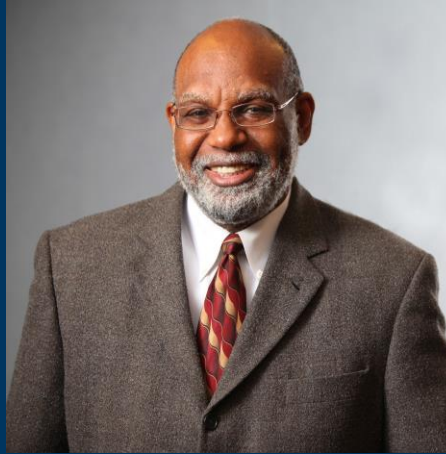




Understanding & Rebounding from the Great Resignation in Community Colleges

EAB & The League for Innovation

Meet Your Presenters



Rufus Glasper, PhD
*President & CEO, League
for Innovation in the
Community College*



Tara Zirkel, Ed.D.
*Director,
Strategic Research*

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League for Innovation in the Community College



Cultivating Innovation in Community Colleges

- Leadership & Organizational Development
- Learning & Teaching
- Student Services
- Workforce Preparation & Development

www.league.org



Education's Trusted Partner to Help Schools and Students Thrive



Your Imperatives Determine Ours

INSTITUTIONAL STRATEGY

Prepare Your Institution for the Future

Executive guidance rooted in research to support your strategic priorities

MARKETING AND ENROLLMENT

Achieve Your Enrollment and Growth Goals

Tailored partnerships powered by a recruitment ecosystem with unrivaled reach to enroll your future classes

STUDENT SUCCESS

Build a Student-Centric Campus

Technology trusted by 850 schools to retain, graduate, and empower more students

DIVERSITY, EQUITY, AND INCLUSION

Advance DEI on Campus and in Your Community

Technology, research, and bold initiatives to strengthen your DEI strategy and eliminate equity gaps

DATA AND ANALYTICS

Embrace Digital Transformation

Data and analytics solutions built for higher education to guide decisions and accelerate innovation

We partner with **2,500+** institutions to accelerate progress and enable lasting change.

95%+ of our partners return to us year after year because of results we achieve, together.



Quick Poll

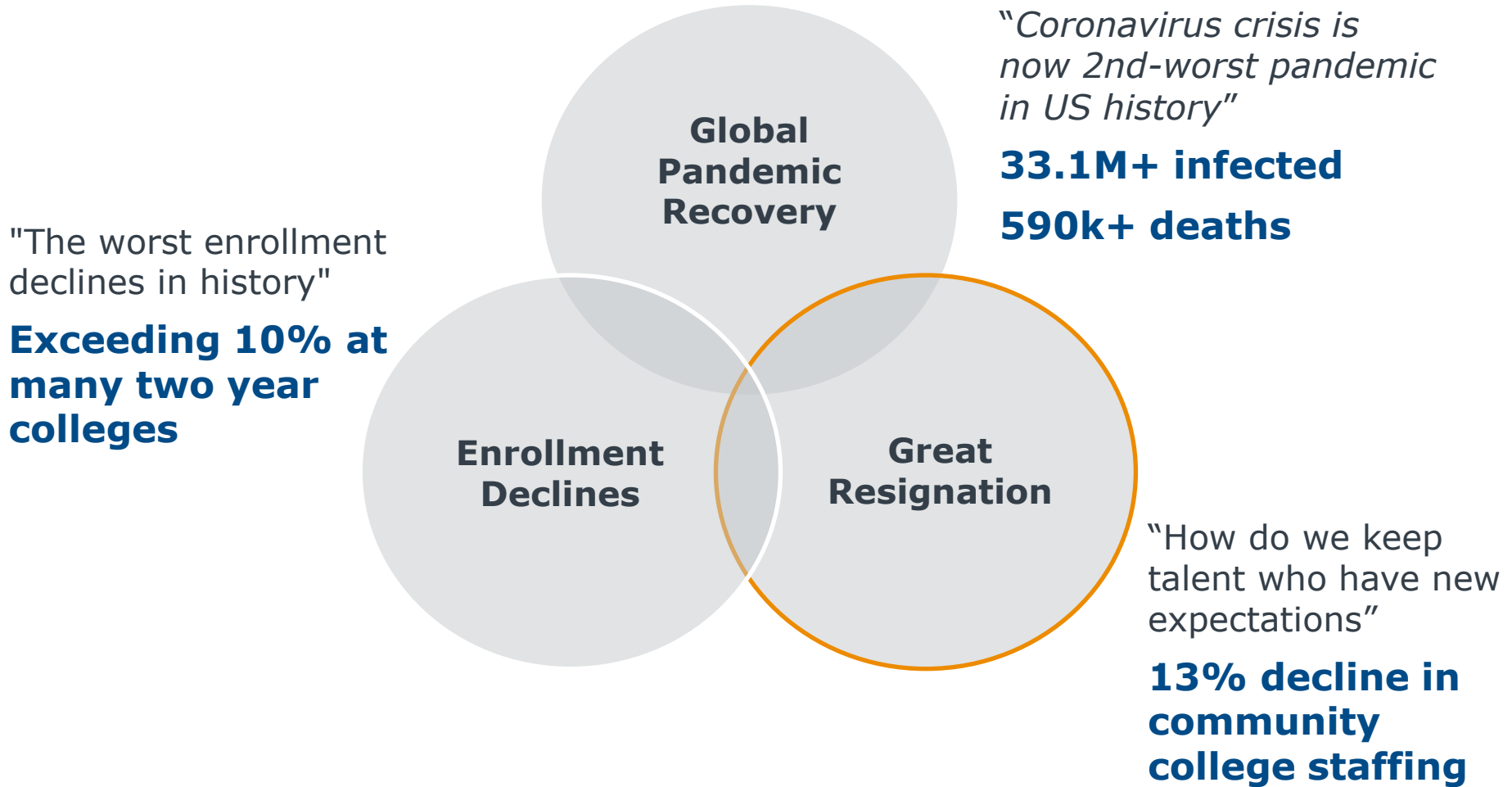


Who do we have on the line with us today?

