



A Survival Guide to the Higher Ed Workforce

REFERENCES

Tuesday, February 7, 2023 1:00 p.m. ET

Sponsored by



References : Higher Education Impacts

- Lauren Camera, “Educators Report Highest Level of Burnout Among All Other Industries” - US News & World Report, June 13,2022 <https://www.usnews.com/news/education-news/articles/2022-06-13/educators-report-highest-level-of-burnout-among-all-other-industries>
- Andy Brantley, “Higher Ed Pros are Resilient, but We’re Also Human” - CUPA-HR Higher Ed HR Magazine, Winter 2020-21 <https://www.cupahr.org/issue/feature/higher-ed-hr-pros-are-resilient-but-also-human/>
- CUPA-HR, “Ready to Crack: Solutions for HR Managers Dealing with Burnout” - CUPA-HR Higher Ed HR Magazine, Spring 2022 <https://www.cupahr.org/issue/feature/solutions-for-hr-managers-dealing-with-burnout/>
- Josh Moody, “Survey: More Than Half of Higher Ed Workers Plan to Leave” – Inside Higher Ed, July 22, 2022 <https://www.insidehighered.com/quicktakes/2022/07/22/survey-more-half-higher-ed-workers-plan-leave>

References : Higher Education Impacts

- Joshua Dolezal, “The Big Quit: Even tenure-line professors are leaving academe” - Chronicle of Higher Education, May 27, 2022
<https://www.chronicle.com/article/the-big-quit>
- Grant Thornton, “More than half of higher education employees feel their voice isn’t heard at work” - Grant Thornton survey, August 03, 2021
<https://www.grantthornton.com/insights/press-releases/2022/august/gt-survey-more-than-half-of-higher-education-employees-feel-their-voice-isnt-heard-at-work>
- Stephanie Marken and Sangeeta Agrawal, “K-12 Workers have Highest Burnout Rate in US” - Gallup website September 2020 <https://news.gallup.com/poll/393500/workers-highest-burnout-rate.aspx>
- Paul Yakoboski, TIAA Institute and Melissa Fuesting, CUPA-HR, “Responding to Job Hunting Among Higher Ed Employees” - TIAA Institute Publication, July 2022
<https://www.tiaainstitute.org/publication/responding-job-hunting-among-higher-ed-employees>

References : Higher Education Impacts

- D. Lederman, “Turnover, Burnout and Demoralization in Higher Ed” - Inside Higher Ed, May 5, 2022
https://www.insidehighered.com/sites/default/server_files/media/Ep.77%20Turnover%2C%20Burnout%20and%20Demoralization%20in%20Higher%20Ed.pdf
- Jacqueline Bichsel, Melissa Fuesting, Jennifer Schneider, and Diana Tubbs “The CUPA-HR 2022 Higher Education Employee Retention Survey: Initial Results” - CUPA Surveys, July 2022
<https://www.cupahr.org/surveys/research-briefs/higher-ed-employee-retention-survey-findings-july-2022/>
- Hollie Chessman, Rebecca Pope-Ruark, Margaret W. Sallee, Rob Shomaker, “The CUPA-HR 2022 Higher Education Employee Retention Survey: Initial Results” - ACE Webinar, November 2022
<https://vimeo.com/767352847/41edfb84f6>
- Margaret W. Sallee, “Addressing Burnout Through Cultural Change” - ACE Publication, 2022
<https://www.acenet.edu/Documents/Addressing-Burnout.pdf>

