

The Changing Face of HR in Higher Education

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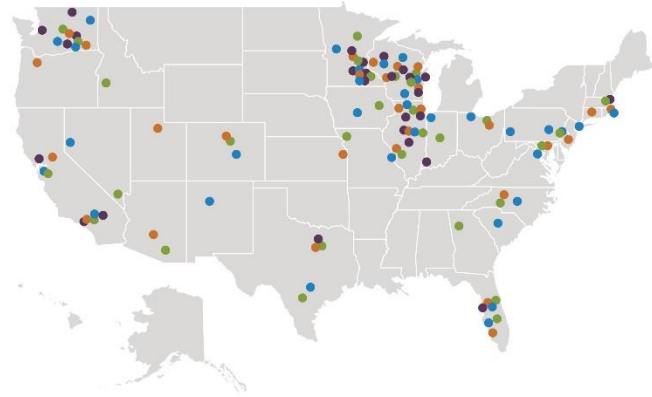
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- Offices coast to coast
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Learning Objectives

After this webinar, participants will be able to describe trends in Higher Ed HR, including:

- Recognize the changing face of HR in academia
- Explain how strategic HR has become crucial to institutional success
- Evaluate tools you can use to mitigate HR-related challenges facing your institution today



Speaker Introduction

*I'm Sarah Conroy, SHRM-SCP, SPHR, CEBS
an HR Consultant Specializing in Higher Ed*

*Based in DC, I'm part of a team of CLA HR
Consultants who work together seamlessly to assist
CLA's clients with their HR and business needs.*





The Evolution of HR in Higher Ed

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Higher Education Shared Values?

- Student Centricity and Success
- Academic Freedom
- Shared Governance
- Freedom of Speech
- Critical Thinking



Strategic HR in Higher Ed

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What is HR's Role?

HR is integral to all the traditional areas: compensation, benefits, talent acquisition and retention, employee and labor relations, performance management, organizational development, but...

HR must also be strategic to thrive in the new higher ed

So much is moving to the cloud and becoming automated, institutions will want their HR talent dedicated toward the larger and longer term needs of the institution in a more proactive fashion.

Higher Ed needs HR on the bridge, not just in the boiler room



What is HR's Role?

HR might be thought of as a hub with spokes to each institutional function through which it supports the whole, e.g. :

- student employment
- search committees
- relocation assistance
- onboarding
- compliance
- employee benefits and compensation
- employee relations
- performance management and sustainability

Increasing Complexity

- HR's sphere of responsibility has grown in recent years, including:
 - the development of people analytics supporting the strategic plan
 - workforce and succession planning
 - executive coaching
- The complexity of HR practice has increased including:
 - pay rules for offsite work
 - multiple appointments
 - many new state and local laws including mandatory sick time, paid family leave and more.
- Educating educators on business practice as they increasingly assume administrative roles



HR As Strategic Partner

Addressing smaller class sizes

Among other considerations, HR's role is to help right-size the organization and to assist the departments on the front lines with the talent they need to grow the enrollment numbers and develop other revenue streams as well as to address all other department and employee needs.

HR is also a part of the strategic planning team to bring up the workforce of tomorrow.





Shared Governance and Academic Culture

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Shared Governance

- The empowerment of many stakeholders is a blessing and a challenge both
- How to encourage critical thinking and dynamic multifocal learning and meet the demands for safety?
- HR can help by participating in respectful dialog and actively bringing together of diverse viewpoints in employee education, diversity & inclusion initiatives



Shared Governance

- What does Shared Governance look like on your campus?
- Why is it so important to higher ed?
- Is it regularly revisited?
- Are there certain positions that must participate on certain committees?
- How do you pull in the expertise needed if it is not resident on the committee itself?
- How do you ensure effective, legal decision making?

HR As Strategic Partner

Student Centricity

- How can the institution balance what students need v. what students want?
- HR staff support this via student employment support services, by participating in career training initiatives and by carrying forward the mission to educate, educate, educate
- HR supports via compliance initiatives
- Joint management of services like jurisprudence and wellness
- BUT, it is the CHRO that addresses this across the institution and drives the culture. The strategy makes it “stick”



HR As Strategic Partner

Conveying the value proposition to prospective students

- While this is led by other departments like Enrollment, Advancement and the faculty themselves, HR can do much to help
- HR assists directly with student employment and can demonstrate the value of the degree via career services support
- HR can work strategically to create tuition assistance programs for employees and/or create cooperative programs with other institutions for employees and student employees, including working with faculty on cooperative work education programs





Talent

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Recruitment & Retention

- Rethinking the search committee

Recruitment & Retention

- Revisiting the annual search for faculty
- Retention of key faculty and administrators

Recruitment & Retention

Workforce planning

- Have you revisited your jobs lately?
- Are they in sync with the whole, are they current, best practice?
- Do they fit your culture?
- Is there a staffing plan for each department?



People Analytics

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The Importance of Analytics

- Employee effort analytics have been slow to come to higher ed
- Often an environment of faculty centrism with shared governance there have been barriers to the adoption of these metrics
- Like any workplace there is a need to know how money and time are dedicated

HR As Strategic Partner

HR can and should lead change in conjunction with other senior leaders

- HR can help reshape the organizational structure
- Not just to the intangibles, but increasingly using that which now can be officially measured. Among others analytics HR should bring to the executive dashboard include:
 - Efficacy of training (particularly anti-harassment training)
 - Cost per hire
 - Time to hire
 - Adjunct use ratios
 - Turnover





2019 Hot Topics

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What We Are Seeing in Higher Ed HR in 2019

- Requests for HR Assessments
- Workforce planning reviews, including revisiting the Provost model
- Review of search committee efficacy and relocation approaches
- Compensation equity assessments



What We Are Seeing in Higher Ed HR in 2019

- Move to new HRIS systems
- Employee benefits review, compliance & modifications
- MEPs, outsourcing of operations and other attempts to share services and streamline operations
- Requests to review disability accommodation programs



We Anticipate More Requests for Assistance with....

- Employee compensation market data and comparable worth/gender equity analyses
- Workforce planning, including:
 - Revisiting the adjunct/permanent faculty mix
 - Rethinking operations and the staffing to carry it out
- Employee benefits program design reviews



Where Next?

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Where Next?

- This is not a presentation about what system to pick to fix it all. This is a case for the need for HR strategists in Higher Ed who will bring this expertise where it is needed and be agile to meet challenges head on as they arise.
- It is also the case for ensuring that higher ed values and all that makes the academy special are not lost to history.
- Shared governance and academic and speech freedoms are important to preserve as they are the cornerstone of the academy. They ensure that colleges and universities continue to encourage critical thought to inspire the leaders of tomorrow.



Our Practice

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Our Practice

- HR knowledge includes understanding of unique HE HR practices
- Deep experience in Higher Ed HR
- HR practices to serve academia include emphasis on:
 - Workforce planning
 - Shared governance and academic freedom
 - Title IX
 - Academic appointments – often multiple
 - Student employment



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