



 Mighty Guides



TALENT MANAGEMENT

Smart Strategies for
Engaging Faculty and Staff

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FOREWORD

In 2016, the *New York Times* reported that of all the jobs created in the United States since 2008, 99 percent went to people who had some college experience; 72 percent went to people who had at least a bachelor's degree.

Gallup finds that 70 percent of Americans now consider a college education “very important.” In 1979, that figure stood at just 36 percent.

Driving the point home, according to the Bureau of Labor Statistics, the percentage of high school graduates opting for higher education has risen in each of the past three years. Why? A Georgetown University study predicts that 3 million jobs will be left unfilled in 2018 because workers lack the requisite skills.

We are seeing these trends reflected around the world, and despite what we hear about shifting demographics, budget cuts, and the returns on investment students receive, the numbers point to an era in which student success will drive our shared prosperity like never before.

That's why we've asked thought leaders across higher education and the private sector to share their perspectives on how best to seize the opportunities ahead. Recruiting. Retention. Development. Increasing efficiency. Breaking down the information silos that impede informed decision making across the campus. These are just a few of the topics you'll find covered in the pages to follow.

From best practices to peer recommendations to personal experiences, we've tapped into the collaborative spirit of higher education to help you create a modern, connected campus that meets every student, faculty, and staff member's need. We hope this guide is helpful as you lead your institution into the exciting times ahead.



Regards,
Jeff Ray
President and CEO
Ellucian

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Ellucian is the worldwide leader of software and services designed for higher education. More than 2,400 institutions in 40 countries rely on Ellucian to help enable the mission of higher education for over 18 million students. Ellucian provides student information systems (SIS), finance and HR, recruiting, retention, analytics and advancement software solutions. With more than 1,400 unique deployments of Ellucian's cloud and SaaS offerings, the company is one of the largest providers of cloud-based solutions. Ellucian also supports the higher education community with a range of professional services, such as application software implementation, training, education, and management consulting. Visit Ellucian at www.ellucian.com

INTRODUCTION

These are exciting — and trying — times for higher education. Many institutions face smaller, tighter budgets but feel the pressure to modernize technologies to stay competitive.

Through a generous partnership with Ellucian, we've spoken with 20 institutional leaders and experts to learn more about technology challenges and trends in five key focal areas: student success, cloud computing, analytics, advancement, and talent management.

We asked four experts the following question about talent management: How have you used technology to attract, develop, and retain the best talent in higher education? Please provide specific examples of what you learned.

During these discussions, the experts shared success stories about operational efficiency, student and staff engagement, and degree completion. They also recounted lessons learned from the challenges they faced while putting new technologies into place.

One thing they all agree on is that when implemented properly and executed well, technology is a platform on which all postsecondary learning institutions can build success. These professionals also highlighted the need for a holistic view of technology across the institution and a concrete plan for campuswide deployment as essential for success.

I trust you'll find these experts' insights and advice useful and that after reading this book, you'll come away with solid strategies to help advance the use of technology in your college or university.



All the best,
David Rogelberg
Publisher



Mighty Guides make you stronger.

These authoritative and diverse guides provide a full view of a topic. They help you explore, compare, and contrast a variety of viewpoints so that you can determine what will work best for you. Reading a Mighty Guide is kind of like having your own team of experts. Each heartfelt and sincere piece of advice in this guide sits right next to the contributor's name, biography, and links so that you can learn more about their work. This background information gives you the proper context for each expert's independent perspective.

Credible advice from top experts helps you make strong decisions. Strong decisions make you mighty.

Talent Management



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THE FUTURE DEMANDS TECHNOLOGICAL MUSCLE



**TINA
WOODARD**

CEO,
Capstone Performance
Solutions

Dr. Tina Woodard has 20 years of experience in the higher education, nonprofit, and government sectors. She worked as an executive leader in higher education where she directed organizational development and strategic talent management for more than 40,000 employees for eight years. She holds a B.S. degree in industrial engineering, a Master of Human Resource Development degree, and a doctorate in adult education. Her research focuses on strategic talent management.



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Tina Woodard, CEO of Capstone Performance Solutions, knows what it takes to build an effective talent management system. As the assistant vice chancellor for organizational development in higher education, she was tasked with helping bring together 35 public colleges on a single technology platform for learning and development. The university system learned that having disparate employee learning management processes and systems was inefficient, so the focus of its efforts shifted to integrated talent management. “All institutions will be on one platform for benefits and payroll administration as well as the talent management and learning management solution.”

