



How to Use Data and Empathy to Handle COVID-19 Workforce Reductions

February 25, 2021 | 2pm ET

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CUPA-HR Webinar

Presenters



Dr. Paul N. Friga - pnf@unc.edu

- Clinical Associate Professor of Strategy, UNC Kenan-Flagler Business School
- Chief Strategy Officer and Co-Founder, ABC Insights (Academic Benchmarking Consortium) – abc-insights.com
- Paul earned a B.S. degree in Management and Accounting from St. Francis University (served on Board of Trustees) and an MBA and Ph.D. from the UNC-Chapel Hill, Kenan-Flagler Business School



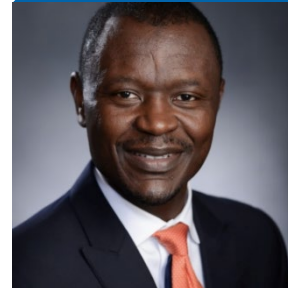
Rob Shomaker – rshomaker@cupahr.org

- Senior Vice President, CUPA-HR
- Has over 17 years of experience at CUPA-HR
- Rob earned a B.S. degree in Marketing at Haslam College of Business at the University of Tennessee and an MBA from East Tennessee State University



Mark Coldren - mcoldren@buffalo.edu

- Associate Vice President for Human Resources at the University at Buffalo
- Previously served as CHRO at Ithaca College, and before that in the HR team under various functions at Syracuse University
- Has over 25 years of professional background and experience in HR, including software design, manufacturing and public education settings in human resources and learning,



Pierre Joanis – pdj002@bucknell.edu

- Vice President for Human Resources at Bucknell University
- CUPA-HR National Board of Directors, Member
- Previously served as executive director of human resources at Princeton University
- Has over 20 years of comprehensive expertise in both the technical and strategic aspects of HR at a dynamic & complex university

Agenda

Major Change for
Higher Ed



Two CHRO
Strategies for
COVID-19



Generalizable
Lessons for Moving
Forward



Major Change

CHRO Strategies

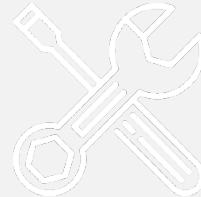
Lessons

How to Use Data and Empathy to Handle COVID-19 Workforce Reductions

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Poll Question

Do you believe your institution will be facing workforce reductions in 2021?

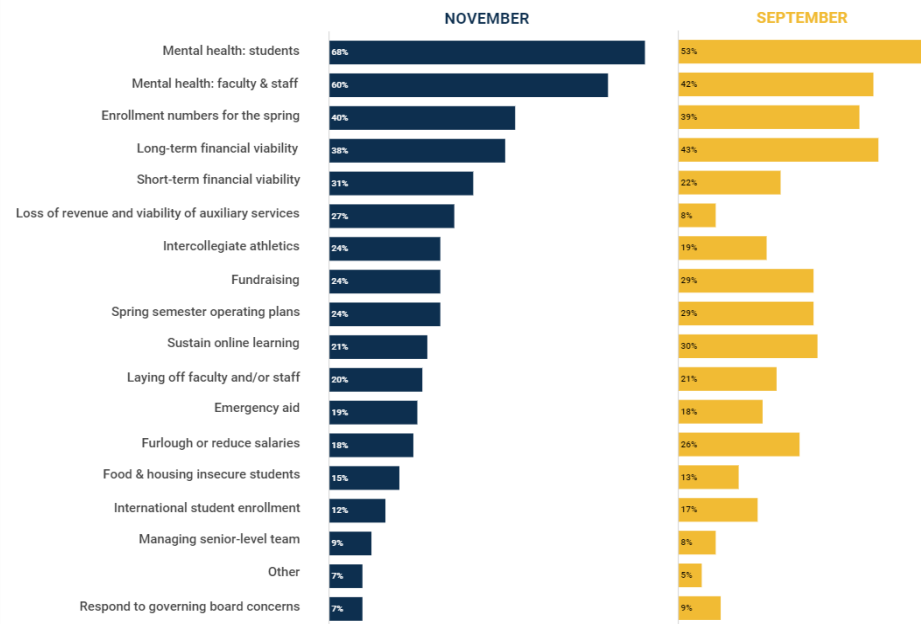
- Highly Likely
- Very Likely
- Likely
- Not Likely but possible
- Not a concern