A Look Back



Three Inter-related Events Shaping Community College Landscapes





Sizing Community College Staffing Declines

1

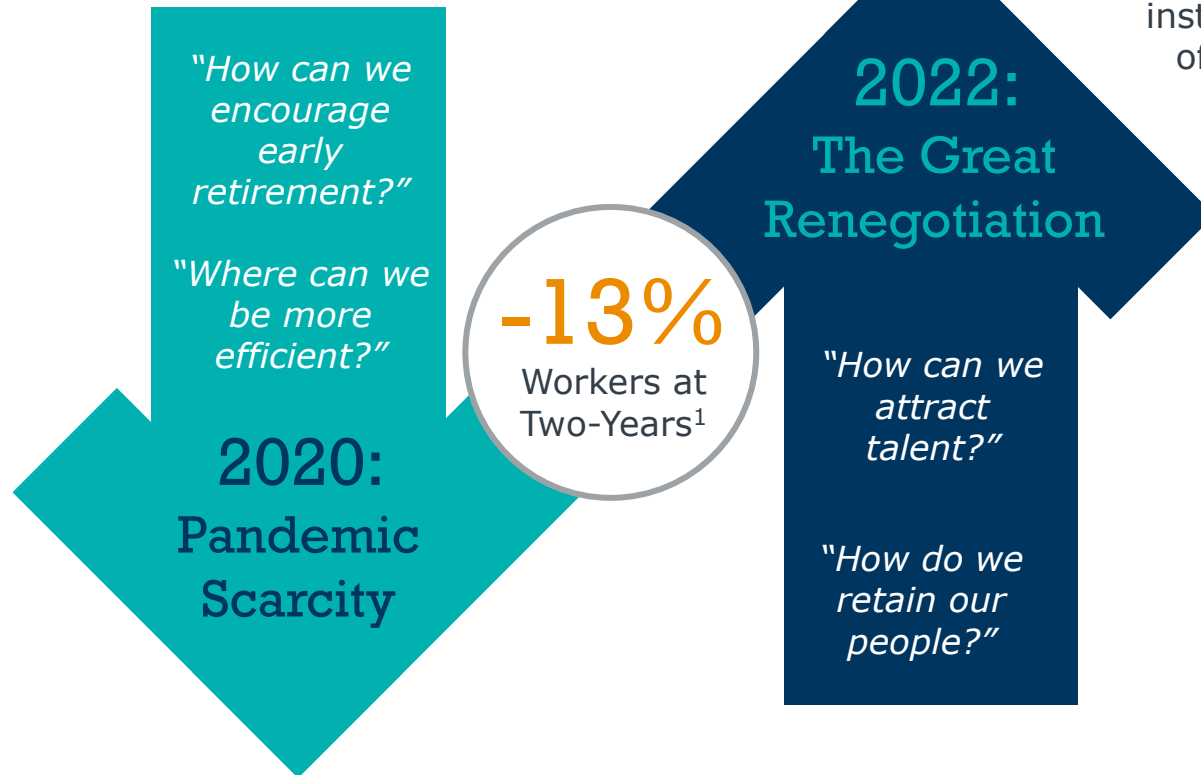


How Did We Get Here?

Talent Shortages force Shift From Cost-Containment to Asset Management

Labor as Our Biggest Cost Center

Focused on surviving early-pandemic revenue losses



Labor as a Strategic Asset

Growing your institution in an era of labor shortage, inflation, and competition

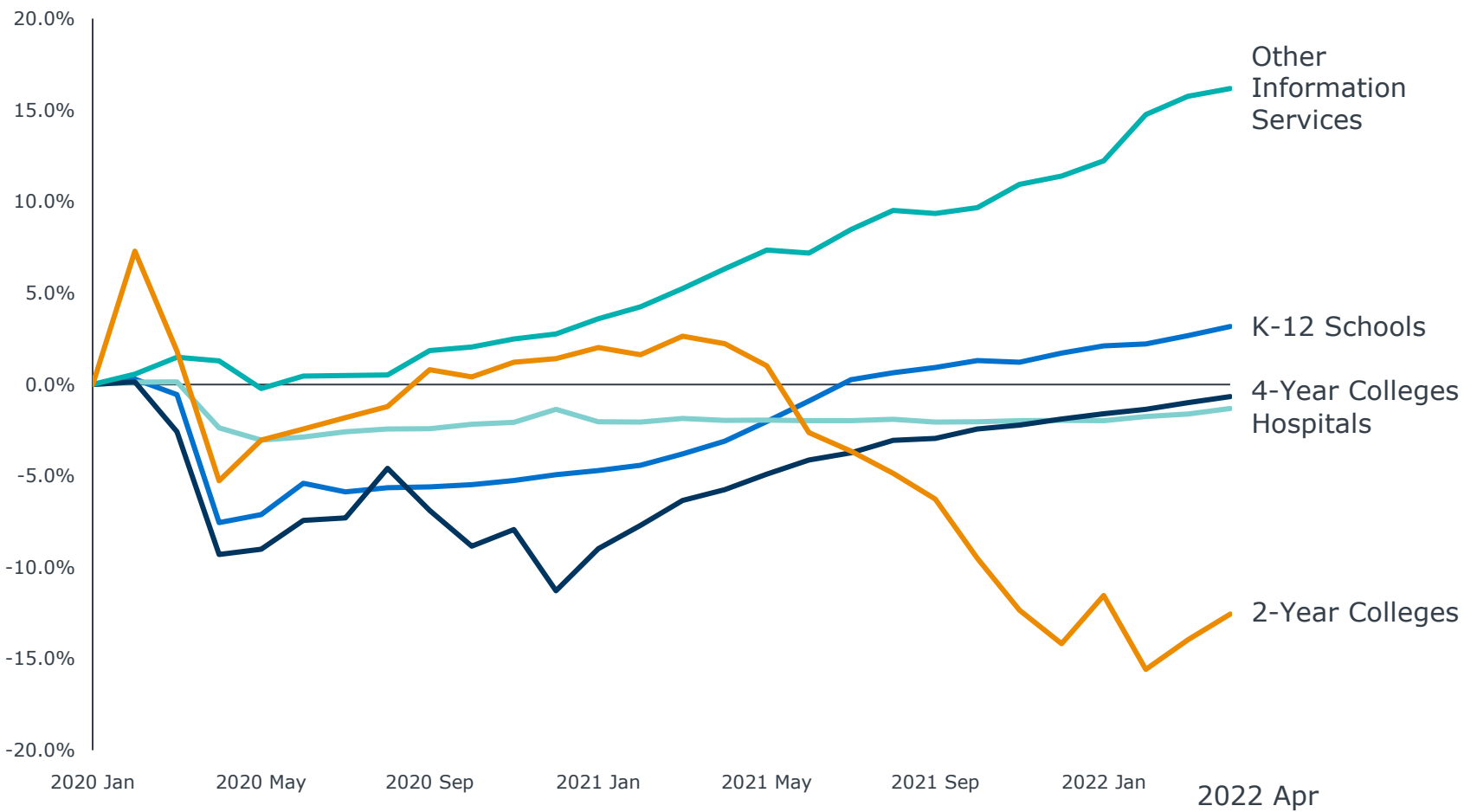
1) Estimated loss of workers in the community college industry from January 2020-April 2022

