



“Leading Into the Future of Flexible Work” – Chat

June 16, 2021

14:00:27

Hello all!

14:00:36

Hello all!

14:00:51

Hello. I hope everyone is well. Thanks for having this.

14:01:10

Thanks for having this. I just left a return to work meeting at my organization.

14:01:16

Hello from Tucson, AZ!

14:01:17

Thanks so much for leading this important session!

14:01:37

Hey, Bryan!

14:02:10

Hello and welcome to today's event! Please use the link below to access event materials.

<http://www.cupahr.org/wp-content/uploads/events/Webinars/files/on-demand/06-16-21-Event-Material.pdf>

14:04:44

Hello everyone.

14:05:51

Hello! :)

14:06:44

Joining this Zoom from Saudi Arabia.



14:08:20

For anyone who may have missed this announcement:

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14:08:49

Big difference between Faculty and staff, Faculty at our campus have always been hybrid

14:08:56

I wish there was a poll option for, "administration is requiring a return to in-person work with no plans to reassess, and we're already starting to see an exodus of employees leaving for more flexible work options."

14:09:17

agreed

14:09:42

In the fall we are reopening campus and will have a trial period where we determine if an ongoing program is viable.

14:10:32

Interesting. We also have a big difference. Our faculty / students are probably the reason that we're being pressured to return to campus. Staff (especially IT staff) could definitely work remotely and would like to do so. But so far, decisions are being driven by thinking about the forward-facing staff and faculty and students....

14:10:58

In Colorado - everyone was allowed to come back as of 6/1, though most employees are easing into coming back to campus and/or their hybrid schedules. We plan to be fully implemented by the beginning of fall semesters.

14:10:59

As we're on a quarter system at our ground campus locations, we have already implemented a hybrid approach and hope to have employees on campus most of the time this fall with some flexibility to work from home occasionally.

14:11:06

Does anyone have faculty guidelines specific to Presence on Campus or Remote Work? If so, could you share them with the host to further distribute?



14:11:10

Bryan mentioned a solutions teams building out resources for managers - what sorts of resources are you providing to help managers?

14:11:24

There's a big difference between faculty and staff. Is flexible work considered more for one than the other?

14:11:35

Our face-to face work situation will be full of Teams meetings in our own offices. People will challenge walking across campus/huddling together in a conference room, or one person will always be joining remotely, so we'll need videoconferencing in every room to accommodate that.

14:12:58

With the majority landing on that hybrid model it will be interesting to hear how we get towards equity for all participants in sessions be it remote or in person. With a hybrid model it always seems like those not on campus or in the room are 'left out' or 'second class'.

14:13:30

Our campus to date has communicated a pretty conservative view towards remote/hybrid work. Big push back from unions/staff. We will have a Future of work committee this year to look at possibilities

14:14:01

I'm staff at a small liberal arts university, and a big part of our "brand" is that we're a close-knit community. Also hard to justify high tuition costs

14:14:38

If staff and faculty are only available in person for a couple of days a week.

14:14:50

Echoing the note on CO above, UCCS (CU) has a two phase plan for Summer and Fall, with Fall planned to be near-normal, with the exception of continuing requirements for face-covers for unvaccinated. Otherwise, working toward "normal" again. However, we have a Future of Work Task-Force to assess what workspaces and campus will look like longer term under newly envisioned remote work opportunities and the related space use opportunities.

14:15:25

Our main question is how to ensure equity across departments if a flex/hybrid/remote work is an option. How are you handling this?

14:16:01



Lisa, would you be willing to share your remote work survey?

14:16:20

Our main question is how to ensure equity across departments if a flex/hybrid/remote work is an option. How is everyone handling this?

14:16:21

As someone currently looking for work, you WILL get many more candidates if you allow remote work. Some of the remote positions to which I have applied have 1000+ candidates!

14:16:34

Great summary Bryan

14:17:15

Agree with the value proposition. As you navigate the hybrid future, what risks are you anticipating and how are you planning to manage those risks?

14:17:17

Great question!

14:17:27

We will have several positions on campus that will have hybrid and, in some cases, fully remote options. We have seen high turnover where people are leaving for fully remote positions.

14:17:28

How do you manage the tax and workers comp implications of remote workers working in other states?

14:17:29

There are also large generational differences between employees, which speaks to exactly to the issues that Bryan has touched upon.