Academic leaders are planning for major changes

ACE Survey of Presidents – Fall 2020

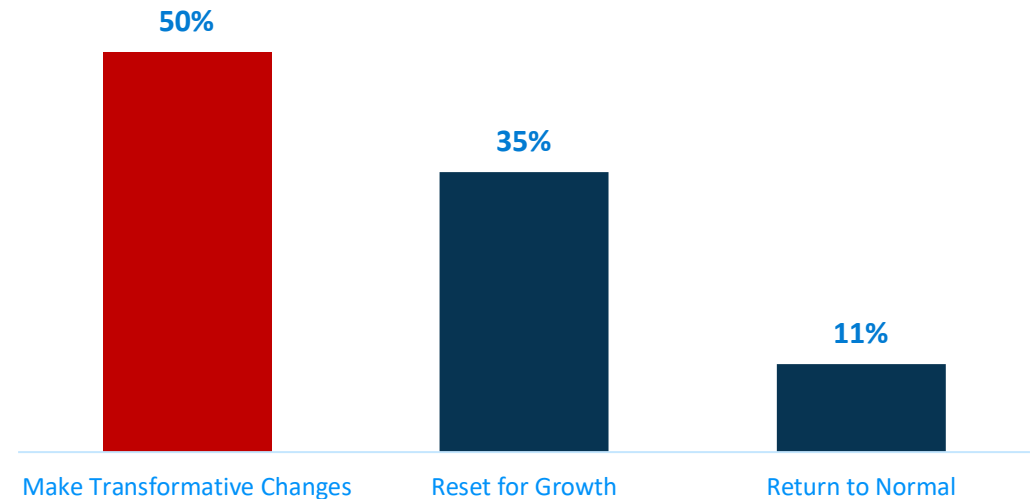
Most Pressing Issues Facing Presidents

Figure 1. Most Pressing Issues Facing Presidents Due to COVID-19 in September and November



InsideHigherEd Survey of Presidents

How do you intend to use this period?



Presidents are planning to “Reengineer Operational Processes”

