Welcome!

- The session recording and resources will be posted later today on the EDUCAUSE site
- Enable closed captioning by using the CC button at the bottom right corner of the page
- Please reach out to “panelist” in chat for technical support
- Use the chat to ask questions throughout the session
In the chat...

Please introduce yourself and add your favorite type of weather.

The Workforce: Evolve or Become Extinct Showcase

The Opportunity in the Crisis

With the "great workforce shakeup" and increased institutional needs, IT leaders can take advantage of new hiring opportunities to create teams with diverse viewpoints. Such groups not only outperform teams with members of similar backgrounds but also better reflect the diversity of the constituents of their institutions.

Explore the EDUCAUSE Inclusive Hiring Kit.

www.educause.edu/showcase-series/2022/workforce-evolve-or-become-extinct
Thank You to Our Showcase Sponsors!

VISIT: Red Hat to nurture local tech talent through collaboration with Wake Tech

Today’s Session

- Learn about findings released in the EDUCAUSE workforce reports
- Hear about one institution’s experience navigating the changing workforce
- Learn about the strategies for applying an inclusivity lens to each step of your hiring process
- Review tools for supporting your team’s professional development
Today’s co-hosts

Mark McCormack
Senior Director, Research and Insights
EDUCAUSE

Ernie Perez
Associate Provost, Medical Campus Information Technology
Boston University

Felix Zuñiga
Campus Engagement Partner
California State University, Office of the Chancellor

Veronica Diaz
Senior Director, Professional Learning and Development
EDUCAUSE

Ryan MacTaggart
Associate Director, Professional Learning and Development
EDUCAUSE

Sophie White
Showcase Program Manager
EDUCAUSE

What is your greatest workforce challenge right now?
EDUCAUSE Workforce Research

Mark McCormack, PhD
Sr. Director of Research & Insights, EDUCAUSE

Key points:

• We’ve all been through something, and it has changed everything.

• Our perceptions of what’s possible at work, and what we want from work, have shifted.

• We need to rethink what it means to be effective technology leaders in higher education.
In January of 2021:

76% reported that their level of workplace stress had increased since the beginning of the pandemic.

54% expected their stress to stay the same in the year ahead, and 36% expected it to increase.
What were institutions doing about it?

In September of 2021, workplace preferences were clear…
And by March of 2022, the workforce changes were clear…

- 2% Already accepted a position elsewhere
- 36% Strongly considering leaving for a position elsewhere in the near future
- 45% No plans to leave
- 17% Planning to retire soon

55% of respondents are leaving, considering leaving in the near future, or planning to retire soon.
"[There was a] 15% reduction in IT FTEs. That seems small, but we are really feeling the loss. The service backlog is growing."

"We are experiencing a trend whereby existing personnel are leaving for higher-paying, remote positions. And our candidate pools for new hires [have] shrunk considerably."

"[We're creating] flatter organizational structures and less 'middle management' for increased agility and more focus on service delivery vs. management."

"IT lost an executive leader, and with a new permanent president search process in the works, we will eventually hire a new CIO. When this person comes in they will want to assess the organization and make organizational changes."
The Adaptive CIO: Balancing Institutional Structure and Culture

Engaged as part of executive leadership: 92%
Involved in important business decisions: 91%
Able to influence important decisions: 79%
Engaged in strategy of non-IT units: 65%
Able to effectively act as a change agent: 92%

Percentage of respondents who "Agree" or "Strongly agree" that they perform each task.
An Institution’s Experience Navigating the Changing Workforce

How do higher ed employees feel about their jobs? Evidently, not so great

A new survey reveals more than half of employees feel their voices aren’t being heard by their institutions.

By: Micah Ward | August 8, 2022
Survey: Half of Higher Ed Employees Would Consider New Job

By Colleen Flaherty • Published August 4, 2022

A recent survey of 559 faculty and staff members by Grant Thornton, an accounting firm, found that nearly 60 percent of respondents feel their voice is not heard at work, that just 34 percent feel their institution understands their needs as an employee and that 49 percent would consider a new job if an opportunity came along. Some 41 percent say their institutional leadership understands campus culture and what it's like to work at their institution. Thirty-seven percent say their pay allows them to live the lifestyle they choose, compared to 45 percent of respondents in a broader survey of workers across sectors.