Integrating the talent management system has helped in numerous ways, says Woodard. “It was important to automate all our processes because we were using disjointed systems. The systems weren’t talking to us.” They also weren’t talking to each other, making it difficult to communicate about job openings across the organization. With more than 42,000 employees, that meant a lot of needs were going unmet. >>>



We found that e-learning was a way we could continue supporting employees’ learning, development, and performance management.



KEY LESSONS

- 1 Disparate talent management systems across a large or state-wide institution leave gaps in talent management that can be filled by instituting a single, integrated talent management system.
- 2 Communications are improved across all aspects of talent management, including employee recruitment, engagement, and retention, when a talent management system works across all facets of an institution or education system.

THE FUTURE DEMANDS TECHNOLOGICAL MUSCLE

The learning management solution is an important aspect of the platform, says Woodard, because it's "how we deliver learning and professional development to our employees. One of the reasons my position was established eight years ago was that at the time we had 35 institutions, and only about 40 percent of those institutions had robust learning and professional development and leadership development programs."

Woodard said that there were huge leadership gaps in the system, and that missing element was contributing to low employee-retention rates. "We recognized that employees were experiencing challenges in attending learning and development programs—even simple things like getting released from their jobs to attend face-to-face training. We found that e-learning was a way we could continue supporting their learning, development, and performance management."

Woodard says the move has helped increase employee retention and—perhaps more importantly—employee engagement. "We believe that if our employees are more engaged, then we're going to retain them longer than we would otherwise." Creating this engagement by implementing a learning management system resulted in a culture change around performance management, too. "We had to educate and make our employees aware of the e-learning resources as well as do the work to influence managers to utilize the system."

"Integrated talent management processes make everything easier," says Woodard, "especially if employees have a single sign-on they can use to access the information they need. It makes all our processes more efficient, and efficiency is what we need in the fast-paced environment in which we work." ■



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Integrated talent
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TECHNOLOGY IS THE ENABLER, NOT THE DRIVER



ANDY BRANTLEY

President and CEO,
College and University
Professional Association for
Human Resources (CUPA-HR)

Andy Brantley has served as president and chief executive officer of CUPA-HR since July 2005. During his tenure, the association has grown from 1,500 member institutions to almost 2,000 and from 6,600 institutional representatives to more than 22,000. Before CUPA HR, Andy worked for 17 years in higher education, serving as associate vice president and chief human resources (HR) officer at the University of Georgia, director of HR at Davidson College, and director of HR at the University of North Carolina at Asheville.



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"It is important to understand that technology is the enabler, not the driver," says Andy Brantley, president and chief executive officer of the College and University Professional Association for Human Resources (CUPA-HR). "An organization must create and sustain a brand that means something, and the employees of that organization must feel that they are a part of creating and sustaining that brand."

"As higher education organizations, we must connect our brand to our academic missions and the student experience," Brantley explains. "We must also connect our brand to the employee experience and opportunities we create—how we acknowledge and reward great work and how we manage and hold accountable those employees who are marginal performers."

Assuming that these elements are in place at an organizational level, Brantley says that technology can be a significant tool for recruiting and retention. "Recruiting is an ongoing priority. Most institutions thankfully have online solutions that applicants can use to submit their information," Brantley suggests going deeper than just having online solutions available, however. "At CUPA-HR, we don't just describe the position, we describe the culture and the collaborative, collegial working environment." >>>



As higher education organizations, we must connect our brand to our academic missions and the student experience. We must also connect our brand to the employee experience and opportunities we create.



KEY LESSONS

- 1 Tapping technology to attract, develop, and retain talent must be part of the core organizational culture. If it is optional, it won't be used to its fullest extent.
- 2 Employees pay attention to where institutions invest their time and budget, and they choose organizations with the right technologies available to help them succeed and grow in their positions.

TECHNOLOGY IS THE ENABLER, NOT THE DRIVER

"When you click **About us** on our website, you clearly see who we are, including our core values and ethics and our commitment to diversity and inclusion. These aren't just programs and services: They are core elements of who we are." According to Brantley, that complete picture is important because it sets the tone for attracting and retaining talent that fits well with your organization.

Next, Brantley says, "Talent development has to include ongoing learning related to technology. It is not OK for someone to avoid training that helps him or her better use the tools available, whether they be periodic Microsoft Word, Excel or Outlook training or an introduction to project management software. This type of ongoing learning is not optional: It is essential." One way CUPA-HR handles such training is through online webinars. A recent webinar had more than 1,400 sites logged in and 4,000 to 5,000 participants. "Our webinars last an hour and cover just-in-time compliance topics and leadership-development topics. Anyone who says that he or she doesn't have time to regularly carve out an hour to log in to a free webinar is probably not the type of person you want in your organization."