14:18:06:

RIGHT ON ERIK!

14:18:44

Yes, Erik - the problem is how to recruit when others are allowing more flexible working conditions

14:18:52

One value proposition—how do we prepare students to work in tech rich and hybrid work environments if we aren't doing it



14:18:55

In addition to some of the other advantages of hybrid work flexibility that have been mentioned, is the nimbleness of a hybrid workforce to provide different types of services, or services at times of day that they were unable to before.

14:18:57

For folks looking to do remote/hybrid work situations, how are you addressing equity concerns/feelings/perceptions. not all work can be done remotely, and often this can fall along rank lines

14:19:06

Do you see a divide between tech IT folks and other fields.

14:19:15

I'd curious to learn what other institutions are doing in terms of onboarding and engagement to complement those recruitment efforts panelists are talking about

14:19:35

At my university, all offices have to have some office presence beginning July 12th. All staff have to come to office 50% of the time in order to maintain an office. Some departments are requiring more strict guidelines and other areas are allowed to work remotely 100%.

14:19:39

I would be interested in hearing more about how to best approach a union environment and its culture of looking for "equity and fairness" in granting telecommuting, hybrid, and remote work possibilities. This is a broad question with many nuances, but I hope you understand where this is coming from. Also, the second part is how to approach a more conservative campus culture that wants to approach the topic of optics of "face time" for employees in a campus environment that traditionally has most of its students physically on campus. (We don't have any fully online degrees.)

14:19:50

The Great Resignation: <https://www.fastcompany.com/90646274/the-great-resignation-is-here-this-is-how-employers-should-prepare>

14:20:01

The equity question is so tricky, particularly on a very decentralized campus. I think you have to give your best advice, including talking to decision makers about equity and best approach and trust them to make the best decisions. Not ideal but more adjustment will come as campus works through this.

14:20:17

Can we get the answers to the questions?



14:20:33

- my previous employer that was 60% remote and went 100% quickly provides equipment and financial support for connectivity as a start toward equity.

14:20:35

Can you speak to fiscal/budget concerns? Being in a public institution, is there a concern with losing positions and/or state support if certain positions are no longer needed or processes/functions are centralized?

14:20:46

I think it is really important to recognize that the "we" planning a "return to normal" is usually the top decision-makers, and their plans for the organization as a whole may not reflect the desires and needs of the workforce impacted by such policies.

14:21:00

we will be sure to share the poll results in our webinar follow-up communication.

14:21:05

Equity is hard - but of course, lots of jobs have different requirements. It seems like the key is to make sure that flexibility matches the job requirements.

14:21:11

Thank you!

14:21:17

we are talking about flexible work options, with remote work as one option in a menu we can offer to all positions in different ways.

14:21:21

Can you speak to how return to F2F and remaining remote or hybrid should and can differ for those who interact daily with students versus those who don't interact at all with students?

14:21:54

Being an "in person" residential campus is so much a part of many universities' identities and value proposition. Students often fund "in-person" activities through their fees and have expectations on what comes with those fees. Balancing that with the workforce is a tricky proposition.

14:22:06

What we thought was going to happen (more toward d) did not happen.

14:22:20



Yes! I think that is what is driving our university's decisions right now

14:22:21

re equity - we have some general criteria that supervisors are supposed to consider, in conjunction with their area leadership to determine what type of remote schedules (if any) are appropriate. The main drivers are ensuring the university mission and student success/environment are not negatively impacted.

14:22:30

Wanting to be seen as an "in person" institution

14:23:20

For equity, the "role requirements" are the driver for whether people will be on campus or remote. From there, we're looking at client engagement, co-design needs on projects, org and team development as being additional drivers for requiring on-campus to some degree. We're also expecting managers to ensure there is no bias in the resulting hybrid decisions — either hierarchically or by demographics.

14:23:21

Unfortunately, one approach to the equity issue is simply saying "well if not everyone can work hybrid/remote, then no one will be allowed to."

14:23:23

Agree with Bryan's comments about the "tension". People are very strong in whatever their perspective is. We are also trying to balance the tension between students/parents wanting "back to normal and in-person" with faculty and staff wanting to be more remote/flexible.

14:24:17

yes, very unfortunate and problematic

14:24:26

Re Equity Concerns- I'm not sure that I would even consider a traditional equity issue because all jobs on campus have different responsibilities. For instance, some folks are on-call while others are not. Would we say that's an instance of inequity?