Community Colleges Still Feeling the Crunch



Declines, Recovery Delayed for the Two-Year Sector

Percent change in total employees from January 2020, seasonally adjusted



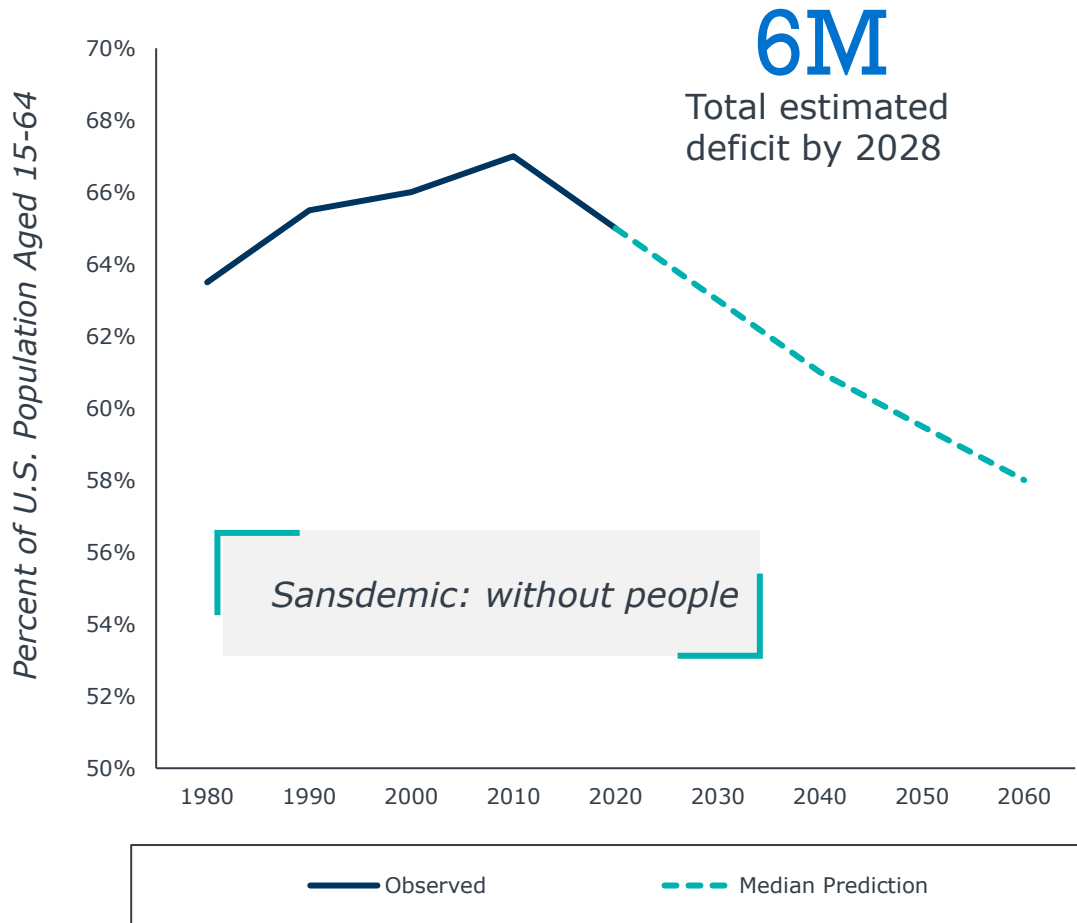
Source: EAB analysis of the Current Employment Statistics survey from the Bureau of Labor Statistics; EAB interviews and analysis



The Other Side of the Demographic Cliff

From Great Resignation to Great Sansdemic

Decline in working age population



Forthcoming Wave of Losses Likely in Skilled Fields

40%

HR and IT employees at least "Somewhat Likely" to be looking for new work in 2022

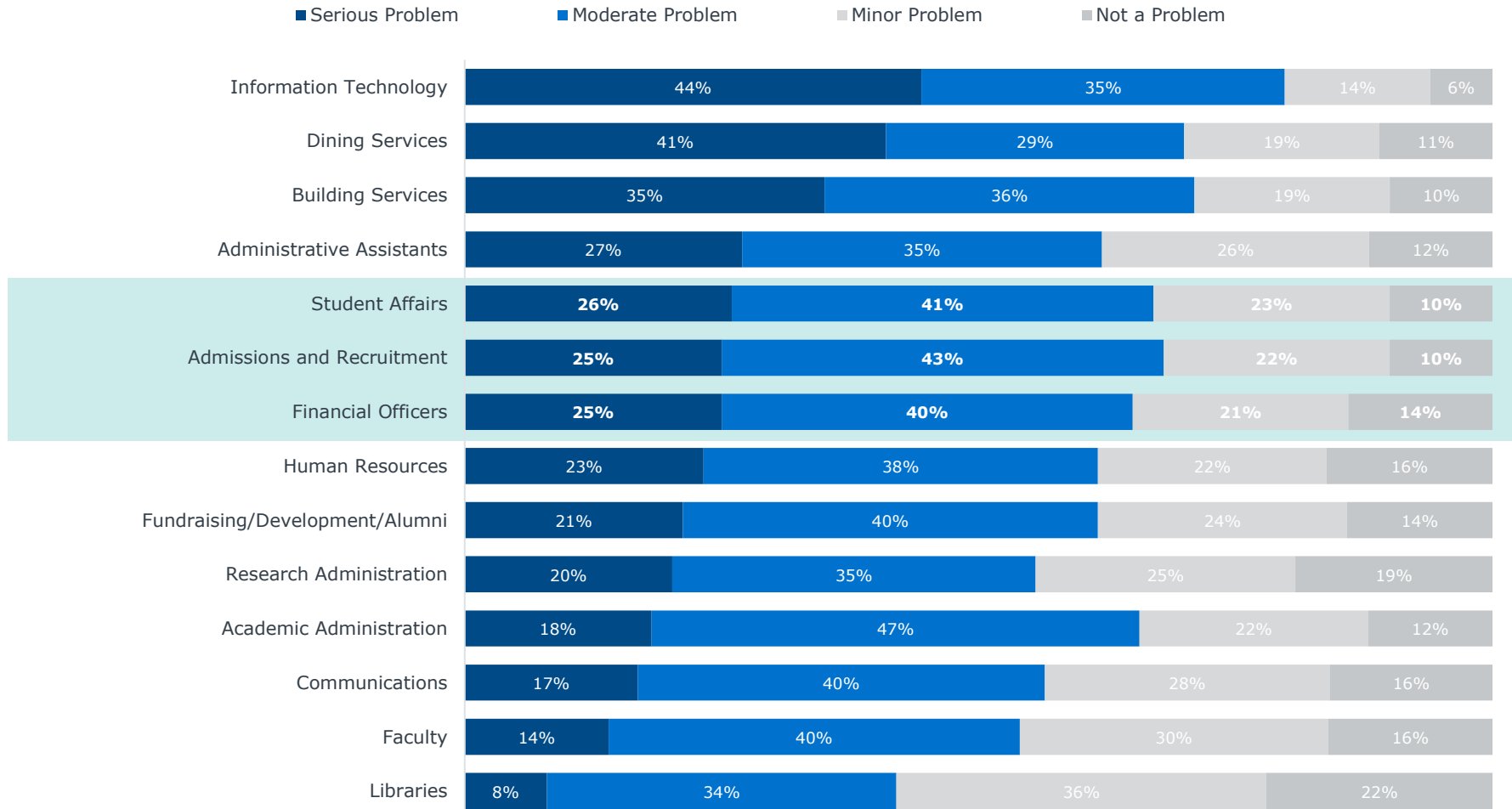
Source: EAB Analysis of 2021 CUPA-HR data; "The Demographic Drought: Bridging the Gap in our Labor Force," April 2021, Emsi Burning Glass. "EDUCAUSE and CUPA-HR QuickPoll Results: The Misalignment of Preferences and Realities for Remote Work," Educause Review; EAB interviews and Analysis

