

An Employee Value Proposition for Contingent or Nontenure-Track Faculty



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A large graphic on the left side of the slide, consisting of a thick blue L-shaped line that turns into a large orange arrow pointing right.

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Presenters

Valerie Martin Conley, Vice President and Chief Academic Officer,
St. Norbert College (WI)

Emily Watson, Senior Director of Research and Strategic Initiatives,
TIAA Institute

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Bethany Lutheran College (MN)



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Employee Value Proposition

Revitalizing higher education recruitment and retention: *A look at staff and VITAL faculty*

November 2024



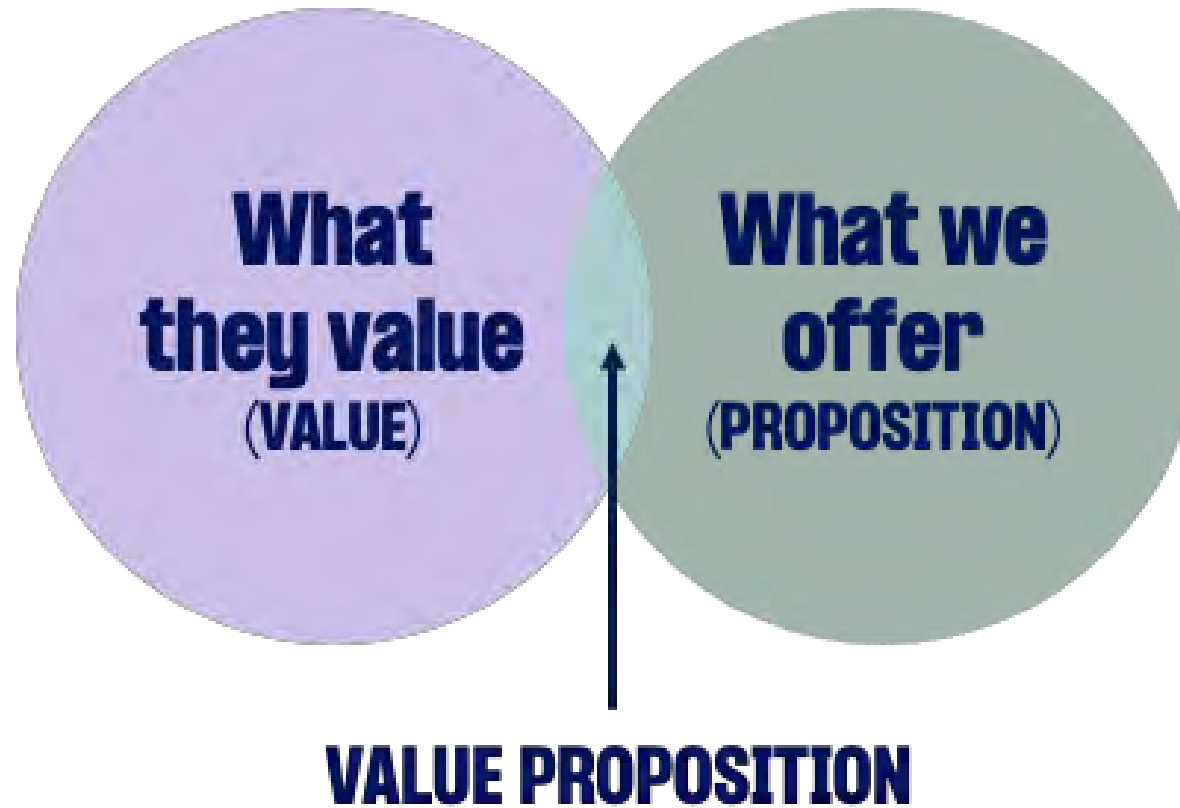
Today we will discuss....

- What is an Employee Value Proposition?
- Considering an EVP across employee groups.
- Key components in an EVP.
- Key considerations and takeaways.

1. Why do people choose to work in higher education?
2. Why do people choose to work at *your* college or university?
3. Why do they think about or decide to work elsewhere?

Addressing dissatisfaction. Elevating strengths.