Pay is No. 1: The 8 factors that might help colleges retain employees

Notre Dame is one of many universities offering increases to workers, but are they enough to offset inflation?

By: Chris Burt | July 22, 2022
Bloomberg

Millions of Americans Regret the Great Resignation

- About one-quarter of job-leavers rue the decision, survey says
- Many are finding job market tough and miss their 'work family

By Alexandre Towzi
July 12, 2022 at 9:00 AM EDT Corrected July 22, 2022 at 1:46 PM EDT
How To Help Your Hybrid Team Feel Less Lonely

▪ **Encourage More Team Sharing**
  ▪ Loneliness can be eased by more team connection.

▪ **Check In**
  ▪ Don’t assume you know how your team is really doing unless you invite them to share. A check-in is a process in which people share how they are doing and what’s on their mind and heart.

▪ **Encourage Self-Compassion**
  ▪ Ultimately, we can all do a better job of being kinder to ourselves, and as researchers Stephanie Andel, Winny Shen and Maryana Arvan note in their recent study, that starts with self-compassion.

Adapted from Forbes

What are we seeing on the ground?

▪ Hard to find talent
▪ Positions posted for longer than normal
▪ Less applicants (smaller pools of candidates)
▪ Higher salary requests
What are we doing?

- Climate surveys
- Exit and stay interviews
- More flexible work arrangements
- Create a sense of belonging within teams
- Writing position descriptions to attract more diverse candidate pools ([https://textio.com/](https://textio.com/))
- Cultivating talent internally
  - Professional development and certifications
  - Promotions paths
- Salary compression analysis

Tough job market

- Advertising
  - [https://www.educause.edu/careers/educause-career-center](https://www.educause.edu/careers/educause-career-center)
  - [https://www.academickeyes.com/](https://www.academickeyes.com/)
  - [https://www.higheredjobs.com/](https://www.higheredjobs.com/)
  - Latinos in Higher Ed Page
  - [https://yourjobpath.com/](https://yourjobpath.com/)
  - [https://www.blacksinhighered.com/](https://www.blacksinhighered.com/)
  - [www.hispanic-jobs.com](http://www.hispanic-jobs.com)
  - [https://www.diversityjobs.com/](https://www.diversityjobs.com/)
  - [www.learnasa.org](http://www.learnasa.org)
  - [https://www.womenintechnology.org/](https://www.womenintechnology.org/)
Tough Job Market

IS&T Employee Referral Program for Open Positions

As a reminder, the IS&T Employee Referral Program for Open Positions remains active.

In our efforts to build the strongest team within Boston University Information Services & Technology, the Employee Referral Program, introduced in May 2009, looks to the BU faculty and staff community to assist in recruiting qualified individuals into designated open positions on our IS&T team.

If you refer a candidate who is hired into one of the designated positions and this person successfully completes three (3) months of employment, you will receive a $1,500 Referral Bonus in two payments.

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Bloomberg

‘Boomerang Employees’ Are Going Back to the Old Jobs They Quit

Familiarly, fears of recession and regrets about the Great Resignation are drawing workers back, and bosses are boasting about it.

By Charlie Wells

August 18, 2022 at 8:30 AM EDT

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THE WORK FORCE

These Are the Higher-Ed Jobs Being Refilled at the Highest Rates

By Audrey Williams June | AUGUST 22, 2022

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Top Increases and Declines in Professional Positions

Institutional research analyst was the professional-level job that saw the greatest increase, while the head of the campus learning-resources center declined the most.