A Tough Labor Market




Most Schools Having Difficulty Hiring Front-Line Student Success Roles

How Problematic Has It Been to Hire in These Areas?



Source: [Huron & Chronicle of Higher Education survey of 720 college administrators](#) (2022)

Weathering Faculty Loss



Community college professors fell from **308,567** in fall 2019 to **281,932** in fall 2020, an 8.6 percent drop.

No other type of institution **had such a steep overall decline.**

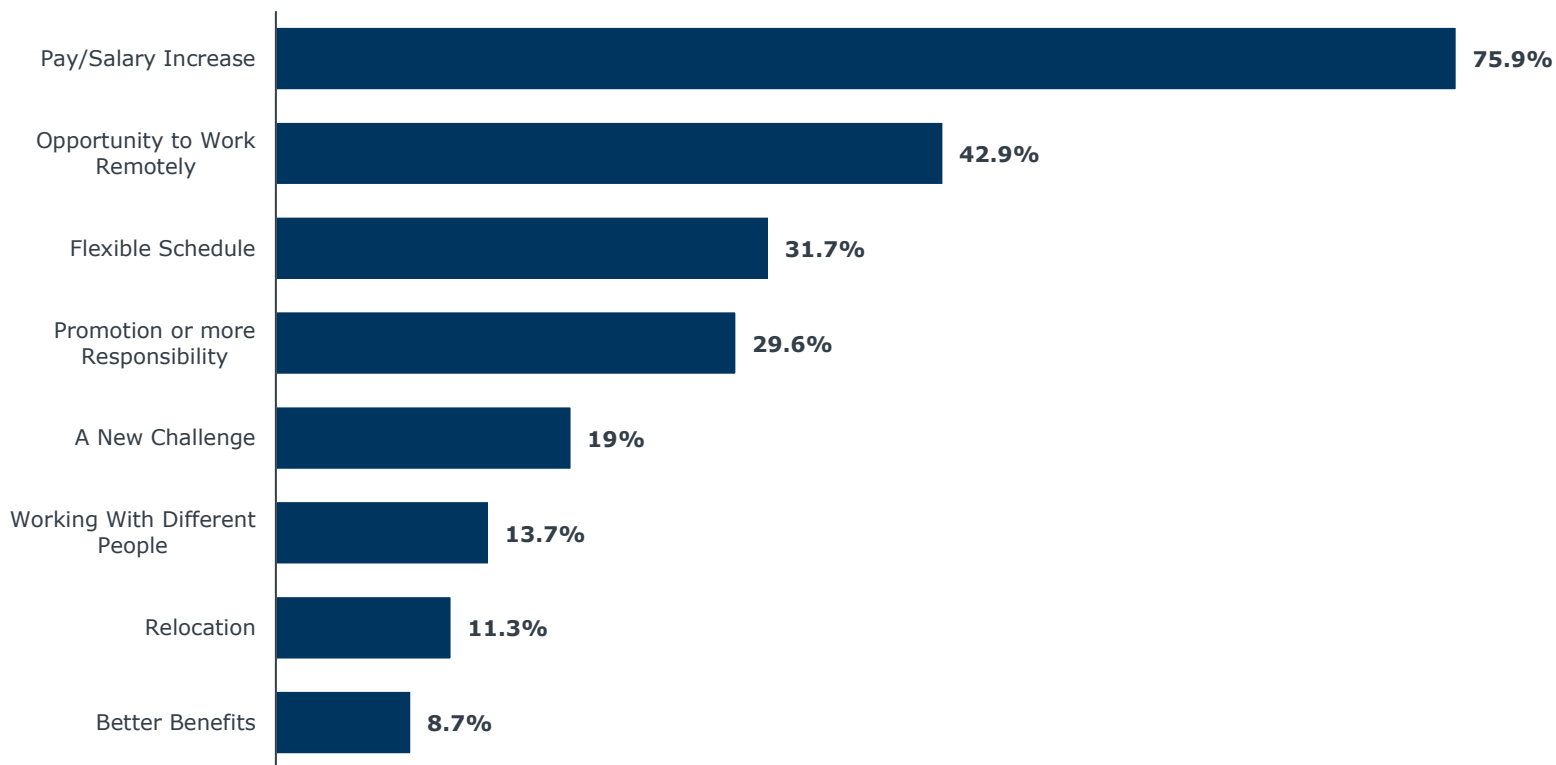


Reasons HE Employees Are Seeking New Opportunities



2022 Higher Education Employee Retention Survey

Conducted May 2022. n=3,815



Burn Out Magnified by Lack of Career Momentum



Burnout

67%

Are working more than full time hours



What does this do to our health and wellbeing?

Opportunities to Advance

46%

Disagree that they see opportunities to progress



What motivation do I have to push forward?