An Employee Value Proposition:



Consider drivers across employee cohorts

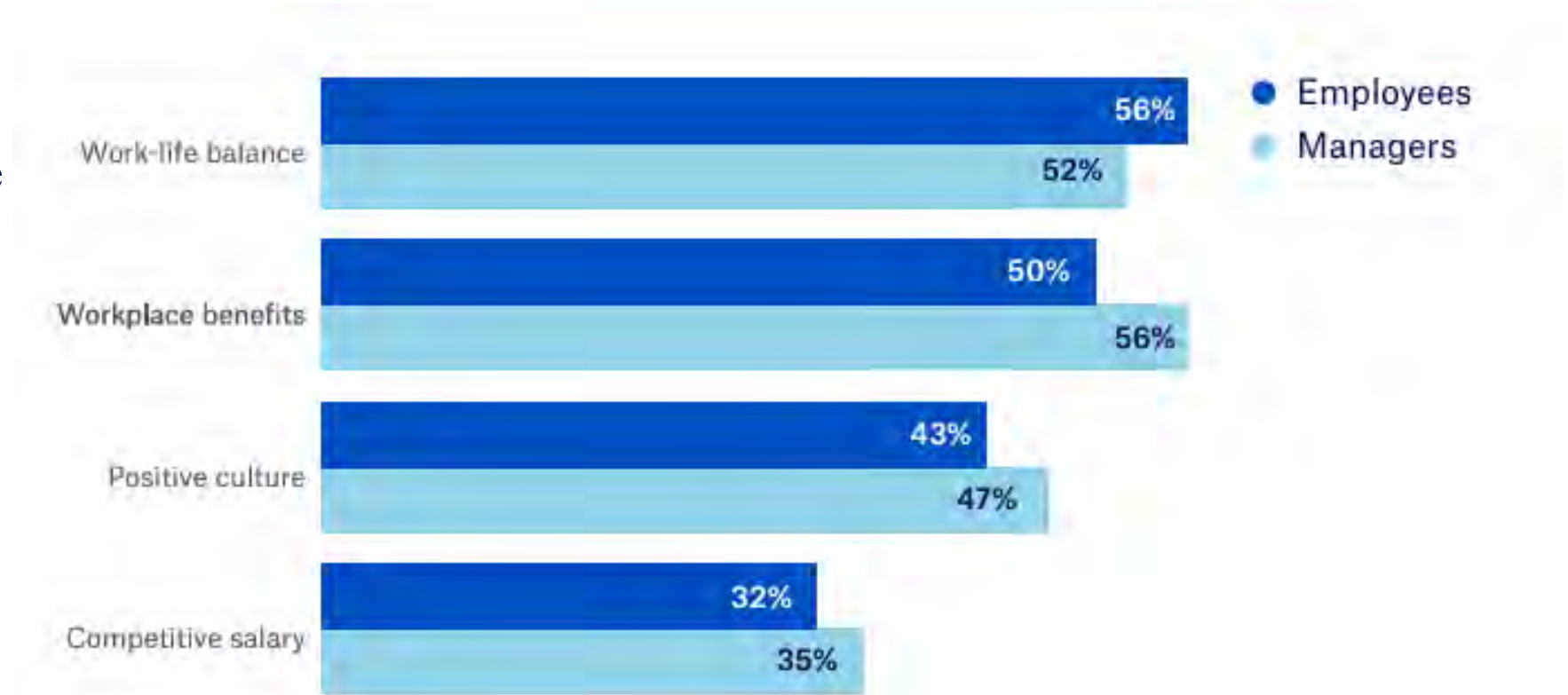


Attracting employees to higher ed

Employer perceptions generally align with employee reality

Top reasons why you chose to work at your current institution?

Top reasons employees choose to work at your institution?



Source: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023).