Education and training are part of employee retention, but Brantley suggests that another element employees notice is an organization that is willing to invest in talent. "There will always be budget constraints for most higher education institutions," he says, "but our employees must see that we are committed to giving them the tools they need to do their jobs and help us advance the institution. Employees see what institutions fund and what they choose not to fund or to delay funding." Brantley says that automating mundane tasks such as forms processing and filing documents frees up workers to focus on more rewarding work.

"Many institutions have implemented workflow solutions that have totally transformed campus processes," he continues. "Technology is the enabler, not the driver. Everything is truly an evolution. You continue to build and do what you do: Never rest on your laurels. It's the ongoing commitment to improvement and to those who work with you in terms of their development and their engagement in all the things you do." ■

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Having an active candidate relationship management system to nurture referral candidates is very much akin to the same techniques we use to attract and retain our student populations. Additionally, a well-thought-out onboarding experience maintains excitement and creates the jumpstart that many seek.



MIKE BOLLINGER

Global Associate Vice President of Thought Leadership
and Advisory Services, Cornerstone OnDemand

BEST PRACTICES FOR ATTRACTING AND RETAINING TOP TALENT



**DEBORAH
BENTON**

**Employee Relations Manager,
HRIS, Learning &
Professional Development,
Tulsa Community College**

Deborah Benton, MBA, SHRM-CP, PHR, served at the chapter and regional levels as well as two terms on the National Board of Directors for the College and University Professional Association for Human Resources (CUPA-HR). She represented CUPA-HR at the London 2012 Universities Human Resources conference. For the past 21 years at Tulsa Community College, Deborah's HR expertise includes employee relations, HR information systems, and learning and professional development.



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Long-time instructor and human resources (HR) program administrator Deborah Benton believes a successful HR system must look at the whole person—his or her career, compensation package, benefits, leave, education, family, and the various life stages and changes along life's path. Because career is central and impactful, it is essential, says Benton, that good two-way communication take place throughout the hiring process and day-to-day work.

"We have to do a better job of communicating," says Benton. "When I've been involved in implementing new talent management systems, I've always thought that it was important to communicate more frequently so applicants and existing employees can understand, 'I've done this much. I have this much to go, and I should have an answer by this time.' That sort of feedback is what people are looking for today. They want answers and they want them quickly—or at least they want to know when they're going to get them." »»



I've always thought that it was important to communicate more often so that applicants and existing employees can understand, "I've done this much. I have this much to go, and I should have an answer by this time."



KEY LESSONS

- 1 Used correctly, technology can make the recruitment and management of talent much more personal.
- 2 Learning isn't just a teacher-student process, it's a holistic effort that brings out the best in everyone. A good process paired with technology allows us to see patterns and implement changes that encourage better results every step of the way.

BEST PRACTICES FOR ATTRACTING AND RETAINING TOP TALENT

Benton believes that this communication should be highly personal when possible, something that technology has facilitated. "There has to be a response loop, with a contact name and phone number if people have additional questions," says Benton. "There's no way you can answer every question every individual would have, but if we collect those questions over time, we get an idea of what we need to provide up front via technology to save time on both ends."

Taking a more personal approach to talent management and building tools such as a database of answers is much easier today, thanks to technology, which at the most basic level allows us to collect and compare vast amounts of data and automate routine processes. "I've been here 21 years. In the past, we were happy to get a pay stub in the mail, which we had to wait for," says Benton. "We all filled out our timesheets by hand, and our Social Security numbers were prominently displayed: It's like we were using a hammer and chisel on stone compared to what we can do using technology today."

"With every iteration of the portals we use for HR, we're able to provide faster yet more accurate information," says Benton. "Typically, in the past, information we provided was easily outdated by the time it got where it was needed." That isn't the case now, and with appropriate access to controls and safeguards, HR information can be used not just to address immediate and specific issues an employee may have but also for administrators to see patterns and implement both subtle and broad changes. >>>

"With every iteration of the portals we use for HR, we're able to provide faster and more accurate information."

BEST PRACTICES FOR ATTRACTING AND RETAINING TOP TALENT

It is perhaps most important, says Benton, for everyone to remember that higher education has to retain people who can nurture students. That means that “most of the people who work in higher education love to learn,” says Benton. “Teachers are lifetime learners and always trying to discover more about each other and about what would be most effective for students.”