Percent change in head count, 2020-21 to 2021-22

<table>
<thead>
<tr>
<th>Position</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional research analyst</td>
<td>161%</td>
</tr>
<tr>
<td>Head of campus museum</td>
<td>120%</td>
</tr>
<tr>
<td>Head of IT-service delivery</td>
<td>64%</td>
</tr>
<tr>
<td>Head of athletics-academic affairs</td>
<td>61%</td>
</tr>
<tr>
<td>Grant writer for sponsored contracts/grants administration</td>
<td>46%</td>
</tr>
</tbody>
</table>

UNCOMMON THINKING FOR THE COMMON GOOD
Applying an Inclusivity Lens to the Hiring Process

Felix Zuniga, Ed.D.
Engagement Partner,
California State University, Office of the Chancellor

EDUCAUSE DEI Advisory Committee Chair

Applying an Inclusivity Lens to the Hiring Process

The Inclusive Hiring Kit

1. The Inclusive Hiring Kit
2. Monitoring and Reporting
3. Screening and Interviewing

The Inclusive Hiring Kit
Inclusive Hiring Kit: Five Units

- Unit 1: Planning and Recruiting
- Unit 2: Screening and Interviewing
- Unit 3: Hiring and Onboarding
- Unit 4: Inclusivity, Retention, and Belonging
- Unit 5: Overcoming Obstacles and Celebrating Success

Diversity, Equity, and Inclusion Resources

EDUCAUSE is committed to diversity, equity, and inclusion (DEI) and at the same time recognizes that leading change toward diversity is an area of expertise with its own knowledge base and professional practitioners. The resources below, drawn from a variety of external sources, provide an entry into DEI topics for higher education IT professionals who would like to elevate diversity and inclusion as a priority personally or for their organizations.

Share Your Feedback
We welcome your thoughts! If you have DEI resources, comments, or suggestions to share with our community, contact us at dei@educause.edu.
Upcoming EDUCAUSE Webinar in September

Webinar | Exploring and Implementing the EDUCAUSE Inclusive Hiring Kit

Join members of the EDUCAUSE Diversity, Equity, and Inclusion (DEI) Advisory Committee for this webinar on the new EDUCAUSE Inclusive Hiring Kit to find out what it can do for you and your higher education IT units. Our presenters will share strategies for using the resources in the kit to build more inclusive hiring processes and work environments for all individuals. The presentation will include an overview of the kit, how it was ideated, and why this work is so important.

Outcomes
- Learn about the new EDUCAUSE Inclusive Hiring Kit and the associated microlearning series.

Inclusivity - First Things First

First set of questions:
Ask yourself, why are people leaving?
- Is there a pattern?
- Was it a horizontal move?
- Was it up and out?
- Did they have opportunities to grow here?

No amount of inclusive hiring will fix a broken or even worse toxic work environment, it starts and ends with leadership...
Inclusivity - What does it look like?

**What do equity and inclusivity look like in the workplace?**

The pandemic has adversely affected marginalized groups: in particular Asian, Black, Indigenous, and Latinx groups, especially women, non-binary people, transgender and people over 50, they report higher instances of harassment and hostility, harmful work expectations, and anxiety, especially with people who have more than one of these identities ([Project Include]).

*Remember, just because people are not speaking up about something does not mean it is not happening*

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Inclusivity - What is the Goal?

**Equity in the workplace is where team members can be productive, feel like they can be themselves, that they belong, and that they are celebrated for what they add to the culture.**
Inclusivity - Hybrid work & DEI

HBR Article: Don’t Let Hybrid Work Set Back Your DEI Efforts
https://hbr.org/2021/10/dont-let-hybrid-work-set-back-your-dei-efforts

1. Who's spending more time at the office and who's spending more time at home?
2. Who gets to choose when to be at the office?
3. How does time in the office shape the path to promotion?
4. How are remote management tactics used?
5. How does time in or out of the office predict employee engagement and retention?

Inclusivity - Where Do We Start?

How do we create change?

We commit to it, then we design for it.
Inclusivity - Where Do We Start?

1. Commit
2. Look internally first
3. Design with the end in mind
4. Value their work
5. One size does not fit all
6. Make incremental change

Inclusivity - Final Thought

“If you do the hard work to make a better workplace for those that are marginalized, you will end up making a better workplace for everyone.” - Dr. Felix Zuniga
Tools for Workforce Development

The Four Pathways
The four pathways serve to guide professionals supporting and transforming higher education through the innovative use of technology.