14:24:28

Not everyone's position allows for hybrid work options: for example, the housekeepers, groundskeepers, bus drivers, other service workers, etc. However, we're looking into other options that may provide support, such as more choices with shift hours, childcare, etc.

14:24:29



Agree with Bryan's comments about the "tension". People are very strong in whatever their perspective is. We are also trying to balance the tension between students/parents wanting "back to normal and in-person" with faculty and staff wanting to be more remote/flexible.

14:24:39

Exactly! Which is short-sighted and a lost opportunity.

14:24:52

yes, that's where our campus is leaning - if we can't come up with something that everyone agrees on, then we can't do it.

14:25:09

Sadly, you're correct!

14:25:12

Guiding principles are very important!!

14:25:38

Hear hear!

14:25:44

We are a very small two year college. How do you address that there is only one person per job and still do flexible schedules and work from home.

14:25:50

"Principles" should also center around goals, objectives, outcomes, and KPIs.

14:25:50

Re: the "if we can't all do it, none of us can do it" ... that's exactly the fallacy that people can fall into around ADA and web accessibility.

14:25:54

And the other challenging aspect of equity to navigate is the difference between equity/fairness and individual preferences (or if we call it what it is sometimes = entitlement)

14:26:04

That's not what equity should be.

14:26:20

Good point!

14:26:21

start with strategy then design the tactical. this is key for success.



14:26:27

As a University, we've been operating since 1886. We have some very old fashioned managers who, although they've been satisfied with their staff's remote work during the pandemic, are very resistant to remote work and want to force all employees back to the office at least 3 days a week. How do we overcome the hesitancy of these managers?

14:26:32

Re Equity Concerns- It's not uncommon for benefits to only be enjoyed by certain staff at certain times. For instance, tuition remission for children. Staff that don't have children are not given a raise commensurate with 4 years of free tuition. They just simply don't get to take advantage of that particular benefit.

14:26:43

Considering that many institution have many employees that have been there forever, isn't this post-pandemic great quitting an opportunity to bring in new faces and ideas ? On the flip side, will some institutions take the opportunity to cut tenure-track position and replace them with non-tenure positions ?

14:27:02

Equity at the macro level is one thing, but then as you go to implement at the micro level it becomes a challenge again. Those 'in the room' or 'on campus' for a meeting often have a wildly different experience than those dialing in. There are often side bars, discussions before or after a meeting or at the water cooler that those that WFH are missing out on. How to solve some of those issues that only become more apparent as you work in that mode will be interesting challenges in the near future.

14:27:17

At our institution, we are first looking at job titles and determining if that job title can effectively work remotely. Once that is decided, then the local business needs will dictate remote schedules.

14:27:37

Yes, - the "hybrid meeting" is going to be a big challenge!

14:28:07

We need to have good and honest conversations - probably with every group - about meeting rules and practices

14:28:33

We've found having \*everyone\* even all those in the room on campus dialing into the zoom, for example, helps solve some of those gaps and it's not an intuitive solution at first.



14:28:33

@Jennifer Donnelly 100%. The Market is the 2nd most powerful thing in the universe.

14:28:53

The water cooler collaboration is a bit of a myth. Collaboration technology, accountability, and culture drive success way more than being in the room or not. Tech companies are very successfully collaborating digitally because their workforces want to and are help accountable to participate at a high level.

14:28:59

in another poll 100% of employees are just really tired

14:29:23

part of the problem for us is that not everyone on campus has a good "office" to use to dial in to a meeting

14:29:25

Yeah!

14:29:26

It is difficult to compare higher ed with other types of businesses.

14:29:31

Conference rooms exist for a reason...

14:29:51

Great point about burnout and exhaustion

14:30:03

I mean at the table, in the conference room, dial into the zoom. Maybe mic off but have the zoom up, chat up, fully experienced.

14:30:22

huh, interesting.

14:30:26

As I said, not intuitive, but has helped.

14:30:52

es we have tried this as well. It can help.

14:30:52



We've been talking about doing something similar, just to keep the text sidebars going - they're often really useful!

14:30:57

that is the better approach, IMO. Make the platform the same for all attendees.

14:31:00

Another danger that could come with more hybrid/remote work is increasingly filling positions with contractors and/or temps, with few or no benefits..