Benton’s own institution, Tulsa Community College, has recently undergone some significant changes thanks to the arrival of a new president. Benton can attest to how high-quality HR technology can keep everyone focused on specifics and makes for more predictable, more equitable, and more considered change. Given the high costs associated with bringing new employees on board, advanced technology and the improved communication it provides could turn out to be the best possible retention tool. Benton believes strongly that easy and rapid access to information about their employment status or to answer questions, ongoing automatic updates from the system, and better dialog between employer and employee make for a much more productive and fulfilling work environment.

In addition, for Benton’s employer, technology has improved coordination and consistency among numerous geographical campus locations, which translates into better talent management and more precise recruiting. Currently, for example, the entire performance review process has been being overhauled to provide stronger feedback tied to continuing education, which is required of many employees.

“A training and development schematic has to be more than a good idea and just an item that gets a check mark,” says Benton. “It has to help employees feel fulfilled. It should be a pathway for them to grow their career and become more engaged with helping students learn. We are building a system that does just that.” ■

HOW TECHNOLOGY UNIFIES RECRUITMENT AND RETENTION



**EDNA
CHUN**

Chief Learning Officer,
HigherEd Talent

Dr. Edna B. Chun is an education leader and award-winning author who has more than two decades of strategic human resources and diversity leadership experience in public higher education. She has co-written eight books and numerous journal articles and is a sought-after keynote and plenary speaker on talent and diversity strategy. Recognized twice with the College and University Professional Association's prestigious Kathryn G. Hansen publication award, she was also a silver medal recipient of the 2014 Axiom Best Business Books award.



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Talent management, like everything else, has changed over the past few decades, according to Dr. Edna Chun, chief learning officer at HigherEd Talent. “About two decades ago, we began to have access to systems that would enable us to market the institution as an employer of choice and transform all our paper-based operations into online documents and application forms, simplifying the process.” Even so, Chun says that using technology for talent management has been slower to catch on in higher education.

“At first, some departments were reluctant to use the technology because they felt it would discourage applicants. There were a lot of barriers to overcome to get the technology into the faculty pipeline, and I would guess that there are still some institutions that don’t use technology to hire people, although they’re diminishing in number,” she says.

For organizations that currently do use technology to attract, develop, and retain employees, Chun says that those technologies now have additional useful facets, “such as a comprehensive module for job descriptions, which then could be aligned with recruitment process and used for existing job descriptions as well as when you’re recruiting.” >>>



Technology offers infinite potential for almost every HR function.



KEY LESSONS

1 Although recruitment technology has been slow to catch on in higher education, those who use it find they can tie all aspects of employment—attracting, development, retention—into a complete process for employee management.

2 Recruitment technology is continually evolving and offers solutions that have not been previously available in higher education.


HOW TECHNOLOGY UNIFIES RECRUITMENT AND RETENTION

Technology can even be used to conduct performance evaluations, “where all these things could be tied together so you’d have all the aspects of evaluation, recruitment and hiring, and classification and compensation on a single platform. Then, you could also work with learning management platforms for educational processes and complete the full circle of employee processes. Technology offers infinite potential for almost every human resources (HR) function.”

Chun does have one warning. “One of the dangers I’ve seen over the years is that you build dependence on technology for dealing with HR issues. It can be monolithic. In one sense, that can preclude thoughtful review and really considering the talent proposition.”

To overcome the risk of being blinded by technology, Chun says institutions should ask themselves, “What does the institution need, how does it attract that, how can it be flexible about things in this rapidly changing environment?” She suggests that organizations use the technologies but also invest in the dynamic side. Sometimes, technology can put you a bit in a box if you don’t have a way to invest in the qualitative or dynamic side of recruiting. “How you deploy your technology is critical.”

Despite her cautions, Chun says that technology can help organizations attract some of the best and brightest minds. “I think that technology, because it is continually evolving, may offer us new solutions and new ways of viewing it. We’ve already gotten ourselves into a pattern of using what’s out there now. When we move to the next level, we may need to think about ways that enable us to differentiate our institutions from each other in terms of their mission, goals, and talent flow so that they don’t use a cookie cutter approach—where we don’t simply copy an approach used elsewhere—but really think about what we are trying to accomplish and use technology as a means to that end.” ■



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- Ensure student success ✓ Student lifecycle management
- Make better decisions ✓ Role-based analytics
- Simplify integration ✓ Higher education data model
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