References : Employee Wellness

- Andy Brantley, “Taking Care of You, Your HR Colleagues and Your Campus Community” – CUPA-HR Higher Ed Workplace Blog, September 2020 <https://www.cupahr.org/blog/taking-care-of-you-your-hr-colleagues-and-your-campus-community/>
- Sarah Lobb, “Baking Self-Care into the Culture of HR” – CUPA-HR Higher Ed HR Magazine, Winter 2020-21 <https://www.cupahr.org/issue/feature/baking-self-care-into-the-culture-of-hr/>
- Jennifer Addleman, “Mindfulness Matters: Strategies for Centering, Reflecting and Meditating in the Workplace” – CUPA-HR Higher Ed HR Magazine, Winter 2019-20 <https://www.cupahr.org/issue/feature/mindfulness-matters/>
- Allison M. Vaillancourt “Why Psychological Safety Matters Now More Than Ever” - CUPA-HR Higher Ed HR Magazine, Spring 2021 <https://www.cupahr.org/issue/feature/why-psychological-safety-matters-now-more-than-ever/>

References : Employee Wellness

- CUPA-HR, “Build Psychological Safety and Fun Into the Workplace to Reduce Overwork and Burnout” – CUPA-HR Higher Ed Workplace Blog, September 28, 2022
https://www.cupahr.org/blog/build-psychological-safety-and-fun-into-the-workplace-to-reduce-overwork-and-burnout/?utm_source=Informz&utm_medium=Email&utm_campaign=Informz%20Communications
- Kathryn Tyler, “Inching Forward on Benefits: Meeting Employees’ Needs” - HR Magazine (SHRM), Fall 2022
<https://www.shrm.org/hr-today/news/hr-magazine/fall2022/pages/meeting-employees-needs-on-benefits.aspx>
- Zainab Okolo and Mamie Merisotis, “We agree with the surgeon general. The door to fixing college mental health is cracked, and it’s time to blow it open.” - Higher Ed Dive Opinion, September 19, 2022
<https://www.highereddive.com/news/we-agree-with-the-surgeon-general-the-door-to-fixing-college-mental-health/631688/>

References : Employee Wellness

- ACHA National Faculty and Staff Health Assessment - ACHA Surveys
https://www.acha.org/ACHA/Programs_and_Services/NFSHA.aspx
- Healthy Minds Faculty and Staff Survey
<https://healthymindsnetwork.org/hms-faculty-survey/>

References : Employee Wellness

- **The CUPA-HR Health and Well-being Toolkit** is an excellent, comprehensive site providing a broad array of resources and links: <https://www.cupahr.org/knowledge-center/toolkits/wellness-programs/>
 - Key Resources
 - Programs and Examples
 - Forms and Templates
 - Additional Resources
- **The CUPA-HR Mental Health Toolkit** is an excellent, comprehensive site providing a broad array of resources and links (pandemic-related and non-pandemic-related) targeted toward HR professionals : <https://www.cupahr.org/knowledge-center/toolkits/mental-health/>
 - Key Resources
 - Resources for HR Professionals
 - Training and Communication
 - Examples from Higher Ed
 - Related Toolkits

References : Employee Experience and Employee Satisfaction

- Jennifer Schneider, Ph.D., “Employee Engagement/Satisfaction/Climate Assessment: Producing Actionable Results” - CUPA-HR Higher Ed HR Magazine, Fall 2022
<https://www.cupahr.org/issue/feature/employee-engagement-satisfaction-climate-assessment-producing-actionable-results/>
- Palmer Morrel-Samuels, “Getting the Truth Into Workplace Surveys” - Harvard Business Review, February 2022
<https://hbr.org/2002/02/getting-the-truth-into-workplace-surveys>
- SHRM Toolkit, “Managing Employee Surveys” <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeesurveys.aspx>
- Jacob Morgan, “The Employee Experience Index”
<https://thefutureorganization.com/employee-experience-index/>

