



“Creating the Next Higher Ed Workforce” – Activity Response Summary
February 11, 2021

Activity One

What makes an employer an employer of choice to competitively recruit and retain talent?

- **Work-life balance** (remote work; flexible schedules)
- **Total rewards** (pay and benefits that are competitive with private sector; fair rewards/recognition)
 - Benefits (tuition reduction, medical, retirement, paid time off, health and wellness, parental and other leave offerings, EAP, etc.)
- **DEI commitment** (interrogate our structural systems to ensure supporting our colleagues of color throughout their careers)
- **Health and wellbeing** (programs, challenges, and classes)
- **Professional development** (cross-training, upskilling, continuing ed and management training programs)
- **Employee advancement** (defined career paths; promotional opportunities)
- **Decision-making** for employees (authority/autonomy; accountability; empowerment; inclusion)
- **Culture** (welcoming/community; safe environment; local knowledge; inclusive; adaptability and responsiveness)
- **Communication** (transparent; consistent; relevant strategic initiatives)
- **Mission and values** (employee buy-in; focus on making a difference in people’s lives; social/community impact and service)
- **Automation** (use of electronic processes to speed up practices; access to technology)
- **Hierarchy** (less separation between faculty, staff, and levels of employment; less bureaucracy)
- **Onboarding** (intentional experience)
- **Organizational competitiveness** (proactive, forward-thinking initiatives; positive reputation; up-to-date employment and education practices)
- **Extracurricular offerings** (speakers, concerts, programs and events, etc.)



Activity Two

The year is 2025. The endemic is a way of life, work is continuing to evolve and be redefined... and we have reached the enrollment cliff. Through all of this, your institution has been viewed as an employer of choice because leaders, including the HR team, have done _____ during the last five years.

- **Work-life balance** (greater flexibility; better optimization of remote work and management of work-life; wellness programs to support remote work and new challenges; employee sabbaticals)
- **Advanced DEI initiatives** (develop and support; make “radically welcoming and inclusive” to everyone; baked into mission of institution; greater staff diversity; higher ed to be a leader of inclusive work; faculty looks like student body)
- **Evolution** (adaptability and nimbleness; entrepreneurial mindset; anticipate change; try new ideas and stay one step ahead; embrace innovation; develop policies that adapt to the changing workforce; ensure the HR function is not a barrier to change; focus on sustainability; do not lose sight of emerging professions; be innovative on majors offered)
- **Work environment and mindset** (forward-looking projects; accountability; shared sense of mission; positive; question past habits; value contributions leading to culture of excellence; work prioritization; accountability; engagement; embrace new opportunities)
- **Leadership** (highly inclusive and diverse; ongoing engagement of employees; embrace ownership and failure; engage younger employees in anticipating what is next; advocate and empower employees to make feel engaged and valued; encourage employees to lead from within; transparency; accountability; listening to staff; fewer silos)
- **Online-focused** (embrace expectation/demand for degree programs to be online)
- **Personal/professional growth** (development of employees; cross-training; new roles; growth from within; provide opportunities; mentorship; tuition)
- **Leverage technology** (automation of processes; increased efficiency; use of data and metrics to drive improvements)
- **Total rewards** (living wage/\$15; flexible benefits/rewards packages; determine employee value)
- **Community involvement** (locally, regionally, nationally, internationally)
- **Physical workspace** (smaller “landing spots” and larger thinktank areas; utilize modern technology)