14:31:15

We loss a good employee due to her new position being fully remote

14:31:24

Can you please confirm how you have planned to deal with taxes, unemployment etc. when hiring employees from other states (to work remote). I know taxes, and unemployment insurance differs per state.

14:31:44

This is something that was going on to an alarming degree already even before the pandemic.

14:32:26

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14:32:43

Hello, thank you for your time today. If/when there is time for audience questions- I am curious to know how folx models are providing this flexibility for student life departments such as housing or live-in staff who are very student-facing but still desire that flexibility

14:32:51

Are any institutions looking at remote work as a part of their carbon footprint initiatives ?

14:33:01

What about the equity of internet access for remote employees? Yes, many folks have it at their homes but one thing we have learned in the past 15 months and that a surprising number do not have it at home. Depending on the position, the cost of internet will be a larger percentage of their salary if not covered by the college.



14:33:11

What are everyone's thoughts on colleges allowing remote work outside of the state? Have there been any regulations built for this?

14:33:23

Space planning can be a good strategic piece of remote work strategy.

14:33:25

Will we also be able to access the Chats after this webinar?

14:33:54

Excellent point about the carbon footprint initiative. Remote work has been proven to reduce emissions.

14:34:10



14:34:22

What will departments/ colleges fight about if they don't have space to fight over??

14:34:43

Feels like space planning/rent/capacity/growth is a major driver at our University.

14:34:46

Perhaps there will be more team work accomplished.

14:34:52

Try Boston. :(

14:34:53

Our Remote Work pilot project took carbon footprint initiatives into account, along with re-assignment of spaces from administrative purposes to academic services. We have a very strong Sustainability Program and practices across campus.

14:34:58

If you force a remote employee to be on campus once a year, do you pay for their travel and lodging when they are required to come ?

14:35:27

for some publics there are state statutes about where employees have to live. Might even be some for community colleges as well.

14:35:54



The State of MD provided employer tax incentives for improving carbon footprint with telework; not sure that is still in place but there is legislation being introduced requiring institutions to identify positions that are conducive to telework. This is difficult. For example, an Admin Asst in one department may have an office whereas an Admin Asst in another department may have a workspace at the Front Desk that requires F2F interaction on an on-going basis.

14:35:56

With many employees possibly working in multiple states what are you doing regarding administering leave programs and payroll taxes?

14:35:57

what is Deni ?

14:36:03

Not in our campus, it is stated on the Remote Work policy that employee must be available to be on campus as needed by position and department.

14:36:05

We're looking to reduce building operating hours from 7 - 7:00 to 8am - 6:00pm ... reduce heating/cooling by 2 hours a day.

14:36:06

yes, we have done that to bring them in for conferences, just as we send staff away for conferences.

14:36:14

That's true in NJ

14:36:15

What's your position on allowing (some) remote work, but requiring all employees to be on campus several days a week. Our president is insisting on this.

14:36:23

Has anyone started to think about pay differentiation based on whether people are local or remote in lower/higher cost of living areas?

14:36:30

How do you foresee the impact on Student engagement and even enrollment with more Hybrid or remote classroom situations?

14:36:52

We have just implemented 40 Days Remote Working. Also, we have 160 hrs flexible working hrs per year.



14:37:06

Yes, ^^^^^^

14:37:11

sounds like an extension of the “core hours” model where there are pre determined hours people are available to collaborate, meet, phone, chat, etc but outside of that people can work when they want.

14:37:22

In Ohio, we have to follow Ohio Revised Code related to local withholding taxes, so this just adds another challenge to the remote work conversation. Our ERP is not equipped to allow for more than one local w/h for a position.

14:38:06

More of our students are expecting to be served remotely (as we have been for the last year). That seems to be lost in most of these conversations. Student-facing can still be online interaction with students

14:38:11

engaging people as individuals is key. some people really want to work in an office.

14:38:37

Love the focus on positions/roles, not people!

14:38:42

are you using SAP?

14:39:04

We found that our after hours advising increased with the remote offerings. no one came when it was in person.

14:39:23

Can the panel please comment on what they’re seeing with IT positions? What are your institutions thinking with regard to the already challenging arena of IT recruitment and retention when the cultural expectations of a campus is to be on-campus.

