



## The Future of Work in Higher Education

How Higher Ed Leaders Can Support the Workforce

April 20<sup>th</sup>, 2022

# Agenda

## TOPIC

What is the Future of Work in Higher Ed?

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Future of Work Visioning Activity

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What's Next

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# Presenters



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# What industry do you work in?

**Placeholder (Mentimeter Multiple Choice Activity)**

# What part of your organization are you aligned to?

**Placeholder (Mentimeter Multiple Choice Activity)**

**Tell us 1 word that comes to mind when you hear the phrase Future of Work...**

**Placeholder (Mentimeter Word Cloud Activity)**

# What is the Future of Work in Higher Ed?



*This unprecedented level of change and disruption is in fact an opportunity – an opportunity to take a closer look at the tactical decisions our clients are navigating today that have strategic impacts for the future of their universities and institutions.*

# The Future of Work

*...means something different for Higher Ed.*

## WORK

The activities performed and technology applied to produce work outcomes and create value



## WORKFORCE

The combination of skills, talent options (such as FTEs, contractors, gig workers, crowd sourcing), jobs and teams to perform the work



## WORKPLACE

The context and environment in which work is done including physical design and technologies, collaboration, culture, and workforce preferences





# Analyzing the Work, Workforce, and Workplace

## Analyzing the **WORK**:

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- Level of work flexibility to accommodate varying staff preferences on work environment (in-person, hybrid, remote, etc.)
- Training and toolkits needed to adapt work to new operating environment
- Changes in nature of work and workload capacity to gauge risk of staff burnout

## Pulsing the **WORKFORCE**:

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- Preferences around flexibility & predictability and personal circumstances/choices
- Experience and outcomes during the past year with regards to workplace leadership, culture, and equity issues
- Level of connection staff feel to an organization's mission and impact

## Adapting the **CAMPUS WORKPLACE**:

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- Technology and/or other capabilities needed to provide staff work location flexibility
- Approaches for hybrid/flexible scheduling (2/3/5, alternating, etc.)

# Barriers to the Future of Work

Higher education as an industry faces several obstacles in supporting its workforce to keep up with current marketplace trends.

## **Struggling with change**

COVID-19's impact on the higher ed workforce has created a need for stronger change management practices.

## **Catching up to best practices**

Higher education institutions have long ignored best managerial practices and need tools, trainings, and resources to improve.

## **Moving towards delivery of hybrid services**

88% of surveyed higher education institutions are taking steps to move to a hybrid delivery of services, ranging from financial aid to telemedicine.

# Higher Ed Marketplace Analysis

According to a CUPA-HR and Educause QuickPoll conducted in September 2021, there is a huge misalignment between **employee preference** and **Fall 2021 work arrangements**.<sup>1</sup>



## More employees are on-site

Over half of surveyed employees are working mostly or completely on-site this fall

*56% of HR respondents and 51% of IT respondents*



## Employees prefer remote / hybrid arrangements

A plurality of respondents prefer a mostly or completely remote work arrangement

*36% of HR respondents and 42% of IT respondents*



## Employees want flexible work policies

Nearly nine in ten respondents stated that having flexible work policies (i.e., the opportunity to work remotely) would be most helpful



## Preferred work policies do not align with actual policy

Nearly two-thirds of respondents reported some degree of misalignment between preferred and actual work arrangements

*55% of HR respondents and 51% of IT respondents*




## Nearly half of employees are looking for new jobs

*are somewhat likely to very likely to be looking for new employment in the next 12 months*

*42% of HR respondents and 44% of IT respondents*

# Higher Ed Marketplace Analysis

Deloitte also surveyed higher ed human resource leaders during our presentation on the Future of Work at CUPA-HR.

 Describe 1 word that comes to mind when you hear the phrase Future of Work in Higher Education...



The most common responses included: *flexibility, challenging, & change*



What pillar of Future of Work are you most interested in exploring at your institution?



**51%** Workforce

**28%** Workplace

**21%** Work



Which area has been most impacted by the Future of Work at your institution?



