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TOGETHER WE ARE THE U AND WE ARE HERE TO SERVE

The University’s Common Purpose sets the foundation for what we strive to achieve each day in HR. We aspire to transform lives through our contributions to the faculty, staff, students and broader community. With our own transformation taking place over the past few years, we also translated the emphasis on service into our manifesto, which supports the University’s DIRECCT values and service standards. Our manifesto begins with five simple, but critical words, “we are here to serve.”

Each year we focus on goals which will ultimately contribute to the business of the University, transform the work experience, and enhance our employment reputation. Strategically we focus on operational efficiency, the HR value proposition (development of our team to continuously improve service and value), culture, and enterprise risk management. So whether we are implementing new technologies, redesigning and reimagining core processes, focusing on leadership and professional development, or launching new employee engagement opportunities we are considering safety, caring, responsiveness and professionalism as core to each deliverable.

Fiscal year 2016 allowed us to engage with thousands of staff, leaders, and faculty through trainings associated with Workday, culture transformation, and leadership development. This year signaled a shift in the opportunities ahead to focus on service, excellence, leadership and engagement. The following annual report outlines key contributions for fiscal year 2016, goals and aspirations for fiscal year 2017 and beyond, and highlights of our workforce demographics.

The members of the Human Resources team will continue to focus on excellence and value in our services. It is our aim to have an impact that supports our Roadmap to the New Century, our values, service standards, and ultimately the amazing workforce which make the U shine each day.

Thanks for all that you do for the U and the community.

Best regards,

Nerissa E. Morris
Vice President, Human Resources
COMMON PURPOSE

At the U, we transform lives through teaching, research, and service.
MISSION
To foster a culture of excellence, learning, fairness, and inclusion. We support the University in successfully fulfilling its mission.

VISION
UM Human Resources is the driving force in ensuring the University demonstrates the characteristics of a great place to work. We are a trusted and valued partner supporting the success of the entire University through strategic alignment with leadership, excellence in the delivery of workforce initiatives, and uncompromised teamwork.
HR CLIENT SERVICES
Serves as the operational partner to academic and operational units focused on talent acquisition and management, and workforce planning.

TOTAL REWARDS
Creates and manages strategies for the University’s total rewards offerings including benefits, compensation, payroll, and recognition.

TALENT AND ORGANIZATIONAL DEVELOPMENT
Offers leadership and professional development programs to support continuous learning opportunities for staff; serves as a strategic partner to divisions, departments, colleges and schools, through organizational and team development.

WORKPLACE EQUITY
Provides expertise for employee relations and compliance issues and manages the performance management and inclusion programs.

HR INFORMATION SYSTEMS
Supports the Workday HR/Payroll system and other integrated systems, provides business intelligence, reporting and analytics to the University community.

COMMUNICATIONS AND STRATEGY
Creates employee-focused digital, print, and social media communications through InsideUM; supports the implementation of the HR strategic plan.
UM FAMILY AT A GLANCE

14,686
Number of faculty & staff

44.7
Average employee age

2,761
Number of new hires

8.6
Average years of service

123,310
Total years of service

282,068
Number of job applications

All figures shown are for fiscal year 2016.
WORKDAY
March 2015 marked the launch of Workday, which transformed the way the University does business. Workday improved our ability to access data in an instant, providing teams and leaders with information at their fingertips. Throughout fiscal year 2016 a focus has been placed on continuously updating business processes, leveraging data analytics capabilities, and enhancements. We are now also able to provide employees with information about their time-away in real time, and provide leadership with data to manage time-off plans. Our utilization of new technologies will make our institution stronger.

BUILDING A BETTER U TOGETHER
We reached thousands of faculty and staff across the University through trainings to help build awareness of the University’s purpose, values, leadership expectations and service standards. These are the foundation of what our colleagues, patients, students, and families see in their daily interactions with us as an institution. We did this while continuing to serve each division, school, and college with their day-to-day Human Resource needs, and recruited more than 2,500 new Miami Hurricanes to the team.

UM DAY OF SERVICE
We also worked as a team to host our second-annual service day, in partnership with the Red Cross for their “25! Alive” Home Fire Preparedness Campaign. Our team of 200 volunteers installed more than 760 smoke alarms, and helped residents reduce the risk of fire in their homes by replacing batteries in existing smoke detectors and delivering fire-safety information.
Introduced performance excellence philosophy to Gables/RSMAS workforce
Completed 403(b) investment redesign transition
Restructured Benefits team to enhance customer service
Opened Healthy 'Canes Employee Clinic, Miller School of Medicine
Implemented nursing mothers’ lactation program
Reduction-in-Force Management, Miller School of Medicine
Developed Diversity and Inclusion strategic plan
Expanded Well 'Canes Programs and created the Wellness Advisory Council
Centralized medical HR client services