Attracting employees to higher ed

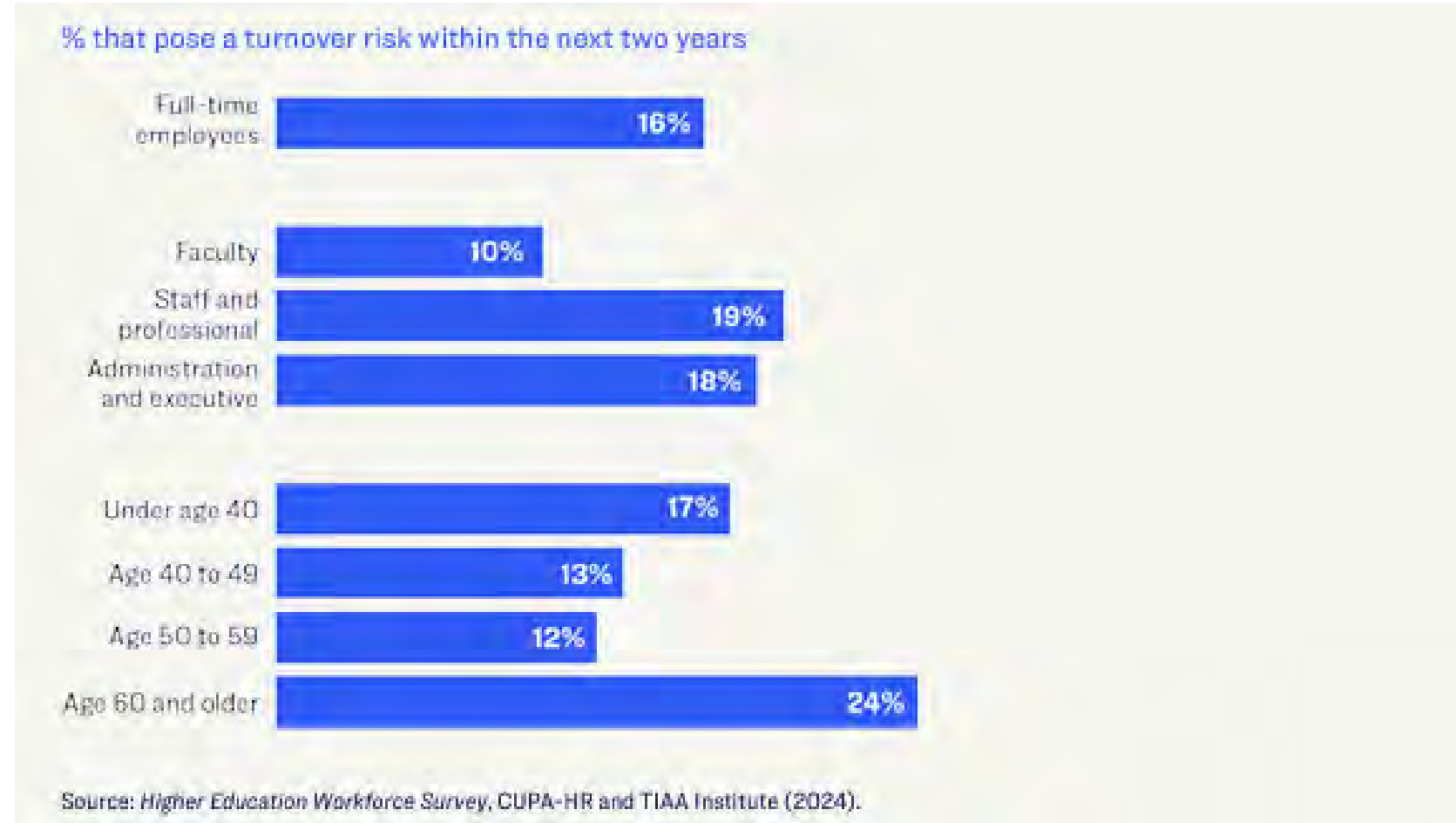
With some distinctions....



Source: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023).

Losing employees in higher ed

16% are likely to leave or consider leaving their institution in the next two years.



Source: CUPA-HR Higher Education Employee Retention Survey (2024)

Losing employees in higher ed – professional staff

Of those likely to leave or to consider leaving their institution in the next two years...WHY?



Salary / Compensation



Work-life balance



Career Paths



73% of potential leavers would consider jobs outside higher ed
Work/life balance and remote work flexibility are more important issues for them.

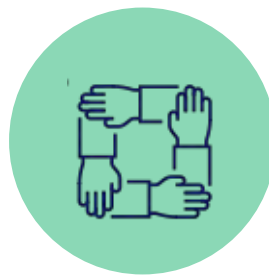
Source: TIAA Institute Higher Ed EVP Survey (2023).