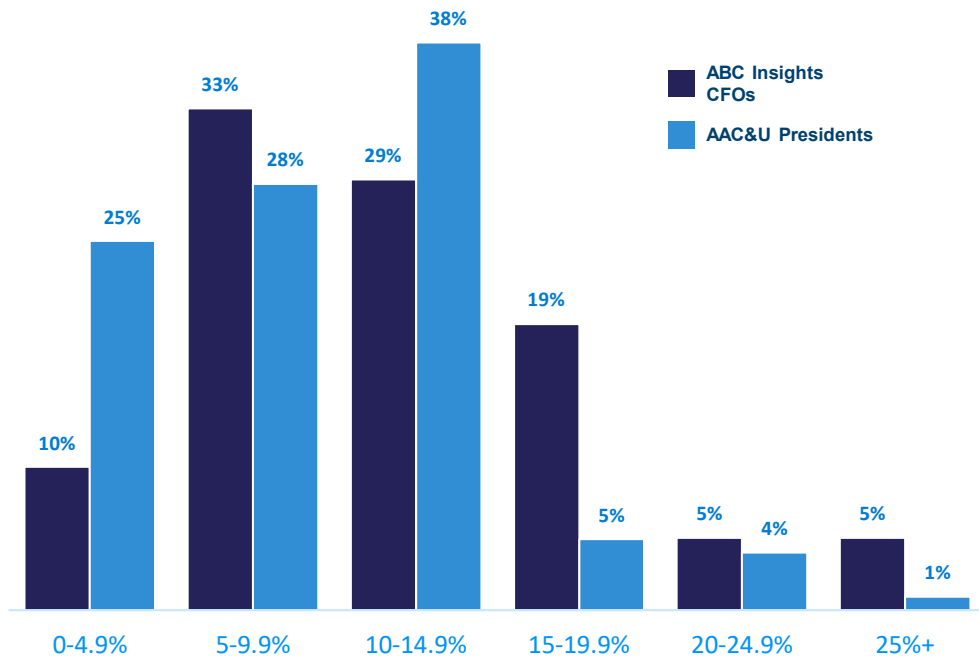
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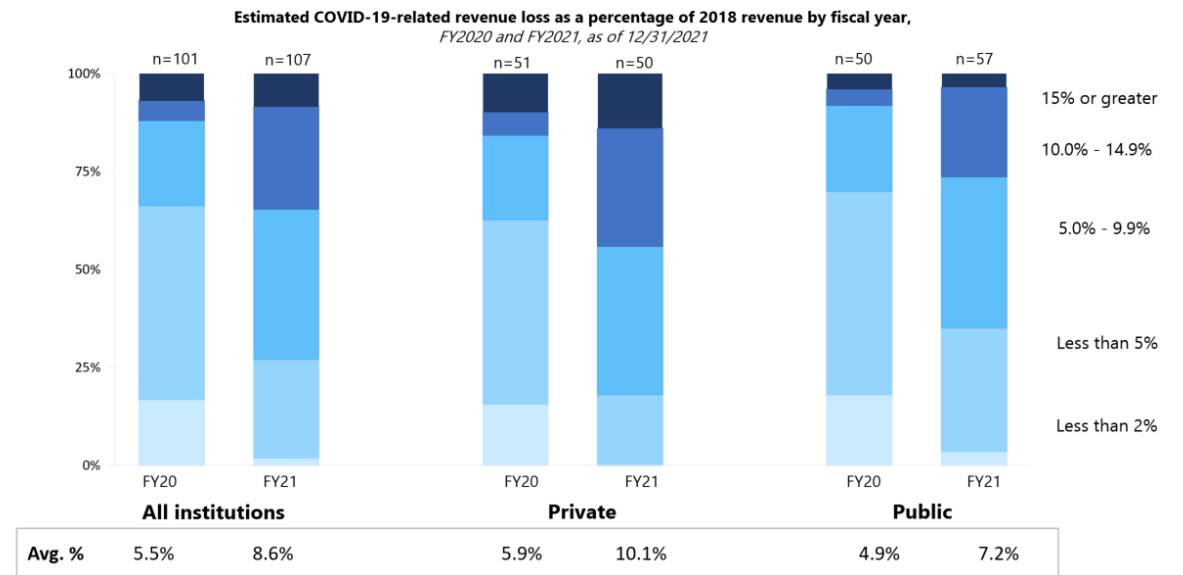
Lessons

Presidents and CFOs believe the impact will be significant on their respective campuses

Expected Potential Decreases to Revenue in FY21



Actual Reported Decreases to Revenue in FY21



Note: Population for analysis included top Universities includes Top 400 U.S. News and World Universities and Top 100 Liberal Arts Universities
 Source: HelloCampus and EY-Parthenon Analysis. US News & World Report, Chronicle, Inside Higher Ed, University Websites, Education Dive, Daily Pennsylvanian; See separate list of numerous article citations in database

Source: ABC Insights AAC&U Survey of Presidents, July 12, 2020 n=119; ABC Insights Survey of CFOs, April 30, 2020, n=21