Professional Development

39%

Disagree that their institution is invested in their professional development



Does my institution want me to be successful?

A Decreased Interest in Higher Education Careers



Staffing Health Indicators Point to Long Term Concerns

Volume of open positions



84%

of institutions reported difficulty hiring admin and staff positions



79%

Reporting more open positions than in the prior year

Decreased Interest



77%

Believe a college job is less appealing than a year ago



78%

Of institutions are reporting less applicants

“We need to get away from the post and pray mentality and be more intentional about what we offer people”

Andy Brantly, CUPA-HR

In Summary: Accounting For Your Vanishing Workforce



Five Key Factors at Play



Remote work has created a **national marketplace** for labor



The number of working-age people in the US is **shrinking**

Projected deficit of 6 million workers nationally by 2028



Employees developed a taste for **flexible work** during the pandemic



Higher ed **lags industry** on compensation and flexible work



Downward spiral of stressful work conditions and staff resignations



Quick Poll



What types of staffing trends have you observed at your community college?

Discussion Question

What has the League for Innovation observed when speaking with community college professionals about staffing barriers?

How does this impact students?





Impacts of Staffing Declines

2

Institutional Impacts of the Great Resignation



Loss of institutional knowledge

As seasoned team members leave so does critical information and industry knowledge



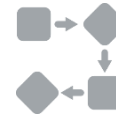
Stalled institutional planning

Failed and delayed executive searches can stall the launch of new projects and strategic direction



Other duties as assigned

Team members are serving in interim or stop gap capacities which contributes to burn out



Perpetual onboarding

Training new team members is time consuming, and may take bandwidth away from more seasoned professionals who are providing direct support to students.

Three Weeks to Register for Classes

Steps completed by EAB researchers in person (pre-pandemic) vs. online:

One Day (In-Person)

- ✓ Apply
- ✓ Placement Testing
- ✓ Career Counseling
- ✓ Academic Advising
- Course Registration
- ✓ Financial Aid Assistance
- Orientation

Three Weeks (Remote)

- ✓ Apply
- ✓ Placement Testing
- Career Counseling
- Academic Advising
- Course Registration
- ✓ Financial Aid Assistance
- Orientation

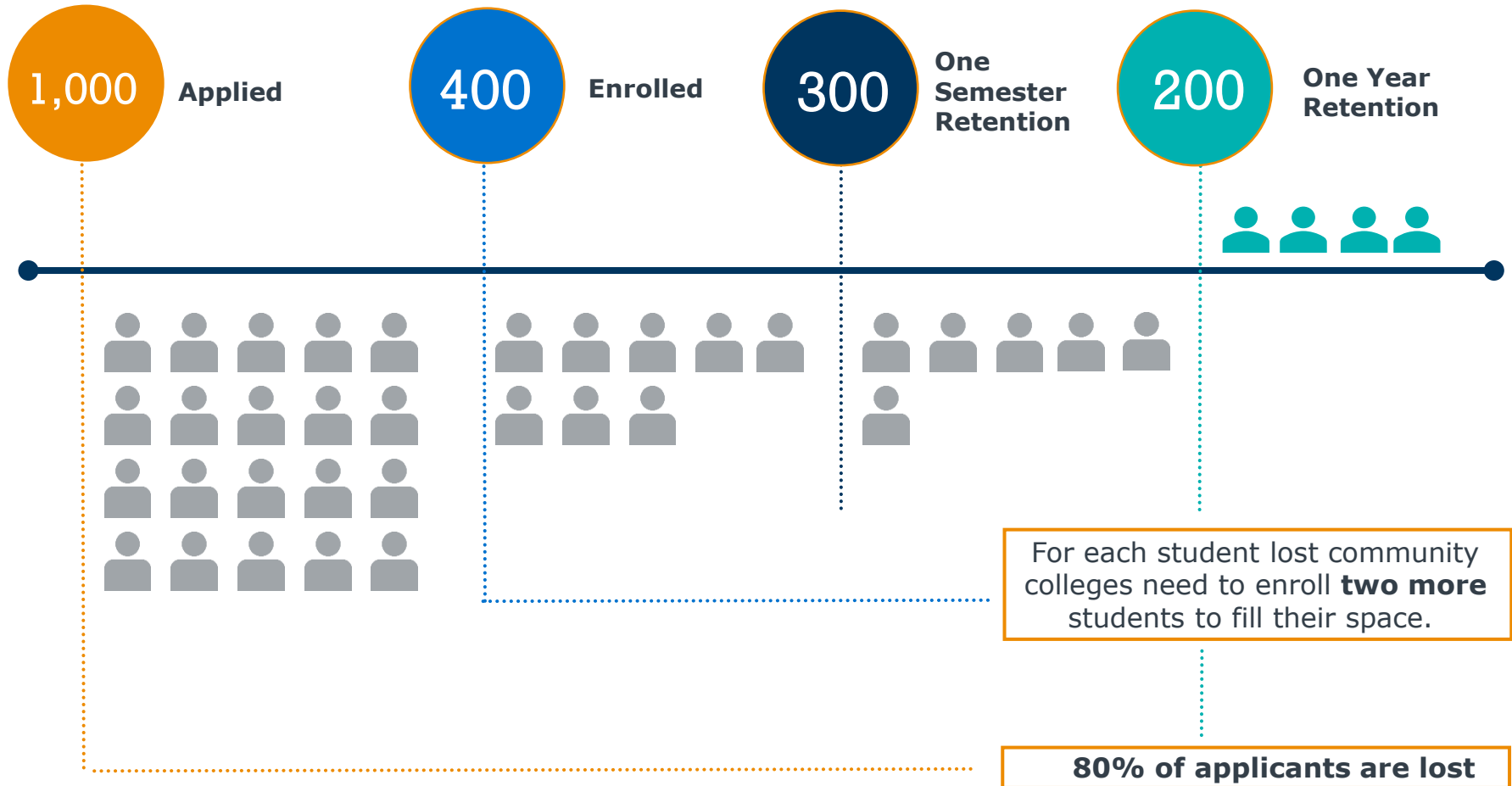
Biggest Barriers to Enrollment:

- ✗ High school transcript requirement
- ✗ Inaccessible or unresponsive staff

- ✗ Delayed acceptance or student ID delivery
- ✗ No or limited nudges to complete further enrollment steps

- ✗ No guidance for program choice
- ✗ No guidance, limited website material for transfer opportunities

Lost Momentum Causes Attrition



Future Impact: Accommodating Emerging Student Barriers



Mental Health



Students are experiencing higher levels of distress



Housing Insecurity



Growing inflation and housing costs



Food Instability



Impacts both students and their families



Academic Preparedness



Math scores are declining, and reading scores have flatlined

63%

of CC students have considered stopping out due to mental stress in 2021, **compared to 24%** in 2020

27%

of CC students have been unable to pay their rent/mortgage in full in the past year

21%

of CC students have skipped or reduced meals over a 30 day period

37%

of 8th graders showing foundational math skills in 2021, compared to 43% historically

Source: Mission Critical: The role of Community Colleges in Meeting Basic Needs (2021); Brookings Institute, [How Has the Pandemic Affected High School Graduation and College Entry?](#); Gallup/Lumina, [The State of Higher Education 2022 Report](#); Curriculum Associates, [The State of Student Learning in \(2022\)](#);



Quick Poll



In what ways do you think your students have been impacted by changes in staffing levels?