Losing employees in higher ed – VITAL faculty

2/3 are likely to leave or consider leaving their institution in the next two years...WHY?



**Total
compensation**



**Community
and culture**



**Career
Paths**

Source: *What is the Employee Value Proposition for contingent/VITAL faculty?* (2024).

What belongs in a higher education employee value proposition?

Key components to consider across employee groups

Five levers to pull:

- 1 Total compensation
- 2 Work-life balance
- 3 Professional development and learning
- 4 Culture and community
- 5 Mission and purpose

Total Compensation

EVP
Lever

1

Salary is not a comparative advantage in higher education.



Percentage of employees rating benefit as important:

98%

Retirement plans

94%

Health benefits

92%

Paid time off

77%

Retiree health insurance

62%

Tuition remission

Source: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023).

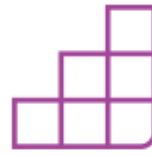
Communicate employee benefits by lifecycle



Early adulthood



Parenting



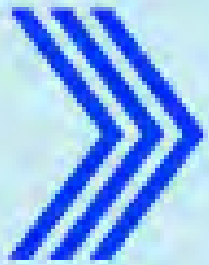
Career Building



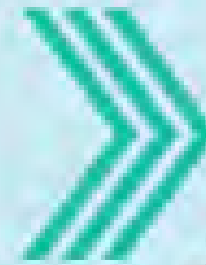
Caregiving



Retirement



Health benefits
Mental health benefits
Retirement savings plan
Financial advice and counseling
Paid time off (Vacation/Holidays)
Flexible work schedules



Work-life balance

EVP
Lever

2

Emphasize benefits other than remote work that promote work-life balance.



Percentage of employees rating benefit as important:



50% of non-faculty employees report working more than full-time hours.

Source: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023).

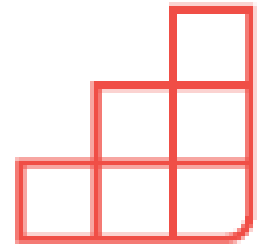
Professional development

EVP
Lever

3

Enhance efforts to provide development and career advancement opportunities.

Career trajectory and advancement is a top driver for increased job satisfaction, but less than half are satisfied with advancement opportunities.



Non-faculty employees

44%

do not see opportunities
for advancement at their
institution

34%

do not feel that their
institution invests in their
career development

Source: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023).

Culture and community

EVP
Lever

4

Culture and community are a compelling intangible of employment in higher education.



Higher ed employees

43%

cited positive work culture among top reasons for choosing their institution

77%

are satisfied with the culture at their institution; 30% are very satisfied

Source: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023).

Mission and purpose

EVP
Lever

5

Helping advance higher education's mission can be a compelling intangible...but should not be overstated.



ALMOST

1/3

of higher ed employees cited mission among top reasons for choosing their institution