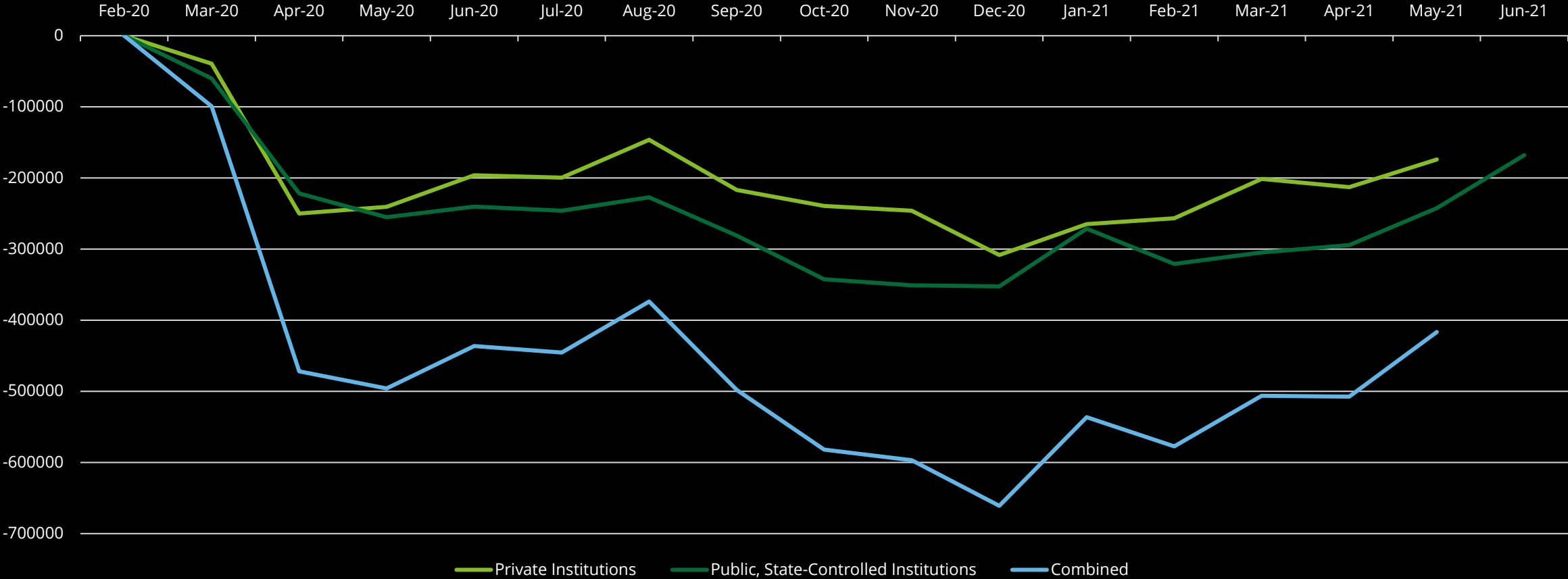
**53%** said Culture, Engagement, Equity & Wellbeing

**26%** said Talent Lifecycle

# The Great Resignation

The pandemic has driven workers not just in higher ed but across the economy to reassess their careers, goals, and work conditions, with a March 2022 EDUCAUSE survey finding that more than half of respondents are considering leaving their institution for another role or retiring.

Cumulative higher ed job losses since February 2020, by sector<sup>1</sup>



<sup>1</sup>The Chronicle of Higher Education, July 2021

<sup>2</sup>Educause, March 2022

# The Great Resignation

A March 2022 EDUCAUSE survey found that the causes for staff attrition tend to be either personally or institutionally motivated<sup>1</sup>. For some staff, the pandemic has prompted them to place more value on what they **personally need or want** and **rethinking how work fits within that**.

## PERSONAL DRIVERS

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### High stress leading to burnout

The stresses of maintaining daily operations while struggling to adapt to a work environment that can feel like it is changing everyday has led many to feel burned out.



### Desire to branch out to new opportunities or retire

The pandemic has driven many to rethink their career paths and pursue different callings, with almost 50% of survey respondents seeking greater pay or better jobs elsewhere.



### Health concerns and new home responsibilities

New home or childcare responsibilities in tandem with fears of contracting COVID-19 due to in-person work requirements has prompted many to find new roles that better accommodate these concerns.

# The Great Resignation

For others, what kept them in higher education was more so **the organization** and its **mission**; the pandemic and concurrent cultural flashpoints may have caused some to question their **institution's alignment** with their **own values**.

## INSTITUTIONAL DRIVERS

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### Poor leadership

Nearly half of EDUCAUSE QuickPoll survey respondents cited poor leadership as constituting a primary reason for them wanting to leave their roles<sup>1</sup>.



### Negative work culture

Universities have been plagued with low morale for the past few years, driven by both the pandemic and decades of stagnating pay and heavy workloads<sup>2</sup>.



### Inadequate institutional support in addressing racial inequity

Some staff have grown disillusioned with their work due to dissatisfaction with institutional responses to racial inequity during the pandemic.

# The Great Resignation

The **personal** and **institutional** drivers **often intersect**, leading to **staff being dissatisfied** with their roles and **searching for new positions** outside of higher ed or **leaving the workforce** entirely.

## WORK DISSATISFACTION DRIVERS

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### Feeling undervalued by institution

Staff, typically in middle-level management positions, may feel unappreciated as they often shoulder the stresses of more senior staff without enjoying senior-level pay and benefits<sup>1</sup>.



### Misalignment between personal work preferences and institutional policies

Staff seeking new jobs is correlated with a misalignment of their personal work preferences to institutional policy<sup>2</sup>, with most preferring more remote work and not having to commute.