14:39:27

Something else is the nimbleness of a hybrid workforce to provide different types of services, or services at times of day that they were unable to before.

14:40:36

Could we imagine that employees who have to be on campus get better compensated to account for commute, parking, in comparison with remote or hybrid workers?



14:40:56:

higher ed needs to grasp that equity does not mean the exact same for all people/jobs/situations

14:40:57

Good point, if you've hired a west coast employee and are on the east coast you need to recognize the time difference. Will they be able to reach the help desk at 3pm PST?

14:40:58

Employees working remotely out of state raise a whole new set of taxation, employment law/leave, and workers' comp challenges that we are thinking through as well.

14:41:35

Are you providing travel stipend for remote folks (out of state, etc.) that need to come to campus from time to time?

14:41:47

We are hiring a position that can be a remote employee and it says in the requirements that the person will work the required hours in our time zone and we identify that.

14:41:48

Or, do you balance that out by saying that remote employees are responsible for providing their own workspace, phone, internet access, etc?

14:41:57:

Nothing in this chat has been about unvaccinated vs vaccinated individuals. Some folks may be or are caring for immuno-compromised who either are too young for the vaccine or cannot get it for other reasons. Does this play into remote work decisions?

14:42:00

Lisa, will you be sharing your guiding principals you spoke about?

14:42:36

Good point.

14:42:38

Panelists, when doing this role analysis, we have to think about how work gets done now, but more importantly, "could" this job function in a NextGen setting?

14:42:39



What about remote workers who don't get compensated for internet access, electricity and so on? It basically balances out remote vs. on-site

14:42:58

If productivity has suffered during remote work on a supervisor, how do you handle that if they only want remote work? Especially, if the supervisor, added stress to others by having others do their work.

14:42:59

It's funny but I've found that our position descriptions do not explicitly mention being in person. I think that it has always been interpreted as implied, but leaves an interesting opportunity in some cases.

14:43:03

exactly

14:43:18

I agree. You cannot deduct office use from home unless you get a W-9.

14:43:23 From Karen Warren to Everyone:

We will provide one work setup for one location (laptop, monitor, chair) and they can take that home but they cannot have that in both locations. We also state that we will not provide internet access. Nor cell phone. We will provide an IP based phone number that they can install on laptop/cell phone.

14:43:23

We make a distinction between an approved telecommuting agreement (by individual and role obviously must be remotable) and the remote work options we're looking at for Fall. Telecommuting is typically reserved for people outside of our tri-state/commutable locations and they are listed for tax purposes as having a local office where they live. Whereas, the general hybrid/remote options are all expected to come to campus as needed. We do not provide "remote office expense" compensation.

14:44:35

all of this discussion makes total sense from the Employer perspective, but how do we balance this with the desires of our customers THE STUDENTS? we did a survey last summer before we came back in Fall 2020 having come off of the almost total online instruction semester in Spring. Students and potential freshmen were asked if the amount of online/hybrid instruction offered would positively or negatively affect their intention to enroll in classes. over 40% of students said that they would NOT return if they were required to take more than one class online. The back to campus/ campus life/ interaction in class and out was quoted as very necessary for student experience satisfaction

14:45:14



Hiring workers out of state can get complicated- different wage and hour and leaves requirements, taxes, etc.

14:45:43

There is a difference between the "classroom" experience versus other "operational" needs that students and parents have.

14:45:44

I agree that's important. But of course, there are lots of folks who work at a university that don't have interaction with students

14:45:56

One idea is to provide flexibility in scheduling rather than remote working. For instance, if a role is required to be on campus, adjust their schedule to 4 10's, etc. etc.

14:46:16

Also, what we've found is that there are LOTS of students who want to be hybrid. That is, they want to take some classes online for flexibility.

14:46:17

Great point about what the students want, too many places making that decision for them.

14:46:27

In terms of the student experience, there are lots of folks working on campus that never interact with students and that students don't know exist. Those are certainly not impacting the student experience negatively by being remote.

14:46:30

I'm sure they would understand that employees want some of the same flexibility...

14:46:54

We will share the poll results and chat within the materials link in 2-3 business days.  
<http://www.cupahr.org/wp-content/uploads/events/Webinars/files/on-demand/06-16-21-Event-Material.pdf>

14:47:10

Staff that deal with students are planning to do a hybrid week where they are working opposite of the other employees. This will provide service to students M-F.

