Employee Learning: A Discussion on Trends, Innovations and Hot Topics

Wednesday, October 25, 2023 | 1:00 p.m. ET

Sponsored by Cupa-HR and Cornerstone
CUPA-HR Webinar

Presenters

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Agenda

- L&D challenges and strategies to mitigate them
- Innovative programs & ideas
- L&D trends
Recent challenges (from 2022 survey)

Challenges for L&D teams

• L&D staff **capacity** - lack of dedicated staff member, resources needed to fulfill training requests
• Lack of **budget** or funding
• Lack of **support** from administration

Challenges for employees

• **Time**
• Lack of **support** from supervisors

*See the full report for additional details and links to specific policies*
Poll Question

L&D Challenges

What do you consider your biggest L&D challenges currently (select all that apply)?

- Lack of funding
- Lack of leadership support
- Lack of FTE/dedicated L&D FTE
- Lack of time
- Lack of knowledge
- Low attendance/engagement with offerings
LACK OF FUNDING
Ideas to overcome lack of funding

- Certificate Programs
- Collaborate with other institutions (training & presenter sharing)
- Consider adding charge
- Recruit faculty & staff leaders to present
- Tie need for programming to strategic objectives
LACK OF SUPPORT
Ideas to overcome lack of support

- Tie to business objectives and org. goals
- Ask high-level leaders to set tone for culture of learning
- Explicitly share benefits of participating
- Revisit learning/professional development policies
Learning and Development Policies

75% of responding institutions did not have a specific policy

Those that did have policies included:

• outlining mandatory training requirements
• setting an allowed number of hours per year for professional development
• outlining a policy for awarding funding or leave for professional development

*See the full report for additional details and links to specific policies
LACK OF FTE/TIME/KNOWLEDGE
Ideas to overcome lack of FTE/time/knowledge

- Use available online resources
  ex: Google ReWork

- Hire & train student employees

- Train the trainer
  Use subject matter experts from campus

- Scoring matrix (to prioritize requests)
  *from Jessica Jones at Arizona
LACK OF ATTENDANCE/ENGAGEMENT
Poll Question

Attendance

What trends are you seeing with attendance & engagement *(select all that apply)*?

- Low attendance
- High attendance
- No shows (registered but not attending)
- Attending but not participating
- Lack of approval/support to attend
- Workload/capacity (employees say no time for learning)
Trends in Attendance & Participation

Top challenges:
• Time/availability
• Burnout
• Marketing
• Lack of support

*See the full report for additional details
Ideas to overcome lack of attendance/engagement

Consider workloads, time of semester, capacity, for employees

Continue to experiment with modality - virtual, in person, self-paced, microlearning

Encourage supervisory support

Explore accountability - nominations, application process

Explore cohort-based programs and peer-to-peer programs
What is the primary modality for your L&D offerings (select one)?

- Virtual synchronous
- Virtual asynchronous
- In-person
- Hybrid
- A mix of all
If you had to choose only one learning experience that you currently offer, which would you say is most meaningful and valuable to your employees?

SHARE IN THE CHAT!
SUCCESSES AND LOOKING FORWARD
Most popular L&D Offerings

Most popular topics:
- management
- leadership
- wellness
- communication

*See the full report for additional details*
Additional learning experiences offered

Manager/leader training is popular
45 institutions offer some form of coaching
additional learning opportunities include book clubs, LinkedIn Learning challenges, and more

Other than workshops, additional learning experiences offered since 2021

- Internal podcast: 6
- Career development coaching: 11
- Leadership/executive coaching: 19
- Mentoring program: 23
- Staff conference: 23
- Other coaching: 26
- Social learning opportunities: 26
- Leadership development experience: 35
- Manager/leader training: 45

*See the full report for additional details
Recent successes

**Flexible and accessible offerings** - online offerings popular, including learning paths or curated curriculum

**New learning management system or content vendor** with increased scope of offerings

**Manager or supervisor programs**

**Peer-to-peer learning opportunities** such as supervisor roundtables, Slack workspaces

*See the full report for additional details*
What else is trending/on the horizon?