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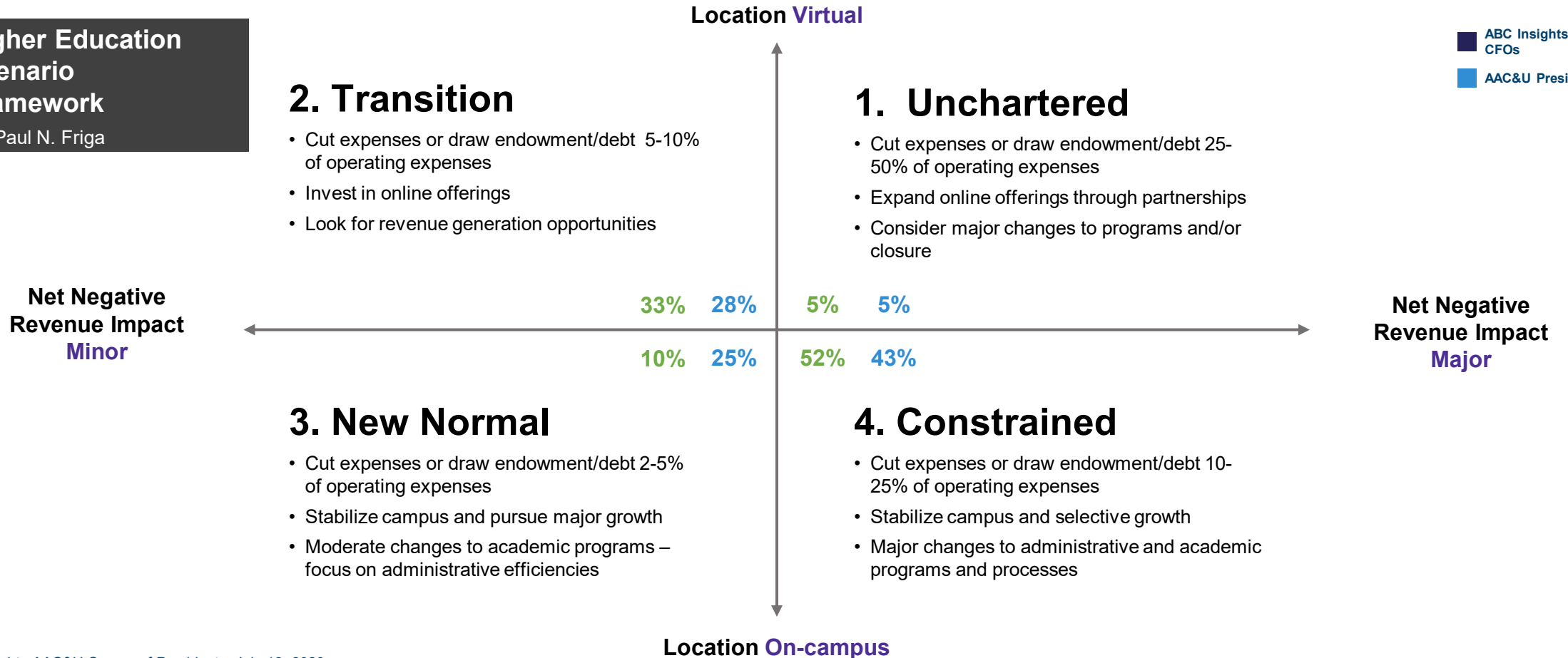
CHRO Strategies

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Higher education scenario analysis allows for dynamic planning