Maximizing Your Talent Strategy

3

Read the White Paper



An Extended Stand-Alone Version of Today's Content



request a copy
at the end of this webinar

EAB

WHITE PAPER

Admissions Office Staffing in a Volatile Labor Market

Six Strategies for Solving Your Most Urgent Workforce Challenges

Low Compensation Creates Retention Risk

New prominence for pay

Compensation for many admissions roles has long been low, even by the modest standards of higher education. While this may have been less of a concern in the past, when employers had more leverage and admissions work was less taxing than it now is, under current market conditions it is a serious problem.

Threats from all sides

Admissions staff have no shortage of options when it comes to interesting, better-paid, and otherwise congenial jobs, within higher education and beyond. Academic advising and advancement roles, for example, offer many of the same rewards of admissions work, while often paying more and putting less of a strain on staff.

The threat posed by industry has also increased, given the private sector's ability to react more quickly to changing expectations for compensation and the new ability to recruit nationally for roles that were geographically constrained prior to the rise of remote work.

Typical Compensation Puts Many Admissions Roles in or Near the Danger Zone



Industry Throwing Dollars at Prospective Hires

% of Organizations Taking Specific Measures to Combat Recruitment and Retention Problems (Mercer)



One Former Admissions Staffer's Story



"When I left my position as Associate Dean of Admissions to take a consulting job, my salary almost doubled, even though my new role depended on the same skill set as the old one and the work was not nearly as stressful. And, by the way, the institution I left was a top 100 nationally ranked college with high tuition and a big endowment, not a cash-strapped regional private."

Source: Mercer Real-time Insights survey: <https://www.mercer.com/real-time-insights> to 2022 admissions professionals research and analysis.

Six Strategies to Chart Your Path



Right Sizing: Leveraging Tech to Augment Workloads



Admissions Office Example



Examples

Complex financial aid scenarios; decisions about readmission; academic petitions

Managed By

- Department leads
- Deans
- Vice Presidents



Questions about prior credit; unique financial circumstances; personalized career and program guidance; confidential basic needs supports

- Admissions support team
- Success coaches & navigators
- Financial aid support team
- Specialized offices (Veterans, TRIO)



General enrollment questions that are high volume; basic program information; appointment scheduling

- Tech enabled guidance
- Online resources

Self-guidance supports allows staff more time to focus on complex onboarding barriers

Flexibility: Small Changes, Big Impact



Cleveland College- Work from home Fridays

CC doesn't hold classes on Fridays and decided to keep remote work Fridays even after the pandemic. Their VP of Finance notes, "that their role is just as valuable working from home as it is on campus."

Four Day Work Week



Implementing a four-day Summer work week is a growing practice to increase flexibility and reduce costs. Sample colleges include Community College of Allegheny County, Community College of Philadelphia, and Lake Land College



Montgomery College- Flexible Work Arrangements Framework

[Clearly defines](#) teleworking, alternate work schedules, and remote work along with how to request these flex accommodations from your supervisor.

Fiscal Matters: Quantifying the Value Proposition



Put Dollars to Non-Cash Compensation to Showcase 'Perks' of Employment



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Total Compensation Calculator for University Staff and Faculty

- Cash Compensation

Gross Annual Income

\$55000

- Employer Paid Non-Cash Compensation

Employer Paid Medical

\$11454

- **Total Compensation**

\$76897

+\$22K

Compensation in addition to salary

Provide job candidates with a clear list of non-cash compensation that is:

- 1 **Easy-to-locate** from the job posting and **accessible in language and design**
- 2 Inclusive of **unique benefits** beyond healthcare
- 3 Written to show **value in commonly misunderstood or underappreciated benefits**

Explore the CU Calculator [Here](#)

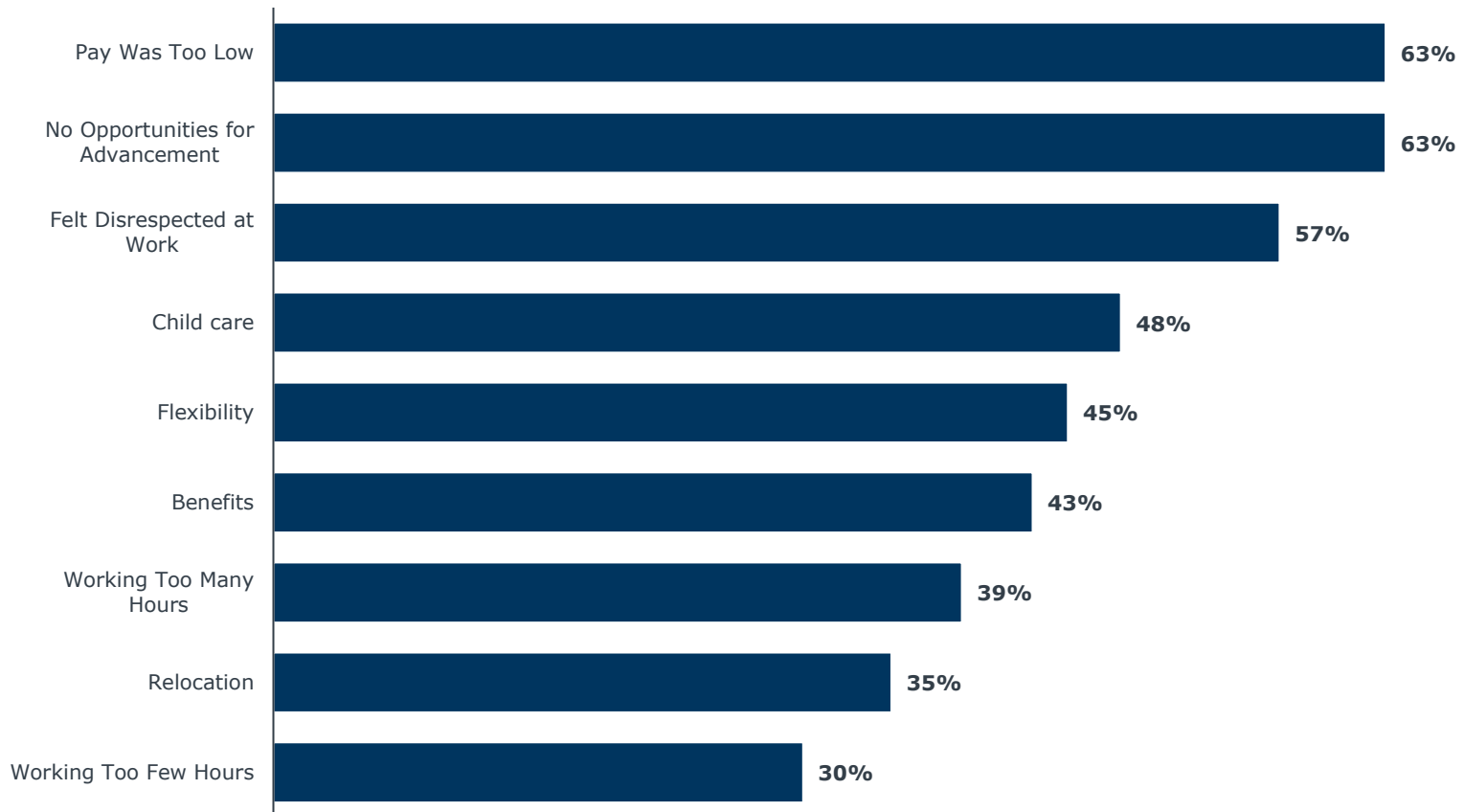
Recruitment: National Employment Attrition Causes



