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**Don't Just Survive, Thrive!**

How HR Can Support Excellence in the “New” Higher Ed

Webinar, May 17, 2018

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- A professional services firm with three distinct business lines
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- More than 5,400 employees
- Offices coast to coast
- Serving Higher Education institutions for more than 50 years



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# Speaker Introduction

*I'm Sarah Conroy, SHRM-SCP, SPHR, CEBS  
an HR Business 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 business needs.*



# Learning Objectives

At the end of this session, you will be able to:

- Recognize HR as a hub, to help support employee and institutional development
- Identify ways to address the challenges facing higher ed today and to apply some of the suggested solutions from the webinar to test for fit at their institutions.
- Recognize how each resource, human or not, in-house or outsourced, might be most effectively utilized by assessing untapped capabilities and fitting them to the needs of today.







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**Challenges**



# Some Challenges for Higher Ed Today

- Shrinking student bodies
- The shift to knowledge certification from knowledge transfer
- Developing experiential education opportunities for students, particularly with online education



# Some Challenges for Higher Ed Today

- The need to embody enterprise sustainability - as institutions of higher learning must do what they teach
- Realigning the important work of shared governance and academic freedom in the charged atmosphere on college campuses of late



## Some Challenges for Higher Ed Today

- Being truly student centric
- Coming out on the plus side of the value proposition for prospective students

*How is your institution addressing these issues?*

*What part does HR play?*



# What is HR's Role in Addressing these Challenges?

HR's role includes:

- Talent acquisition and employee development
- Organizational design, workforce & succession planning
- Compliance and risk management
- Change management
- Managing the workforce analytics to measure and report progress

Let's explore some examples – you'll find that some solutions address several issues





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**Solutions**

## Solutions – What is HR's Role?

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, the 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



# Solutions – What is HR's Role?

## 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





## Solutions – What is HR's Role?

- If you don't measure and manage, your students will
- University of Notre Dame is just one example where students are either requesting access or looking on their own at 990s and more



## Solutions – What is HR's Role?

### Challenge: *Shrinking student bodies*

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.

# Solutions – What is HR's Role?

## Challenge: *Shrinking student bodies*

- Know your donors and business partners
- Don't let your students tell you what you should already know

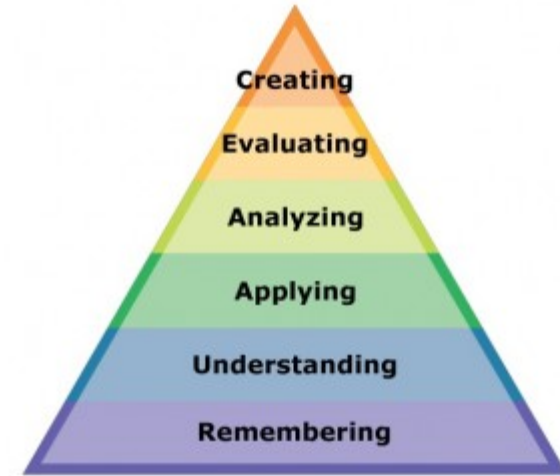


Charles Koch, left, has given millions of dollars to George Mason University. The newly released documents show that donor agreements gave Mr. Koch's foundation a voice in hiring faculty.

# Solutions – What is HR's Role?

## Challenge: *Knowledge certification*

- HR can assist with staffing new initiatives and assisting current staff in assuming new roles.
- HR can help recognize the value of the programs by adding them to benefits programs or alerting employees about them.
- HR can develop programs to assist faculty in embracing the curricular development to support the classroom flip.



## Solutions – What is HR's Role?

### Challenge: *Experiential learning with online programming*

- HR can help create the framework for the program, the staffing plan, the compliance initiatives to determine pay, benefits and faculty status
- HR can coordinate platforms for learning between students and employees
- HR can assist faculty as they define the requirements for credit and participate in the assessment of institutional risk
- As with the previous slide, HR can assist with staffing new initiatives and assisting current staff in assuming new roles



# Solutions – What is HR's Role?

## Challenge: *Enterprise Sustainability*

- Carbon offsets? Farm to table dining?
- Mission, size, alumni and other stakeholder involvement all matter
- HR can support this by hiring, onboarding and training to the mission
- HR can support the mission through innovative employee benefits programs



# Solutions – What is HR's Role?

## Challenge: *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 the active bringing together of diverse viewpoints in employee education, diversity & inclusion initiatives





# Solutions – What is HR's Role?

## Challenge: *Achieving true student centrality*

- How can the institution balance what students need v. what they want?
- HR supports this directly via student employment support services, by participating in career training initiatives and by carrying forward the mission to educate, educate, educate
- HR supports via many compliance initiatives and
- joint management of services like jurisprudence and wellness



## Solutions – What is HR's Role?

### Challenge: *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 walk the walk by offering tuition assistance programs to employees or create cooperative programs with other institutions for employees and student employees, including working with faculty on cooperative work education programs



## What is HR's Role?

As you can see, HR is integral in all these areas and many more of all you have come to rely on them to do

HR in Higher Ed must be more strategic and less transactional 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 needs of the institution in a more proactive fashion. *Higher ed needs HR on the bridge, not just in the boiler room*





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**2018 Hot Topics**

# What We Are Seeing in Higher Ed HR in 2018

- Tax reform compliance
- Employee benefits review, compliance & modifications
- FLSA salary threshold change



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# What We Are Seeing in Higher Ed HR in 2018

- Climate studies, anti-harassment training requests
- Data breach legal compliance
- Weapons in the workplace policy development



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## We Anticipate More Requests for Assistance with....

- Employee compensation market data and comparable worth/gender equity analyses
- Title IX Compliance and Workplace Civility program development
- Employee benefits program design reviews







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**Our Practice**

## Our Practice

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



# Seamless Services

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