References : Employee Experience and Employee Satisfaction

- Jacqueline Bichsel, Melissa Fuesting, Jennifer Schneider, and Diana Tubbs, “The CUPA-HR 2022 Higher Education Employee Retention Survey: Initial Results” - CUPA Surveys, July 2022
<https://www.cupahr.org/surveys/research-briefs/higher-ed-employee-retention-survey-findings-july-2022/>
- Kathryn Mayer, “EX is becoming central to the CHRO role. Here’s why that matters”, Human Resource Executive, September 13, 2022. https://hrexecutive.com/ex-is-becoming-central-to-the-chro-role-heres-why-that-matters/?oly_enc_id=9342A3956923B6S
- Paul Yakoboski, TIAA Institute and Melissa Fuesting, CUPA-HR, “Responding to Job Hunting Among Higher Ed Employees” - TIAA Institute Publications, July 2022
<https://www.tiaainstitute.org/publication/responding-job-hunting-among-higher-ed-employees>

References : Culture, Values and Actions

- Sophia Galvin, “Culture Transformation at Broward College: A Three-year Journey of Collaboration and Camaraderie” - CUPA-HR Higher Ed HR Magazine, Fall 2022
<https://www.cupahr.org/issue/feature/culture-transformation-at-broward-college-a-three-year-journey-of-collaboration-and-camaraderie/>
- Christina Folz, “How to Change Your Organizational Culture” - SHRM HR Magazine, September 22, 2016 <https://www.shrm.org/hr-today/news/hr-magazine/1016/pages/how-to-change-your-organizational-culture.aspx>
- Matt Blumberg, “The Difference Between Culture and Values” - StartupCEO website, June 25, 2015
<https://startupceo.com/2015/06/the-difference-between-culture-and-values>
- Irwin Kroot and Ilana Levitt, “The New School Employer of Choice Program”
https://drive.google.com/file/d/1WLWZx8JCXqGqIbAgPkc_LB51HNMeYSAu/view?usp=sharing

References : Culture, Values and Actions

- Jacob Lathrop, “Modernizing Workplace Culture and the Employee Experience: Strategies for HR” - CUPA-HR Higher Ed Magazine, Winter 2022-23
<https://www.cupahr.org/issue/feature/modernizing-workplace-culture-and-the-employee-experience-strategies-for-hr/>
- **The CUPA-HR Organizational Culture & Climate Toolkit** is a comprehensive site with a broad array of resources: <https://www.cupahr.org/knowledge-center/toolkits/organizational-culture/>
 - Key Resources
 - Examples from Higher Ed
 - Additional Resources

References : Individual and Team Approaches

- Ilana Levitt *et al.* “Looking Past 2020: Best Practices to Reset Yourself & Your Team - Training for New School Leaders & Managers”
<https://docs.google.com/presentation/d/1dKI1nggMhIWc5W1zFUbpvrdPBo6Ohov/edit?usp=sharing&oid=115713845544954665492&rtpof=true&sd=true>
- Andy Brantley, “Taking Care of You, Your HR Colleagues and Your Campus Community” – CUPA-HR Higher Ed Workplace Blog, September 2020 <https://www.cupahr.org/blog/taking-care-of-you-your-hr-colleagues-and-your-campus-community/>
- Sarah Lobb, “Baking Self-Care into the Culture of HR” – CUPA-HR Higher Ed HR Magazine, Winter 2020-21 <https://www.cupahr.org/issue/feature/baking-self-care-into-the-culture-of-hr/>
- Maureen De Armond, “The Great Pivot from Resilience to Adaptability” – CUPA-HR Higher Ed HR Magazine, Winter 2022-23 <https://www.cupahr.org/issue/feature/the-great-pivot-from-resilience-to-adaptability/>

References : Individual and Team Approaches

- Radhika Duggal, “Try this Framework to Evaluate If You’re Happy with Work” - Fast Company, December 5, 2022
<https://www.fastcompany.com/90819212/framework-evaluate-happy-with-work>
- Ben Frasier, The ‘Great Burnout’: Tackling the Crisis Among HR Professionals” - Human Resource Executive, November 16, 2022
https://hrexecutive.com/the-great-burnout-tackling-the-crisis-among-hr-professionals/?oly_enc_id=9342A3956923B6S