




**From Reactive to Predictive:
Transforming Talent Management
in Higher Education for Improved
Recruiting and Retention**

Inspired by the need to engage an ever-diversifying student body, universities are transforming how they're creating, delivering, and managing student learning opportunities. Technology plays a key role in this transformation, with institutions across the nation offering new learning modalities, augmented services, virtual reality, and enhanced digital capabilities inside and outside the classroom.ⁱⁱ

However, while institutions may be in the vanguard in the use of technology for student learning, institutions have not yet adopted key technology in one crucial area: talent management. While the private sector has quickly transitioned to more streamlined, unified systems to manage the employee lifecycle, many higher education institutions still rely on last century's legacy systems. The continued use of these disparate, clunky HR tools doesn't just create more repetitive and manual work for HR professionals. These outdated systems also lack real-time visibility, flight-risk analytics, and agile performance management capabilities, the very capabilities institutions must have to acquire, engage, and retain talent in the new—and ever-changing—educational and economic realities.

“Today’s leading universities employ staff and faculty who are digitally savvy and expect the same on-demand experience at work that they enjoy in their personal lives. But legacy HR systems in higher education often cannot deliver on this expectation, which can result in faculty and administrators who are disengaged and sometimes disappointed with institutional interactions.”ⁱ

– Deloitte 2018 Higher Education Industry Outlook

The Need for a Dynamic, Fluid, Unified Talent Management Experience

According to Deloitte’s **2018 Higher Education Industry Outlook**, higher education employees today expect an intuitive, fluid, digital HR experience, one that is “modern, unified, and efficient.”ⁱⁱⁱ In practice, this requires institutions to shift to what Deloitte calls a “cloud-based subscription” tool, one that is “configurable to handle institution-specific content, processes, and nuances” and designed to create a personalized, engaging employee experience^{iv}. **This tool, often referred to as a talent management platform, is a key element in enabling higher education institutions to:**

1. Transform HR from a static, compliance-driven function to a leadership one that is proactive and prioritizes employee growth, learning, and retention for the benefit of both the institution and employees.^v
2. Enable all employees to drive their own learning, performance management, and career planning by using tools that are less “systems of record” and more “constituent centric.”^{vi}
3. Move from premise-based, legacy software to cloud-based solutions to create consistency and standardization across all campuses, increase access to and the amount of meaningful data and analytics, and reduce maintenance costs.^{vii}
4. Shift from a reliance on multiple, disparate systems (e.g., one system for learning, another for performance management, and yet another for recruiting) to the use of a single, unified system that brings the entire employee lifecycle into one platform.^{viii}

HR Transformation Starts with Technology Transformation

For higher education institutions, a unified talent management solution isn’t just about streamlining HR processes or increasing access to data. New HR technology is also a primary catalyst for a new way of practicing HR: a proactive, fluid approach to talent management that ensures institutions can continue to attract and retain top candidates in an increasingly competitive talent marketplace.

How does unified talent management technology function as a catalyst for both HR and institutional change?



Ensures the HR function moves from being reactive to proactive and predictive

Aggregating all employee lifecycle data in one location increases visibility. This visibility, in turn, enables a more proactive, agile approach to change. When HR has access to analytics, forecasting, and predictive workforce planning tools, teams can make wiser, more data-driven decisions around recruiting, retaining, and succession.



Unifies employees under one mission

Cutting edge HR teams use unified talent management technology to promote the institution's mission. Promoting the institution's values via employee portals, training, and goals brings employees together, creates a sense of community, and helps employees feel like they're contributing to the greater good. Promoting the organization's mission can also help institutions attract compatible candidates, potential new hires who align with the institution's existing values.



Creates a consistent, standardized hiring, onboarding, learning, and performance experience for all employees

Universities employ a wide variety of workers: faculty, staff, part-time, full-time, student workers, work-study candidates, adjunct staff, administrators, and union and non-union workers. Using different systems to manage the different hiring, training, and compliance requirements for each type of worker is incredibly inefficient, as well as risky. In contrast, by using a single talent management platform to manage all employees—regardless of status—saves time, reduces labor, increases efficiency, and mitigates risk by ensuring specific compliance and training requirements are tracked and recorded.



Engages employees on an individual level and encourages self-driven learning, increased productivity, and goal accountability

From an employee standpoint, unified talent management technology enables improved productivity and performance not through efficiency but through engagement. Creating a constituent-friendly learning and performance portal encourages employees to participate in learning and drive their own goals. Instead of waiting for managers or HR to push required training, employees can plot their individualized career paths. Increased transparency—how an employee is performing, what needs to be improved upon—also improves morale and increases trust in the institution itself, both key to driving retention.



Enables HR teams to prioritize development and strategy

A unified talent management solution enables HR teams to focus less on paperwork and compliance reporting and more on development, workforce planning, and HR's role in the institution's strategic planning.

The Key to Educational and Economic Agility and Success in the Next Decade? Great Talent—and a Great Talent Management System

A manual, haphazard approach to talent management—the use of multiple systems, spreadsheets, or even physical files—hampers effective recruitment, onboarding, development, and succession planning. Without a cohesive, unified approach, higher education institutions also incur greater risk for issues around diversity and fairness. In contrast, a holistic talent management platform, one designed to encompass the entire employee lifecycle, can help institutions acquire, develop, and engage great talent.

Cornerstone provides a holistic talent management solution that unifies the entire employee lifecycle along all facets of hiring, onboarding, training, retaining, and managing human capital.

The Cornerstone platform ensures higher education institutions can:

 Engage in holistic talent management to improve recruitment capabilities, drive engagement, and increase retention

 Increase operational efficiency while simultaneously improving the productivity of faculty and staff

 Centralize disparate departments and standardize HR operations across multiple campuses

 Drive full-cycle HR initiatives and engage stakeholders with real-time data and analytics

Find out more about how Cornerstone helps higher education transform talent management. csod.com/lets-talk

ⁱ <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>

ⁱⁱ <https://er.educause.edu/articles/2018/1/top-10-it-issues-2018-the-remaking-of-higher-education>

ⁱⁱⁱ <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>

^{iv} <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>

^v <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>

^{vi} <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>

^{vii} <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>

^{viii} <https://www2.deloitte.com/us/en/pages/public-sector/articles/higher-education-industry-outlook.html>



Cornerstone OnDemand is a global learning and human capital management software provider that's pioneering solutions to help organizations realize the potential of the modern workforce. csod.com/higher-education