14:47:21

Employers still think they are "permitting" things that the market demands....



14:47:21

We are finding about 20% of students want nothing to do with online learning, 20% want nothing but online learning in the future, and 60% are ok with a mix of both. In our college of biz, it's 40% who want all remote. Online programs will be key no matter what.

14:47:27

Thanks!

14:47:53

Employees are "customers" as well. If we treat them well, naturally, they will treat our student "customers" well.

14:48:12

Excellent point.

14:48:41

Yes, they are internal customers.

14:48:56

That's what our staff are asking.

14:49:15

I have a college freshman who was very frustrated by lack of ability to connect with faculty this year. Professors were recording 1 section and recycling it for the additional sections. Office hours on Zoom and sometimes you could connect and other times you could not. On campus everything was closed but charged full fees.

14:49:17

will this recording be available after the session? I had a conflict and was unable to hear the session in its entirety.

14:49:33

I think the biggest difference is that we exited campus for an emergency and everyone, including students, recognize that. Absent an emergency what is the best strategic solution for your campus short term, long term and into the future.

14:50:09

yes this event will be available and all registrants will receive an email notice.

14:50:39

great - thanks for making the recording available.

14:50:41



Yes, most staff have been afforded a great deal of grace with remote work. As we return to campus will the grace continue? Or expectations grow to have services on campus?

14:50:54

Students have to be at the center of all of our decisions.

14:51:07

Yes, the recording will be available and sent to all registrants in 2-3 business days.

14:51:26

When it comes to virtual meetings between students and academic advisors, mentors, etc., the students do not want to end virtual meetings. The flexibility of these meetings has been very important to the students. There has been a uptick in the frequency of those meetings as well.

14:51:36

Students have to be at the center of all of our decisions

14:51:45

I think we just gave employees a wonderful new benefit, (remote work), that in some cases gives them the gift of 10-20 hours of free time/week since they don't have to commute. Now we're trying to take back that benefit. It's a bitter pill to swallow, for employees.

14:51:51

Staff want to feel that they are trusted.

14:51:51

Interested to hear panelists' thoughts on the uniqueness of higher ed - with two distinct employee groups: faculty and staff.

14:52:02

We can't afford to wait a "decade" for HR in Higher Ed to "catch up". A major shift in how our HR function operates at ALL is needed. We're not going to "policy" our way out of this. We have to move toward outcome based approaches.

14:52:08

while I agree that students are important, universities do a lot of things that aren't centered on students.

14:52:12

Absolutely.

14:52:24

We are important economic drivers for our regions and states



14:52:27

good point. we have people who drive an hour each way. studies have shown that people work about half their commute time so the employer actually gains work in some cases

14:52:48

Attracting and retaining talent extends beyond employees who can work remotely. Great point regarding the need to be flexible with all employees.

14:52:49

I do think tis is a real opportunity for rethinking/examining working together..for the institutions that are willing to be brave and creative

14:53:27

“We’re not going to “policy” our way out of this.” Vert well said. Strategy and culture eat policy for breakfast.

14:53:58

Also - can someone talk about the level of administration being done by the central HR office regarding eligibility of remote work v. decentralizing the decision to individual departments? is there a position review in order for the approval of remote work? is there central tracking by HR?

14:54:20

Great session all. Will the poll results be shared after the webinar? Thanks.

14:54:26

Yes, exactly. All of our Schools and Divisions were asked to develop a flexible work policy.

14:54:53

This creates an opportunity for massive cost savings that can translate into savings for our students (without furloughs or outsourcing).

14:55:09

I think we need to redefine what personalized service means. We can balance personalization through on premise and remote means.

14:55:47

Re-imagining the workplace; re-imagining healthcare; Re-imagining cities.. To what degree will any of this ever happen? Sorry to sound pessimistic, but like so many of our institutions, higher ed can be moribund and very resistant to change.

14:56:10



Lisa, can you share your tools?

14:56:29

Higher ed is typically as nimble as a hippo on crutches. "Innovation" is cross disciplinary majors...wow

14:56:32

You're not wrong!

14:56:40

;-) the pandemic served as a nice forcing function for a while

14:57:03

True. Nobody has talked about the potential huge cost savings. On average, employers save \$22K/year for each fully remote employee. Less office space and furniture are needed, less expense on heating/cooling and other utilities, less maintenance & custodial work.

