**

CHARGE TO THE COMMITTEE

The Presidential Search Committee, appointed to advise the chancellor and Board of Trustees of the University of Maine System, is composed of representative membership from the Board of Trustees (3, appointed by the Board chair, one of whom is designated by the Board chair to serve as committee chair), faculty (3, selected by the faculty senate or governance body), undergraduate student body (1 plus an alternate undergraduate student body, selected by the student senate or governance body), graduate student body (1, applicable only at universities where there are doctoral programs, selected by the graduate student governance or advisory body), academic administration (1, selection process coordinated by the provost or vice president for academic affairs, including input from academic administrators such as deans, associate or assistant provosts and deans, and department chairs where that position is excluded from the bargaining unit. The provost or vice president of academic affairs will recuse him/herself from this role if he or she is considering applying for the position.), salaried staff (1, selected by the applicable governance or advisory body), hourly staff (1, selected by the applicable governance or advisory body), Board of Visitors (1, selected by the Board of Visitors), alumni/ae or general community representative to be appointed by the chancellor from recommendations received from groups such as the alumni association, foundation, and other university-related groups not already represented on the committee (1), and one designee of the chancellor (1, selected by the chancellor). The committee's chair and spokesperson is Trustee (name).

The Presidential Search Committee is charged with recommending to the chancellor, no later than (date), an unranked list of at least two, but no more than four, individuals who, in the committee's judgment, are well qualified to lead the (institution) as its next president, along with the committee's assessment of the candidates' strengths and weaknesses.

Actions essential to fulfilling the charge include:

- Adoption of operating procedures for the committee to guide its tasks and decision-making;
- Adherence to a timetable which covers the entire time frame necessary to develop recommendations for the chancellor;
- Adoption of a statement on preferred presidential characteristics to be used as guidelines throughout the process, including characteristics articulated and/or approved by the Board of Trustees and chancellor in the charge to the committee (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.);
- Active conduct of a national search, to develop a pool of well qualified candidates, and ensure that the process is open to persons of diverse backgrounds in conformance with all equal opportunity and affirmative action guidelines;

- Adoption of a strategy for handling public relations which includes progress reports to the chancellor, the Board and the campus community;
- Through the committee chair, maintaining contact with the chancellor throughout the search;
- Recommending to the chancellor finalist candidates to be invited for on-campus interviews.
- Conducting on-campus visits for approved finalist candidates to provide input from faculty, students, staff and other constituents;
- An adherence to conduct that recognizes the importance of confidentiality within the requirements of an open public search.

The chancellor and Board of Trustees extend their gratitude to the members of the Presidential Search Committee for accepting this demanding and critically important assignment. Best wishes for the successful selection of a president.

Jan. 27. 2014

UNIVERSITY OF MAINE SYSTEM

Policy Manual

GOVERNANCE AND LEGAL AFFAIRS

Section 204 President - Appointment and Responsibilities

Effective: 1/23/89

Last Revised: 1/27/14

Responsible Office: Clerk of the Board

Policy Statement:

Presidents of the University System shall be elected by the Board on the nomination of the Chancellor and shall serve at the pleasure of the Board. The President is the chief administrative and educational officer of the respective institution and is responsible for all aspects of operations within the approved mission, and policies and procedures set forth by the Chancellor and the Board of Trustees. The President reports directly to the Chancellor.

The President is responsible for:

1. the implementation of plans, policies, and directives from the Board of Trustees and the Chancellor;
2. active participation in strategic leadership of the University of Maine System through leadership of System-wide initiatives, promoting collaborative efforts at all levels among UMS universities, participation in Presidents Council, engagement in System-wide planning, and participation in Board of Trustees meetings, strategic planning, and other activities,
3. the establishment of an effective communications link between the President and the Chancellor and between the President and all of the constituencies at the institutional level: faculty, students, staff, alumni, and community partners;
4. the academic leadership of the institution through established planning processes and prioritizing of goals and objectives, promotion of academic excellence, development and motivation of faculty and staff to accomplish the University and System missions, and promotion of innovative, collaborative and efficient use of resources to meet the needs of students and the State;
5. the development and administration of the institution's operational and auxiliary enterprise budgets as approved by the Chancellor and Board of Trustees, including establishment of priorities for expenditures and achievement of revenue projections as set forth in the approved budgets;
6. the development, maintenance and operation of the physical plant and the development of long-range capital facilities priorities in accordance with the mission and guidelines set forth by the Board of Trustees;

7. the administration of all programs affecting student life and promotion of the learning environment for the welfare of the student body;
8. the development of an effective public service program for both the internal and external communities;
9. the development of an effective community relations program;
10. identification, assessment and management of risks and ensuring regulatory compliance;
11. establishing the means to assess the effectiveness of the institution;
12. assuring that the institution employs staff sufficient in role, number and qualifications appropriate to the institution;
13. consultation with faculty, students, other administrators and staff in accordance with established institutional mechanisms.