Information Security
The Information Security pathway is for higher education professionals whose primary roles include the planning, implementation, and protection of infrastructure across systems and for good conduct, including students, faculty, staff, and partners.

Information Technology
The Information Technology pathway is for leaders and professionals who support Information Technology systems and their strategy, management, adoption, and policy. This pathway guides those interested in the technology ecosystem comprising the systems and services that institutions use to store and manage data and processes, whether on campus, in the cloud, or through shared services.

Innovation
The Innovation pathway is for professionals dedicated to the advancement of their institutions’ mission and strategic goals through the innovative and creative application of strategies and methodologies. This pathway supports those interested in leveraging data and technology in support of cross-institutional transformations.

Teaching & Learning
The Teaching and Learning pathway guides those looking to influence or transform learning experiences and student outcomes across the institution through the effective application of learning science and recent data insights to guide the selection of pedagogies and technologies.

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Tools for Workforce Development

Early Level
- IT Help Desk
- Design/Provisioning
- Analytics
- Business
- Security
- Support

IT Help Desk
- The primary contact for technical support
- Responds to requests for IT services
- Provides first-level support for IT issues
- Coordinates with other IT teams

Design/Provisioning
- Designs and deploys IT solutions
- Manages IT projects
- Develops and implements IT policies

Analytics
- Collects and analyzes IT data
- Generates reports and dashboards
- Supports decision-making with IT insights

Business
- Provides IT services to support business goals
- Manages IT budgets
- Coordinates with other departments

Security
- Ensures the security of IT assets
- Develops and implements IT security policies
- Responds to security incidents

Support
- Responds to IT issues and requests
- Provides IT training and support
- Maintains IT equipment and infrastructure

THINK & SPEAK

UNCOMMON THINKING FOR THE COMMON GOOD
Tools for Workforce Development

EARLY CAREER

LEARN
Access the world’s largest online collection of information about higher ed technology for resources that support IT professionals in higher education.

MAKE CONNECTIONS
Join the Admin System Management, Cloud Computing, IT Metrics, IT Procurement, or IT Support Services Community Groups to discuss guidance, issues, and obstacles of information technologies.

ASSESS
Our self-assessments provide a framework for you to rate your capabilities and performance, then develop a plan to continue learning. Take the Advanced Level Professionals Self-Assessment.

GIVE BACK
Volunteer for an advisory or member committee and help shape EDUCAUSE program content by providing guidance and support to a particular area, by lending your expertise to our flagship events, or by reviewing presentation proposals.

THINK & SPEAK
Facilitate Webinars, Learning Labs, and Institutes to stay connected and share knowledge. Find out more about being a faculty member at EDUCAUSE and how to apply.

MID CAREER

LATE CAREER

Event Finder

By End Date

By How You Attend

False To True (14,256)
Online (6073)

By Topic

• Administrative and Business Services (292)
• Cybersecurity (1,201)
• Infrastructure and Research Technologies (2,209)
• IT Professional Services (1,838)
• Leadership and Management (10,174)
• Libraries and Technology (4,930)
• Policy and Law (567)
• Student Success (1,446)

EDUCAUSE New Managers Institute
The new Managers Institute is designed for professionals new to or aspiring to management positions. The institute covers management theory and practical techniques.

Online
January 10-May 10, 2023
REGISTER

The Higher Ed Guide for the Corporate Community
This program is designed to help those new to working with higher education understand the organizational structures, decision-making and strategy planning processes, procurement practices, funding m...

Online
January 22-27, 2023
REGISTER

Demo Day | Endpoint Detection & Response (EDR)
Join us for several 45-minute live, rapid-fire sessions from our corporate solution providers as they present their endpoint detection and response platforms—a foundation of your cybersecurity strategy...

Online
December 8, 2023
REGISTER

Member QuickTalk | Core Data Service (CDS) Study Group
Join this study group to connect with EDUCAUSE experts and your peers about how to get the most out of your CDS experience.

Online
November 29, 2023
Questions?

Thank you!

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