2012

HR goes social with InsideUM (Instagram)
Launched Well 'Canes $300 Incentives Program
Launched redesigned performance management process
Launched annual Mini “Pulse” engagement surveys
Inaugural Week of Well-Being

2013

HR expands InsideUM to Twitter and online magazine
Payroll Office transitioned to HR
Implemented total rewards optimization survey
Launched Big Brothers Big Sisters at Work mentor program
Conducted Total Rewards optimization survey

2014

UM Careers goes social (LinkedIn, Twitter, Facebook)
Launched Building a Better U Together, 18-month culture transformation initiative
Launched New Leader Orientation and Essentials of Leadership programs
Began work on redesigned compensation program
Implemented Fair Labor Standards Act training for supervisors
Launched Employee Resource Groups
Launched HR/Payroll Workday
Launched first annual employee service day (CGIU and Miami Children's Initiative)
Centralized Gables/RSMAS HR client services

2015

Launched purpose, values, service standards and leadership expectations through live trainings for more than 5,000 faculty and staff
Launched Building a Better U Together work team recommendations for recruitment, new employee orientation, training and development, leadership expectations, and service standards
Corporate Run had highest participation in UM history with more than 2,500 participants
Second annual employee service day (American Red Cross)

2016

Launched Building a Better U Together 18 month culture transformation initiative
Began work on redesigned compensation program
Implemented Fair Labor Standards Act training for supervisors
Launched Employee Resource Groups
Launched HR/Payroll Workday
Launched first annual employee service day (CGIU and Miami Children's Initiative)
Centralized Gables/RSMAS HR client services
2017 HUMAN RESOURCES INSITUTIONAL GOALS

UNIVERSITY OF MIAMI’S FOUR DEFINING VISIONS

HEMISPHERIC  EXEMPLARY  RELEVANCE  EXCELLENCE

1. Evaluate Benefits: Ensure benefits are competitive and affordable and reflect unique needs of our faculty and staff.

2. Redefine Workplace Flexibility: Lead University-wide efforts to take a new approach to meeting the needs of the workforce and operations through the development of competitive and relevant strategies and policies for workplace flexibility.

3. Create Development Programs: Develop programming to build leaders of tomorrow; design professional and career development programs for staff that facilitate growth within the University.

4. Launch Lennar: Establish workforce plans for the Lennar Foundation Medical Center to recruit an excellent team of healthcare professionals and ensure a quality employment experience.
**Faculty and Staff Headcount**

<table>
<thead>
<tr>
<th>Campus</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Headcount</td>
<td>4,379</td>
<td>10,307</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Gables/RSMAS</td>
<td>3,145</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miller School</td>
<td>1,235</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Faculty</td>
<td>1,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>8,806</td>
<td></td>
<td></td>
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</table>

**Faculty and Staff Turnover**

Includes voluntary resignations only (excluding retirement).

FY headcount is the average of the start and end of the period.
FACULTY AND STAFF BY YEARS OF SERVICE

BY THE NUMBERS

- ≤ 2 (29%)
- 3–5 (21%)
- 6–10 (22%)
- 11–20 (16%)
- > 20 (12%)

Number

Years of Service

- ≤ 2: 4,129
- 3–5: 2,986
- 6–10: 3,146
- 11–20: 2,350
- > 20: 1,785
FACULTY AND STAFF BY GENERATION

- Traditionalists, Age 70+ (183)
- Baby Boomers, Age 51-69 (4,159)
- Generation X, Age 35-50 (4,557)
- Millennials, Age 34< (3,318)

FACULTY AND STAFF BY ETHNICITY

- Hispanic or Latino (6,638)
- White (3,788)
- Black (2,219)
- Asian (1,000)
- Other/Unknown (751)

FACULTY AND STAFF BY GENDER

- Male (5,282)
- Female (9,114)
BY THE NUMBERS

FACULTY AND STAFF ENGAGEMENT

<table>
<thead>
<tr>
<th>U.S. Norm (higher ed)</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
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<tbody>
<tr>
<td>83%</td>
<td>85%</td>
<td>83%</td>
<td>86%</td>
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BY THE NUMBERS

TOTAL REWARDS

40% ($121.9M) - Healthcare
43.6% ($132.9M) - Retirement (ERP $50M, 403b $72M)
11.5% ($35M) - Tuition
4.8% ($14.5M) - Other

BY THE NUMBERS
InsideUM is the University of Miami’s HR news source, providing employee-focused content online and on social media.

**THE MAGAZINE**

Launch date: April 2014  
Average readership: 2,250  
Number of issues to date: 6

**SOCIAL MEDIA**

- **Instagram**: launched October 2013  
  Followers: 3,700+

- **Twitter**: launched July 2014  
  Followers: 600+

- **Facebook**: launched December 2014  
  Page likes: 200+

- **Snapchat**: launched July 2016