36%

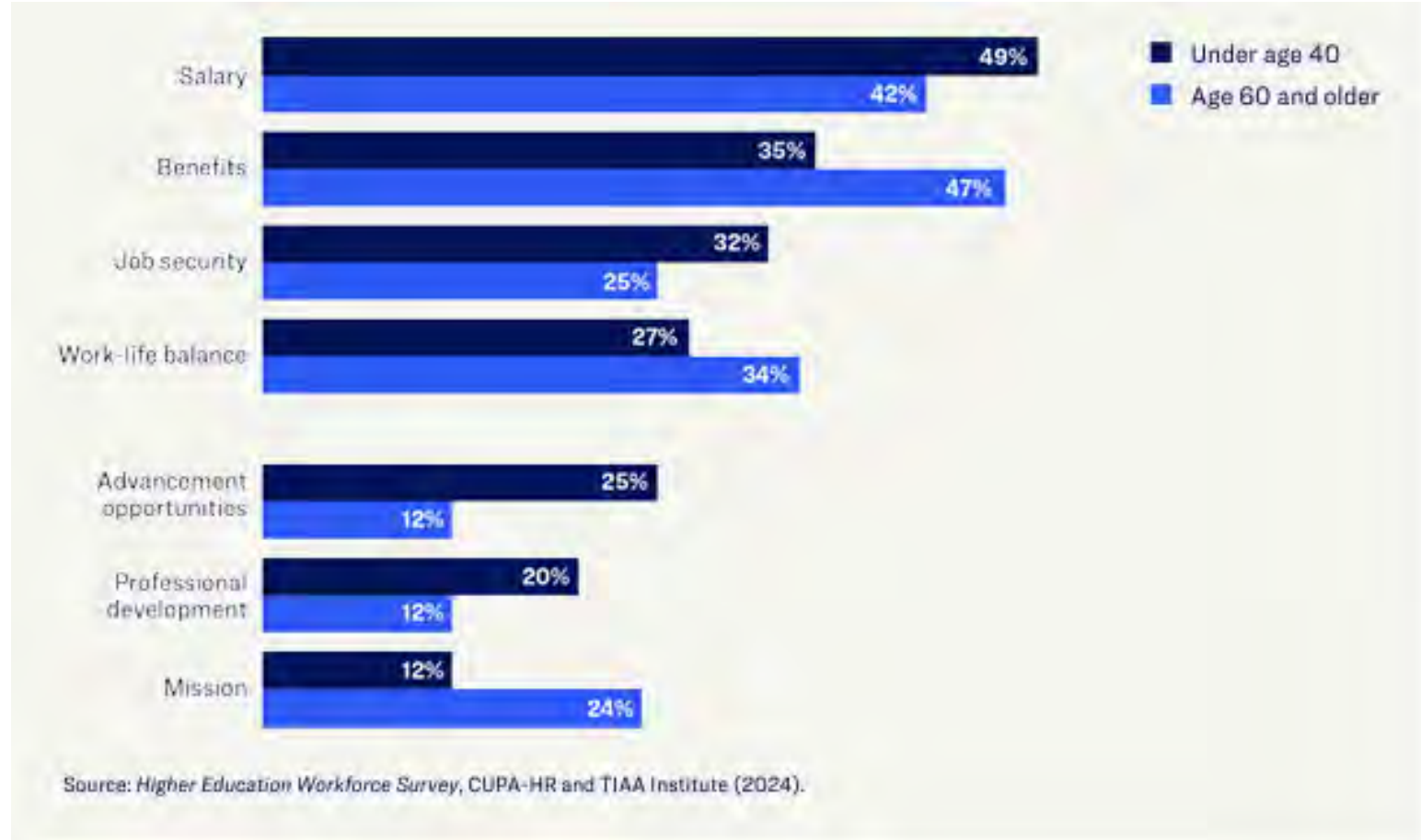
of higher ed employees feel that higher education has changed for the worse in recent years

But current environment and narratives create headwinds.

Sources: TIAA Institute Higher Ed EVP Survey (2023), CUPA-HR Higher Education Employee Retention Survey (2023), TIAA Listen In Full Report (February 2023).