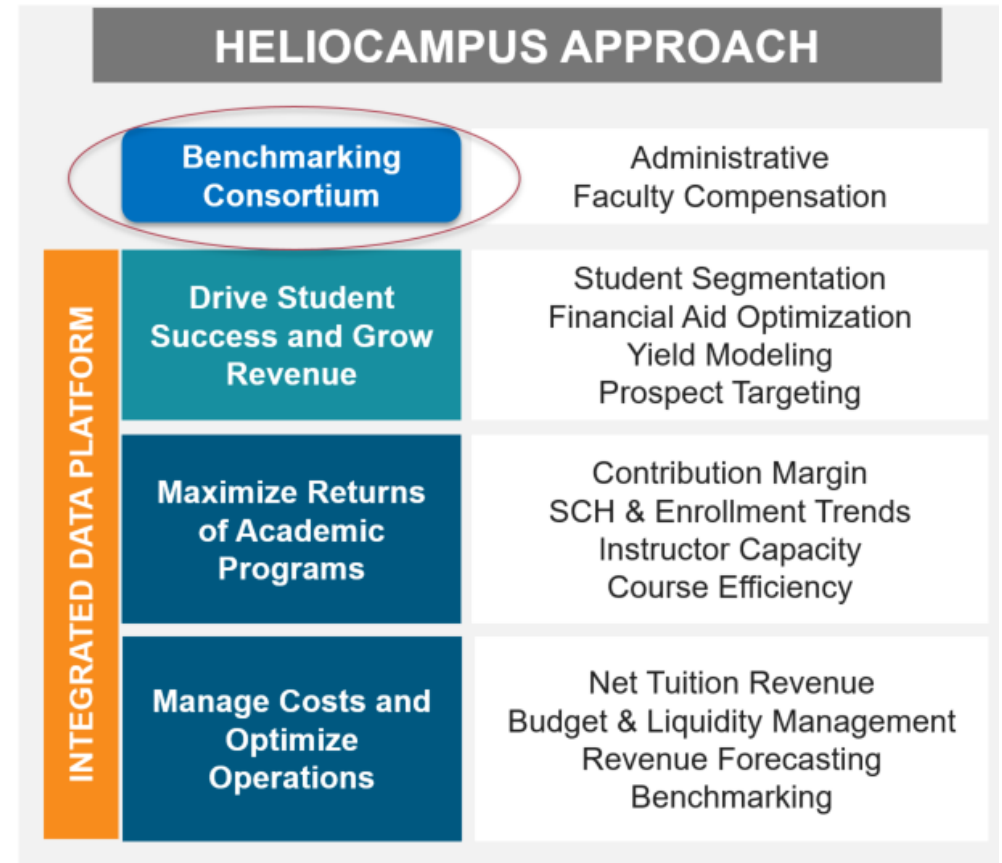
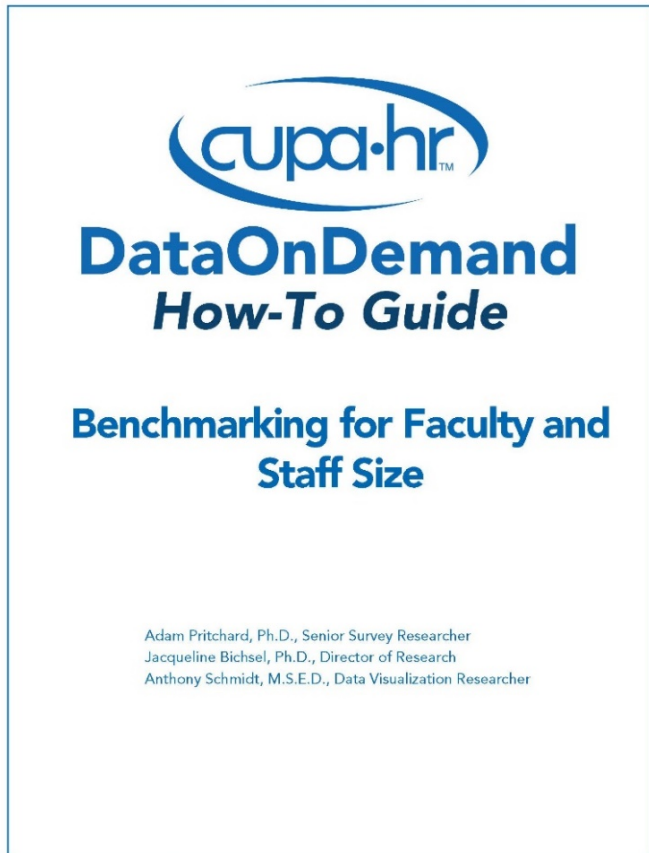
Higher Education Scenario Framework
Dr. Paul N. Friga

ABC Insights CFOs
AAC&U Presidents



Source: ABC Insights AAC&U Survey of Presidents, July 12, 2020
n=119; ABC Insights Survey of CFOs n=21