*from August 2023

L&D group discussion
SUCCESSES AND LOOKING FORWARD

UTRGV & Vanderbilt University
INNOVATIVE INITIATIVES & SUCCESSES

Leadership Competency Model
Aligning all programs

MA in Higher Ed Admin
Leadership Program with a degree!

Mixed Reality
AI & Humans together to provide real leadership scenarios

Leadership Institute
4-5 Tier Leadership Development Model
Leadership Competency Model
MA in Higher Ed Admin

More than a Master’s: A Unique Higher Education Learning Experience
The Master of Arts in Higher Education Administration

Highlights

- 2 employee cohorts (total of 100 - Faculty & Staff)
- Application & Nomination Process
- Fully funded (no cost to employees meeting eligibility)
- Asynchronous fully online + Biweekly live senior leader talks
- Assigned coach and EI Assessment
- Complete in 1 year
- President Instructor on record – Finance in Higher Ed
- Practicum/Project within UTRGV

* Exceeded allowable IRS education allowance
Mixed Reality Simulation

• 1:1 immersive training simulations with human-powered avatars to practice difficult and high stakes conversation
• Blending AI and live human interaction
• Personalized scenarios and intensity level
Mixed Reality Simulation

Scenario Name: Leadership Institute on the Chopping Block

- **Skill:** Difficult Conversations
- **Topic:** Company budget cuts
- **Vignette:** Two employees have been working on a new leadership institute, that will launch the first cohort in 3 weeks. The Company will be pulling the plug on the institute, due to financial challenges and not enough return on investment on the project.
- **Objective:** 1. Deliver company budget changes, 2. Promote understanding, 3. Reduce frustration and avoid blame between developers
- **Avatars:** Leadership and Development Department,
- **Participant:** Supervisor
Leadership Institute

UTRGV Leadership Institute (ELITE)

Embark: New Leader Orientation
Launch: Pathway to Leadership
Ignite: New Leader Academy
Thrive: Advanced Leader Academy
Executive Leadership Academy
Elevate: Faculty Leadership Academy

Ongoing Supplemental Sessions/Electives
Technical Skills Leadership Series
Vanderbilt – recent successes

• **Peer-to-peer learning experiences** - building communities of practice
  ◦ Manager roundtables (Conversation Circles)
  ◦ Administrative Professionals Learning Circle
Vanderbilt – recent successes

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• Coaching
  ◦ Experiential coaching lab series (open to all employees)
  ◦ Coaching weaved into leadership development cohort
  ◦ Small group life/career design coaching
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- Flash mentoring program

- **Career growth series**
  - Sessions on resumes, online presence, elevator pitch, networking, and mock interviews
L&D Initiatives from your peers
(from 2023 Annual Conference session)

• Podcasts
• Employee Learning Week
• Mentoring Programs
• Peer-to-Peer
• Micro-Credentials
YOUR TURN

What innovative initiatives have you offered at your institution?

What are you hearing other institutions offer?

Share in the chat!
If you could only launch one new L&D initiative in 2024 and be guaranteed full funding and support for it, what would that initiative be?
From the survey

Participants responded to: *If you could only launch one new employee learning and development initiative in 2022 (and have full funding support for it), what would it be and why?*

- **Tiered/skill-level based offerings**, including the journey from aspiring supervisor, to new supervisor, to more seasoned supervisor
- **Specific topics** - wellbeing, mental health, DEIB, emotional intelligence, mindful leadership

*See the [full report](#) for additional details*
Insights and predictions for L&D

Participants responded to: *Would you like to share any predictions for learning and development within higher education? What innovations do you see happening soon? What new needs do you see arising?*

- **Delivery** methods - virtual options will continue to be needed for accessibility and flexibility
- **Just-in-time/on demand learning**
- **Microlearning**
- **Shifting strategies** from counseling to coaching, pivoting to meet needs, focusing on whole person learning and development

*See the [full report](#) for additional details and links to specific policies*
Takeaways

1. We must continue nudging to increase the prioritization of L&D
2. We will continue to provide flexible, accessible experiences
3. There's a need for increased support for career development for staff
4. We will continue to see high demand for managerial, supervisory, and leadership development

*See the full report for additional details*
Add your information to the L&D spreadsheet at bit.ly/CUPAHR-LD

Join the L&D community in CUPA-HR Connect


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