Understanding key employee distinctions - age

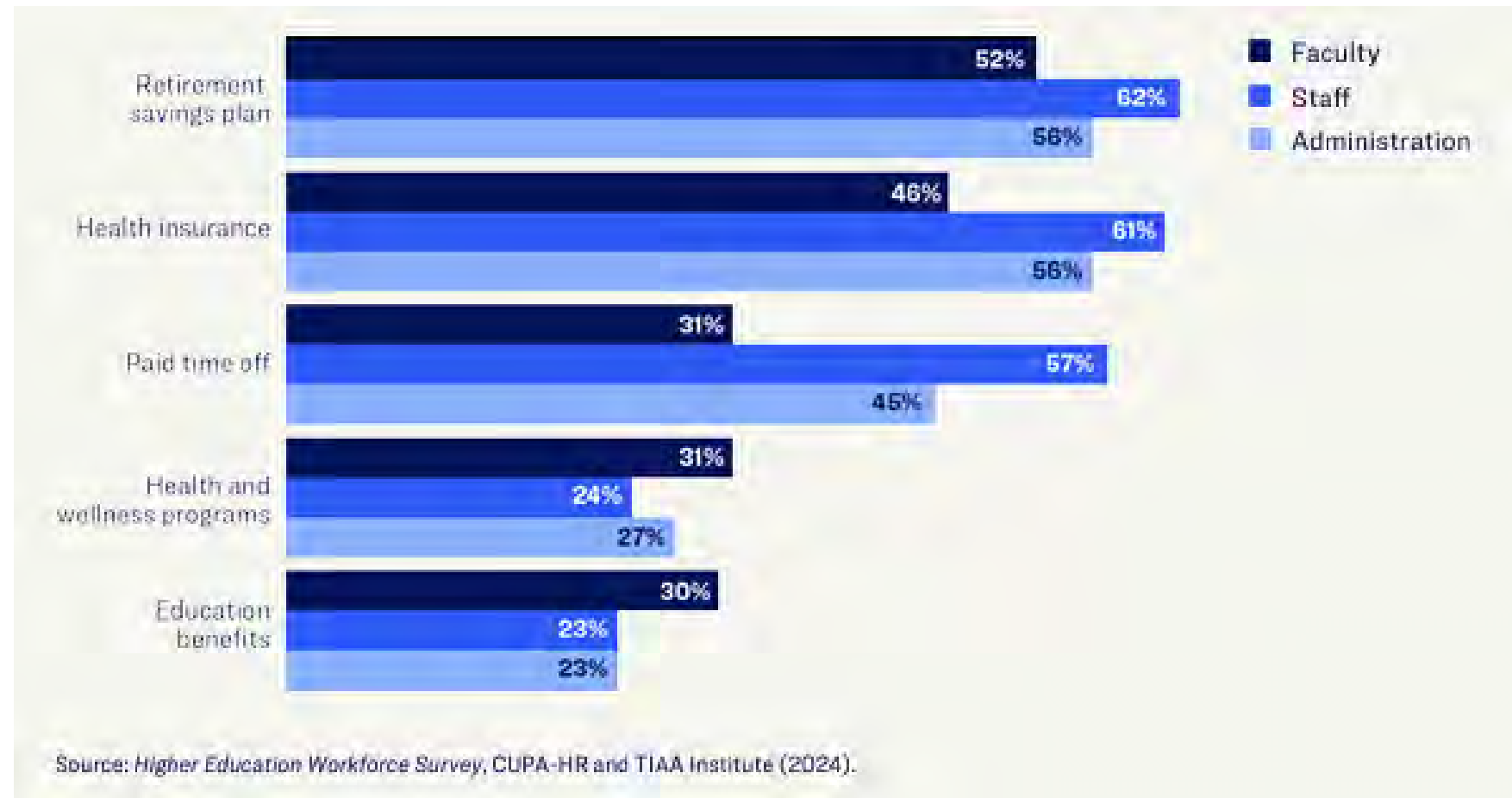
Which three job features are most important to you in a job?



Source: CUPA-HR Higher Education Employee Retention Survey (2024)

Understanding key employee distinctions - role

Which three job features are most important to you in a job?



Source: CUPA-HR Higher Education Employee Retention Survey (2024)

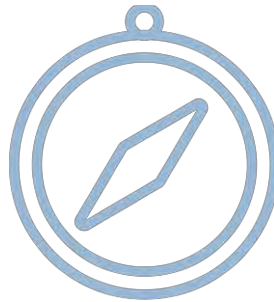
Other considerations for an EVP: Spotlight on VITAL faculty

Helping advance higher education's mission can be a compelling intangible...but should not be overstated.

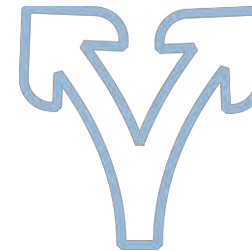
- **Job security**



- **Autonomy**



- **Leadership**



Source: *What is the Employee Value Proposition for contingent/VITAL faculty?* (2024).

Tips for developing and sustaining an EVP



Balancing your EVP's elements is an art.

An EVP should:

- Clearly convey the tangible and intangible rewards and benefits of working for your institution.
- Capture and respond to the needs and expectations of your workforce, both financial and non-financial.
- Be as unique as possible, reflecting your institution's particular strengths and characteristics.
- Not only capture key facets of the five elements but recognize interactions across the elements.
- Be a living document, adjusted based on changing circumstances—both internal and external to the institution.



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Q & A



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