14:57:54

We are already starting to see retention as an issue. I'm hoping that will drive further discussions on how we can offer flexibility to employees so we can retain good talent - especially with compounded salary issues from the past year (furloughs, no merit, etc)

14:58:05

The funds I saved alone on remote conferences as well as not having to have interviewing candidates flying here was huge.

14:58:14

some states require a work expense reimbursement when people WFH. Keep that in mind when calculating cost savings

14:58:28

Exactly. DTE has already been asking for energy conservation on our bldgs., so this also helps colleges be able to follow this request.

14:58:38

This is a good opportunity for the United States to gradually making workplace more desirable and attractive to Americans to be happy working. It is amazing how many Americans have to relocate to different countries to achieve work life balance.

14:58:46

Thank you, this was very valuable. I have another meeting so I need to pop off. Have a great day!

15:00:01



This was excellent and the folks are chat were wicked smart, thank you for sharing.

15:00:11

We are U of San Francisco and considering geographic pay differentials for those that move out of state. Has any other university implemented this yet?

15:00:12

We are also requiring a covid vaccine of all employees. We will work with those who need accommodations and it may be that some may work from home. We are in TN, too.

15:00:29

We are encouraging, but not requiring vaccination. We also require all employees to be masked while working indoors on campus, since we can't confirm vaccination status.

15:01:07

Our campus has encouraged vaccination and provided vaccination days, but it is not, and while not be a requirement.

15:01:42

Someone may have asked already, but can the chat be saved and/or sent out post meeting. I don't see an option on the webinar. Love the comments.

15:01:53

We're closer to encouraging vaccination (and providing on-campus vaccination clinics). We used to have a mask policy for anyone indoors no matter what, but have now relaxed that for vaccinated folks. No idea how any sort of checking might happen...

15:02:27

Our campus no longer requires masks on campus except in designated areas, regardless of vaccination status.

15:02:48

How do you confirm that the unmasked people are vaccinated? Or are they on their honor?

15:02:49

Yes, we will share the chat in the materials file along with the recording.

15:03:13

I think it will be honor code.

15:03:42

We do have a way for folks to tell the university that they are vaccinated, but it is not required and of course that information cannot be made public...



15:04:08

I don't trust them. Antivaxxers and antimaskers will lie & claim they've been vaccinated, when they haven't been.

15:04:36

Forgive me for not thinking that a bunch of 20-something year old students are going to adhere to an "honor code"!

15:05:01

classrooms are different. All students must wear a mask in the classroom

15:05:05

Good point about the students.

15:05:54

Luckily, the biggest risk is being taken on by the folks who aren't vaccinated. Once you're vaccinated, you're not in too much danger...

15:06:02

Does remote work change reporting for the Annual Security Report--where things happen and need to be reported?

15:06:18

Hiring and appointment documents should just state that they agree to your policies. Your remote work policy should include revocation language about the arrangement

15:06:24

Regarding employees in other states, what types of resources are you using to find out about different laws? combing web sites or service providers?

15:06:49

Yes! Our telecommuting agreements right now say that telework is a privilege, not a right.

15:06:56

so they need to mask up in class, but not in the library, for example? As library staff, I wouldn't feel great about that.

15:07:20

How do you deal with people working from the road (like heading to Mexico on a family vacation but working their 40 hours from there)? That's not where they live, but where they work from.

15:07:26



yep, keep your appointment docs generic in a sense and modified policies will still apply

15:07:30

I believe the current guidelines say "instructional spaces," but don't go into detail about what that means...

15:07:44

temporary work in another country is ok. people do that now.

15:07:53

Interesting.

15:08:03

True, but with the Delta variant, it's TWICE as infectious & the vaccines are LESS effective against them.

15:08:08

Will this presentation be available to view at a later date?

15:08:30

what do we respond for current employees moving away from the city, or even state?

15:08:59

Vaccines are holding up against those variants so far

15:09:08

Our policy certainly doesn't KEEP people from wearing masks if they want to, no matter their vaccination status.

15:09:15

Hi, We will email information about accessing the recording of this webinar in 2-3 business days.

15:09:33

We are requiring vaccines, as of today, that requirement extends to staff, not just students. We upload our proof of vaccination and it's connected to our building access card. As of now, even with the vaccine requirement, masks are / will be required in classrooms and open office spaces / CRs.