Top reasons why US workers left a job in 2021

Among those who quit a job at any point in 2021, the percentage saying each was a major or minor reason why they did so.

Conducted February 2022. N=9,388

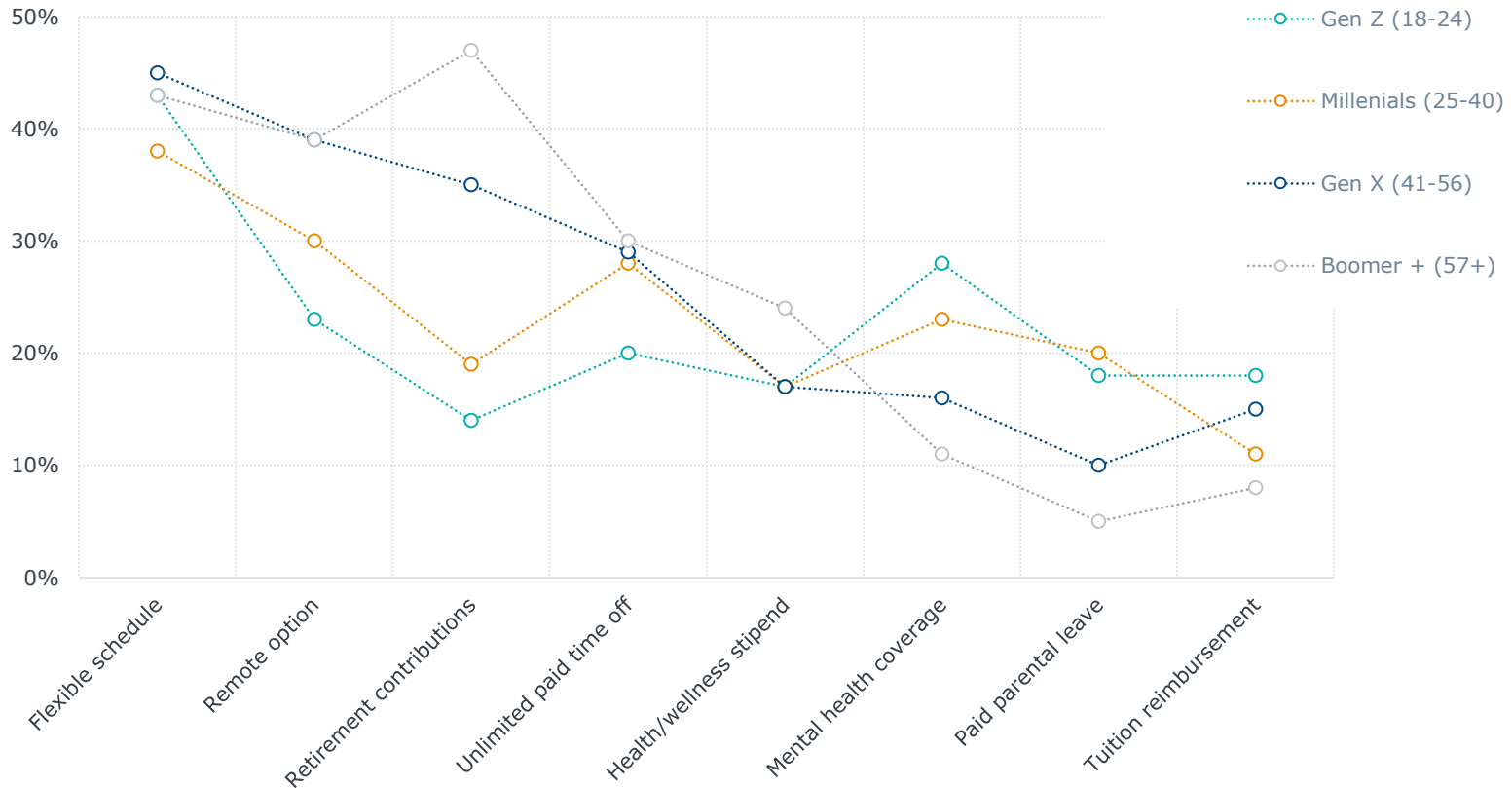


Recruitment: Understanding What Potential Employees Want



Which Benefits Matter Most to Prospective Employees?