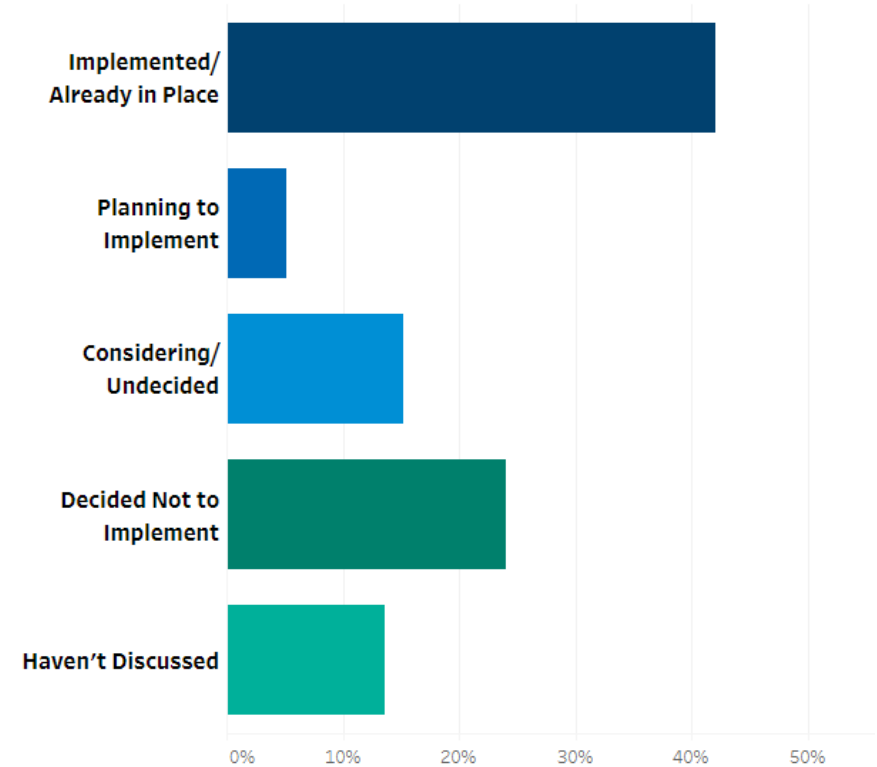
Utilize benchmarking data in HR decision-making – CUPA HR and HelioCampus



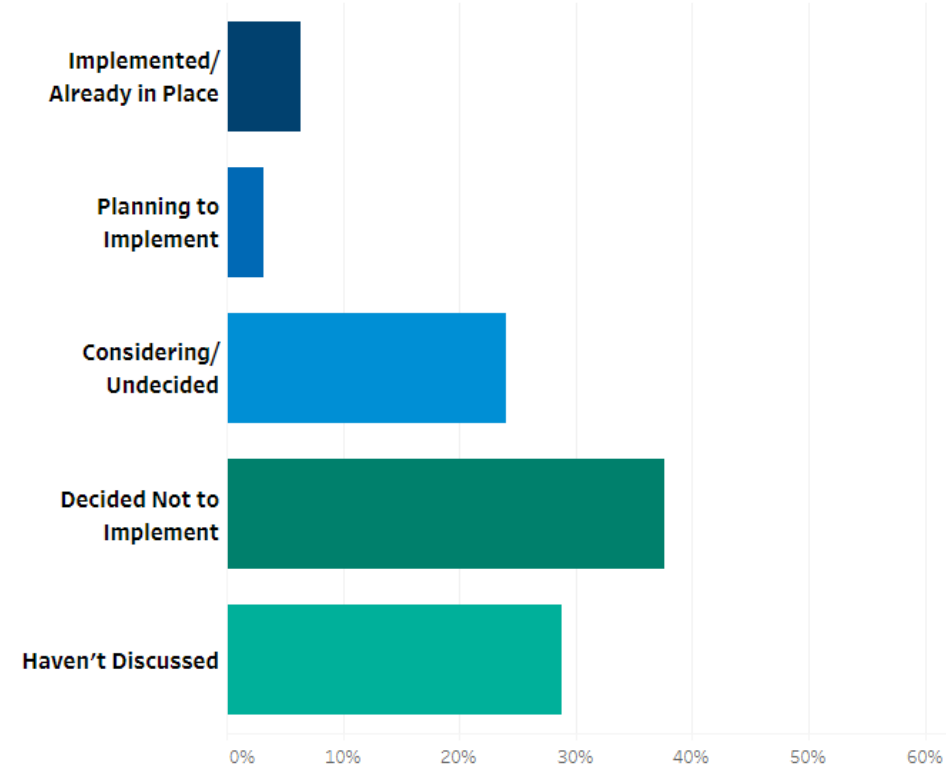
Source: <https://www.cupahr.org/surveys/dataondemand/dod-users/>; www.heliocampus.com

