How to Manage Changing Workplace Expectations of Faculty and Staff
2023 PRESIDENTS INSTITUTE
Designing the Future

Council of Independent Colleges

guidebook

HARVEST TABLE
CULINARY GROUP

McAllister & Quinn
Winning Strategies. Proven Track Record.
Presenters

Natalie Harder
President, Coker University

Anne Ollen
Managing Director, TIAA Institute

Lynn Perry Wooten
President, Simmons University

Chair: Christopher Ames
President, Russell Sage College
Challenges We Face
The academic workforce:
That was then, this is now
Key human capital challenges and opportunities

That was then (coming out of the pandemic)...

- Personnel – Lever for cost management/cost reduction
- Focus was on incentivizing voluntary separations with attractive financial benefits and gradual transitions out of the workforce

This is now...

- Need to rebuild and re-energize staff/Focus on hiring and retention
- Concerns for administrative, staff AND faculty positions

Topline objectives:

- Ensure that sufficient human capital resources are available
- Ensure that human capital is being strategically managed to maintain morale and meet campus needs
Recent headlines

Higher Ed is a Land of Dead End Jobs

Solving Higher Ed’s Staffing Crisis

Securing Talent for Tomorrow: Can Higher Ed Still Attract the Best and Brightest

The Hard Truths About the Academic Labor Crisis

Survey: More than Half of Higher Ed Workers Plan to Leave

Pay Raises, Massages, and Free Food: Can Colleges Lift Employees’ Morale?

How the Great Resignation is Impacting Higher Education

The Great Resignation…or the Great Surrender?

Turnover, Burnout and Demoralization in Higher Ed

Can Higher Ed Attract Diverse Talent for the Long Haul?

Calling it Quits

Survey: More than Half of Higher Ed Workers Plan to Leave

Pay Raises, Massages, and Free Food: Can Colleges Lift Employees’ Morale?

The Great Resignation…or the Great Surrender?

Can Higher Ed Attract Diverse Talent for the Long Haul?

Calling it Quits
Recruitment and retention: Challenges and opportunities

**Challenges:**

- Pandemic gave time for employee self-reflection
- Competition from other sectors
- Higher expectations/demands on employees
- Intensified personal responsibilities for employees

**Opportunities:**

- Advance diversity and inclusion objectives
- Ensure strengthened but flexible support systems for those historically underserved
- Rethink and update policies
- Holistic approach to employee engagement
- Foster adaptability among the workforce
Attracting the best recruits requires distinctive offers and value propositions

C. The biggest reason people are leaving my institution today is...

Responses from administrators at a November 2021 higher education conference.
Attention needed

Value proposition of employment in higher ed

TIAA Institute qualitative research designed to answer the questions:

• What distinctive combinations of benefits, perks and connections with personal values make employment in higher education particularly attractive?
• To what degree does compensation, including specific employee benefits and employee support services, matter?
• How does the employee value proposition for higher education employment vary between faculty and professional staff?
Preliminary findings: Key themes
QUESTIONS?
Thank you