% of Surveyed Individuals Identifying Benefit as Having the "Most Influence"



Recruitment: Center Highest Priorities First



Typical: A Primarily Institutional Perspective on the Role—90% Dry, Boring Fine Print

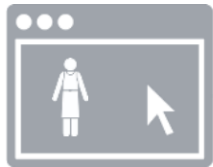
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- Description of role
- Reporting structure
- Qualifications
- Application-submission guidelines
- Required documentation
- Vaccination requirements



Optimal: Highlight What Matters Most to Candidates

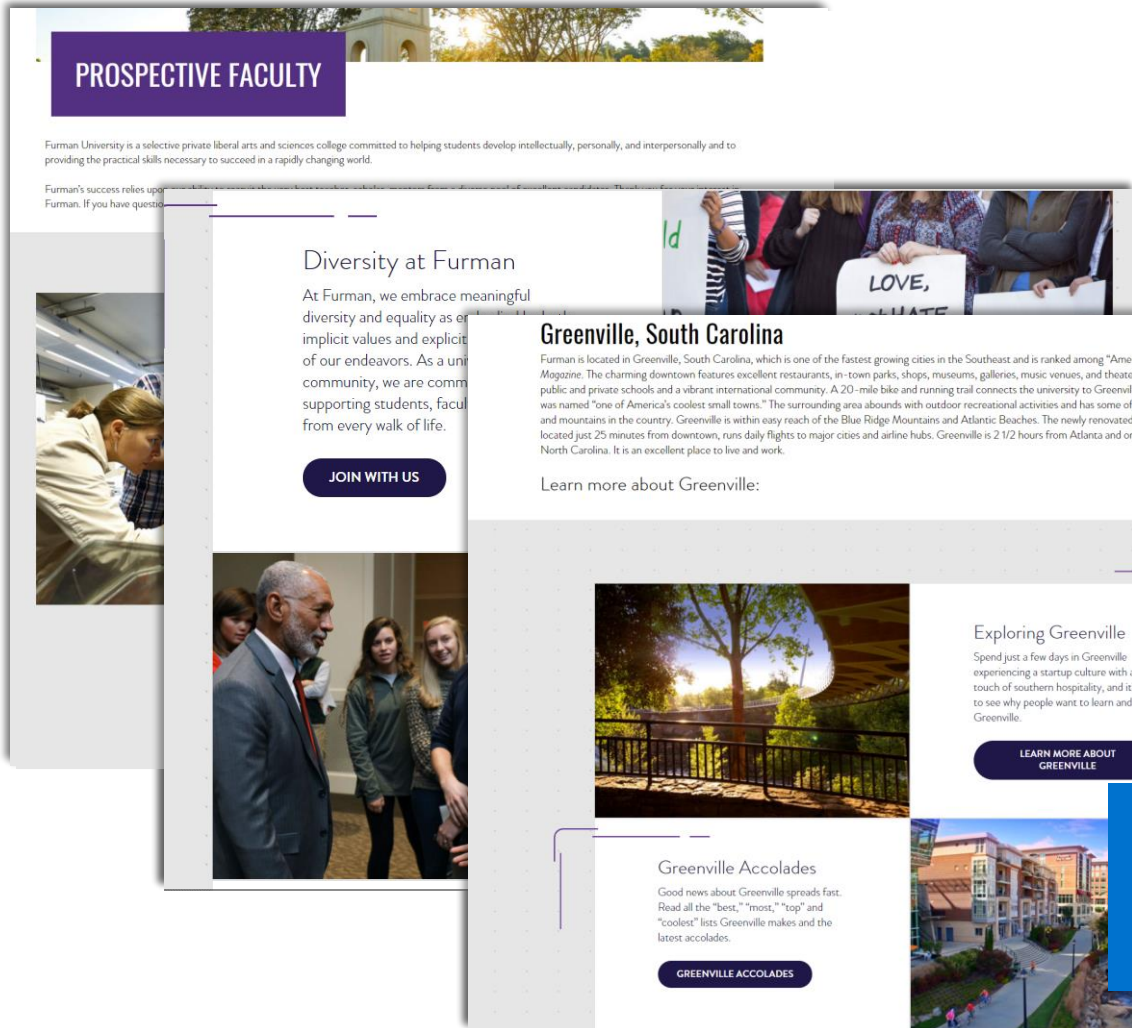


- Mix of in-person and remote work
- High-energy, collegial work environment
- Rapid development of valuable, portable, marketable skills
- High degree of interpersonal interaction
- Emphasis on self-directed, autonomous work
- All staff supported by mentors
- Wide range of opportunities for role specialization
- Amply resourced professional-development opportunities
- Connections to other professions
- Tuition-remission benefit, links to graduate programs
- Doing work that helps students



Recruitment: The Job Portal as Marketing Document

Use Webpage to Highlight the Best Features of Institution and Community



Job webpage specifically for prospective faculty

Prominently features diversity efforts and goals

Helps candidates envision living in local community

Request an **EAB Web Audit** for recommendations on how to make your website more candidate-friendly



Source: "Prospective Faculty", Furman University, Greenville, SC: <https://www.furman.edu/academic-affairs/prospective-faculty/>; EAB interviews and analysis.

Discussion Question

Future Proofing & Engagement

How do we continue to create a value proposition to attract and retain community college professionals?

What resources does the League for Innovation provide to help grow current community college professionals?



From Great Renegotiation to Org Transformation

How EAB Can Help Institutions Achieve Their Strategic Talent Management Goals



Winning the Great Renegotiation

- ✓ Implement high-impact tactics with proven ROI in the current labor market
- ✓ Customize compensation packages based on employee value and preference analyses

Sansdemic-Era White Paper for **Admissions Staffing in a Volatile Labor Market**



Becoming a Top Talent Destination

- ✓ Develop a data-informed understanding of competitive position as a local, regional, and global employer
- ✓ Use strategic employer branding to gain a competitive advantage

Employer Brand Diagnostic and Associated Toolkit (*forthcoming*)



Maximizing Organizational Learning and Effectiveness

- ✓ Identify top barriers to continuous improvement and peak performance
- ✓ Redesign structures, roles, and processes to realize long-term goals (e.g., increased operational efficiency)

Proactive **Succession Planning** Guide and Interactive Workshop (*forthcoming*)

URGENT

IMPORTANT

TRANSFORMATIONAL



Fall 2022



Fall-Winter 2022



2023 and Beyond

Quick Poll: Next Steps to Maintain Momentum



- 1 Register for EAB's **Create a collaborative campus culture through effective data governance** Webinar on 12/19



- 2 Learn more about upcoming events hosted by **The League**



- 3 Speak with an EAB expert about how to **implement these insights**



- 4 Receive EAB's **White Paper on serving Responding to Staffing Declines in Admissions Offices**



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- As you exit the webinar, you will be directed to an evaluation that will automatically load in your web browser.
- Please take a minute to provide your thoughts on the presentation.

THANK YOU!

*Please note that the survey does not apply to
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