Potential faculty workforce reductions

Hiring freeze for faculty (n= 247)



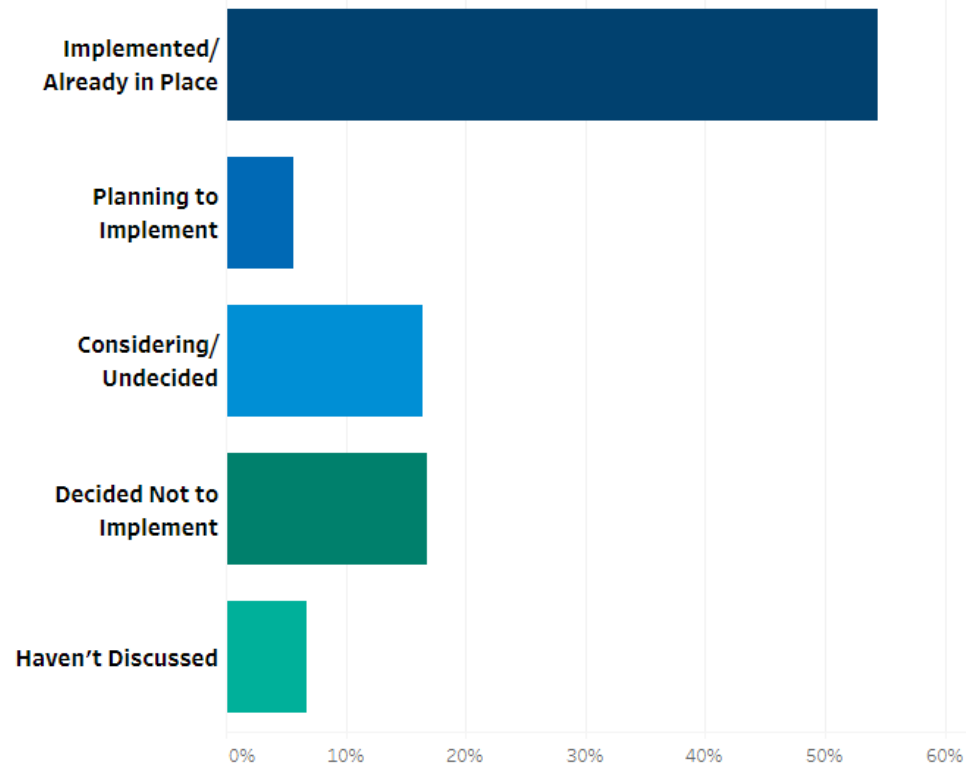
Furloughs for faculty (n= 247)