15:09:38

Both Pfizer and astra Zeneca showing good efficacy against the delta variant

15:09:38

(And I believe that the vaccines are still pretty effective against even the newest Delta variant.)



15:10:27

Is there any discussion about a State Authorization Reciprocity agreement like what was developed for online education? Agreement <https://www.nc-sara.org/sara-states>

15:11:22

Pfizer vaccine is 88% effective against Delta variant.

15:11:27

"This change is based on mounting evidence that the Delta variant spreads more easily and causes more severe cases when compared to other variants, including B.1.1.7 (Alpha)," a CDC spokesperson said. "Two doses of the mRNA vaccine are effective against this variant and other variants currently circulating in the United States."

15:12:09

There's little data on the effectiveness of the other vaccines against the Delta variant.

15:12:22

I agree that the level of information sharing in higher education is phenomenally helpful. Thanks to those who answer CUPA list serve questions, share documents publicly, etc. Much appreciated compared to other industries.

15:12:27

This was a great webinar and discussion! Thank you very much!

15:12:28

Thank you panelists! Appreciate you sharing today!

15:12:56

Thanks to all panelists and attendees! Lots of food for thought here!

15:13:04:

Here is the event survey for today's webinar. HRCI and SHRM recertification credit information is available at the end of the survey. We appreciate your feedback!

<https://survey.alchemer.com/s3/6354803/Virtual-Event-Participant-Survey-Leading-Into-the-Future-of-Flexible-Work-6-16-21>

15:13:04:

Thank you to the panelists - this was very helpful and informative

15:13:04

Highly useful information today - thank you!



15:13:09

Our faculty have been pretty flexible for a long time

15:13:14

We are struggling with this policy so the information shared is timely and applicable.

15:13:21

There has been much more trust with them to just do their work

15:13:26

Amen Bryan!

15:13:34

Really well done! so important to hear how folks are enacting this in real time

15:13:43

This was an excellent discussion by both the panelists and the attendees via the chat!

15:14:10

Leading in a hybrid workplace is an important learning curve to make sure it doesn't exacerbate gender inequity and other culture issues.

15:14:43

Thank you!

15:14:48

Thank you. I have another meeting.

15:14:55

Bryan - remote work and engaged campus aren't mutually exclusive - where is that dialogue or narrative being spoken or written about? That narrative needs amplification.

15:15:10

thank you!

15:15:21

Thank you!! Great information

15:15:26

Very insightful information. Thank you

15:15:26



Thank you!!

15:15:35

This was transformative. Thank you!

15:15:39

This has been a very good session. Thanks to the speakers and the organizers.

15:15:46

This was a valuable and timely session. So interesting to hear about the progressive steps that are in progress. Many thanks to all the presenters and CUPA for keeping it relevant and in real-time!

15:15:47

A lot of good info! THANKS

15:15:53

thank you so much!!

15:15:54

Excellent discussion! Thank you!

15:15:57

thank you for investing time in this relevant topic for us HR professionals

15:15:57

Excellent webinar! Thanks so much!

15:15:59

Thank you! Fantastic job!

15:16:02

Excellent! Thank you all!

15:16:03

Excellent webinar. Thanks to all participants.

15:16:04

Thank you!

15:16:08

thank you



15:16:08

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15:16:11

Thank you, panelists! This was a critically helpful topic at this time

15:16:11

Great session! Thank you!

15:16:12

Thank you for this incredibly useful session!!

15:16:15

Thank you to the panelists!

15:16:18

Thank you all for this information and very helpful! I was in my HR Team meeting and jumped on late.

15:16:23

Thank you all - excellent session!

15:16:23

Great job! Thanks so much!!!

15:16:27

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15:16:31

Very appreciated in sharing your experience!

15:16:32

Terrific discussion! Thank you for your expertise and perspective!

15:16:34



Great session. Thank you, all.

15:16:36:

Thank you all. Really informative.

15:16:40

Thank you for this very informative session!

15:16:41

Thank you to all panelists for sharing with us your experiences on this journey. It's helpful to hear from peers about their successes and struggles.

15:16:45

Thank you for the thought provoking session!

15:17:04

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15:17:20

EXCELLENT session! Thanks !

15:18:17

I couldn't get the certification to come up

15:18:56

there will also be recertification information in our follow-up email.