### Lost belief in higher ed's mission

A combination of low morale, feeling underappreciated, and feeling that their work preferences are being unheard by leadership can lead staff struggling to maintain belief in institutional goals.



# Future of Work Visioning Activity



# Form a group of 3-5 and discuss the following questions as they relate to the Future of Work at your organization.

What are your organization's goals and how should the nature of work performed change to achieve them?

How might work be augmented by technology, AI, remote capabilities, etc.?

Who, and with what skills, are needed to perform current and future work?

How will employee recruitment and retention strategies need to change to meet future work needs?

What does human resource development need to look like to achieve organizational goals?

What does the Future of Work look like at your organization in 5 years?

# What's Next



# Opportunities for the Future of Work

The obstacles higher ed faces in driving towards the Future of Work are also opportunities for the industry to innovate and redefine its operations.

## GROWTH OPPORTUNITIES

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### **Develop training and toolkits for higher education staff**

The workforce will need updated resources and trainings on how to use new tools effectively towards promoting better engagement across campus in a new hybrid work environment.



### **Support workforce transition to hybrid environment**

Universities need to think through what capabilities in and around campus are needed to move to a hybrid model and accommodate varying work preferences.



### **Create a better talent experience**

Leadership will need to rethink their workforce make-up, organizational design, job architecture, compensation, performance management and more to promote staff retention.



### **Implement smart campus and AI capabilities**

Higher ed institutions will need new technological foundations to adapt the workplace beyond physical campus boundaries and support more efficient operations of a hybrid campus environment.

# Deloitte's Higher Ed Future of Work Eminence

To learn more about Deloitte's thought leadership regarding the Future of Work in higher education, check out some of the firm's white papers and publications on the topic.



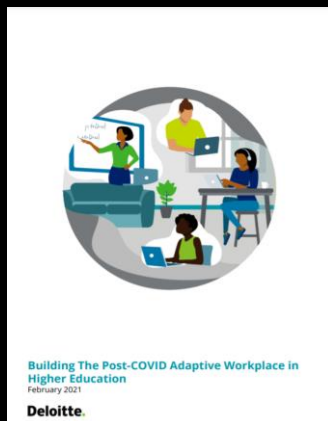
## 1 The hybrid campus: Three major shifts for the post-COVID university

A report from leaders across higher education on how a hybrid approach could be expanded to become a permanent feature of the university experience.



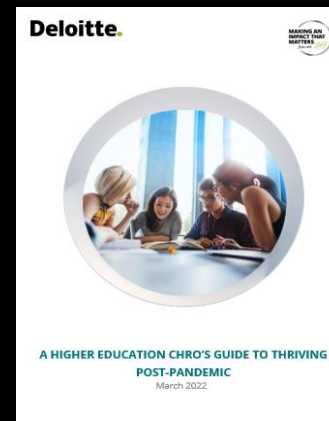
## 2 Return to Campus: Perspectives from Higher Education Leaders

A summary of two forums Deloitte hosted where higher ed institution leaders shared their experiences around navigating Future of Work challenges driven by COVID-19.



## 3 Building The Post-COVID Adaptive Workplace in Higher Education

A white paper outlining Deloitte's vision for the workplace of the future and the firm's approach to building this future work environment.



## 4 A Higher Education CHRO's Guide to Thriving Post-Pandemic

A guide describing key considerations for higher ed CHROs in developing the human resource strategy necessary to help their institutions succeed in a post-pandemic operating environment.

**If you were in an elevator with your organization's president or CEO, what takeaways from today's session would you share with them?**

**Placeholder (Mentimeter Open-Ended Activity)**

# Preparing the Workforce: Deloitte's FOW Institute

Deloitte partnered with 10 higher education institutions to deliver the Future of Work (FoW) Institute, a credential program that leads the conversation around how we work and how to prepare the future workforce for change.

## FUTURE OF WORK INSTITUTE TO-DATE



### 12 Pilots Launched

*(Represent Private Universities, Public Universities, HBCUs, and Community Colleges)*



### ~265 Students Reached

*(Across all undergraduate academic years, as well as graduate students)*



### 2 Program Formats Offered

*(Traditional and Bootcamp)*



### 7 Unique Sessions Delivered

*(3 Core Labs, 3 Ancillary Activity Options, and 1 Graduation Ceremony)*

## VALUE TO INSTITUTIONS

- Be recognized as a thought leader in the Future of Work and a provider of certified Future of Work thinking
- Lead the discussion around the realities of the changing Future of Work with students and faculty alike
- Be a change maker able to advocate for Future of Work strategies

## VALUE TO STUDENTS

- Diversify students' education credentials as the market for credentialing continues to expand
- Prepare for the Future of Work and gain a competitive advantage in the workplace of the future
- Connect with peers at other higher education institutions to gain perspective and begin building students' networks as they start or continue their careers

# Q&A/Discussion