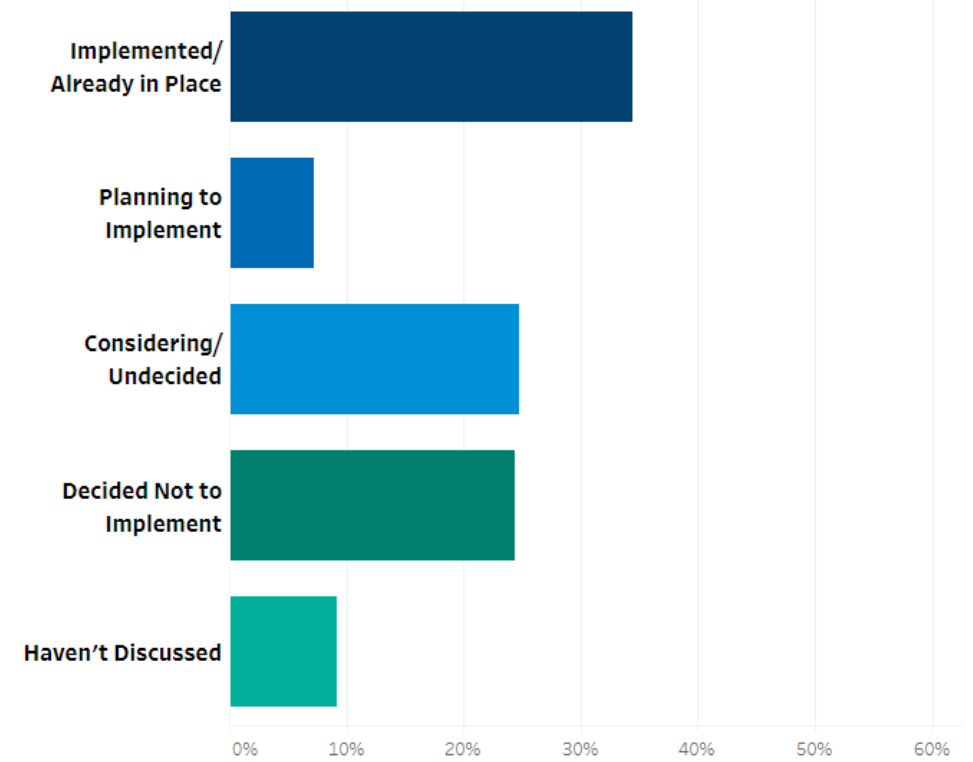
Source: CUPA-HR Workforce Planning Tool

Potential staff workforce reductions

Hiring freeze for staff (n= 247)



Furloughs for staff (n= 247)



Source: CUPA-HR Workforce Planning Tool

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Job loss in higher education

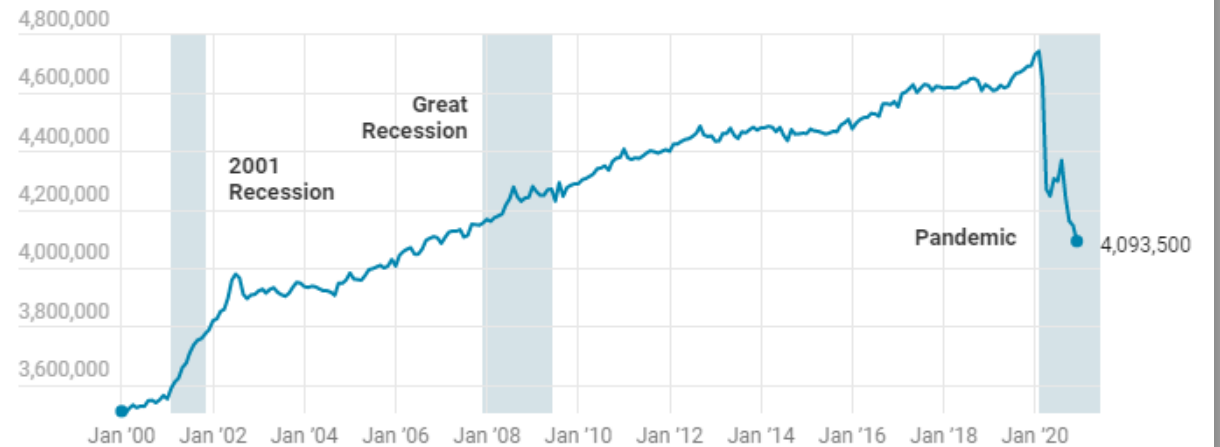
A Brutal Tally: Higher Ed Lost 650,000 Jobs Last Year

By Dan Bauman | FEBRUARY 5, 2021

Colleges and universities closed out 2020 with continued job losses, a 13-percent drop since last February. It was a dispiriting coda to a true for higher ed's labor force.

A Closer Look at the Higher-Ed Work Force Since 2000

Estimated number of workers employed by institutions of higher education



Shaded periods indicate recessions. Values are seasonally adjusted. December 2020 estimates are preliminary. Additional technical information about The Chronicle's analysis can be found here: <https://bit.ly/ChronicleLaborData>.

Source: U.S. Bureau of Labor Statistics • Get the data • Created with Datawrapper

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Women and racial/ethnic minority issues

History shows us that women and racial/ethnic minorities are hardest hit by an economic recession

Women and Racial/Ethnic Minorities are:

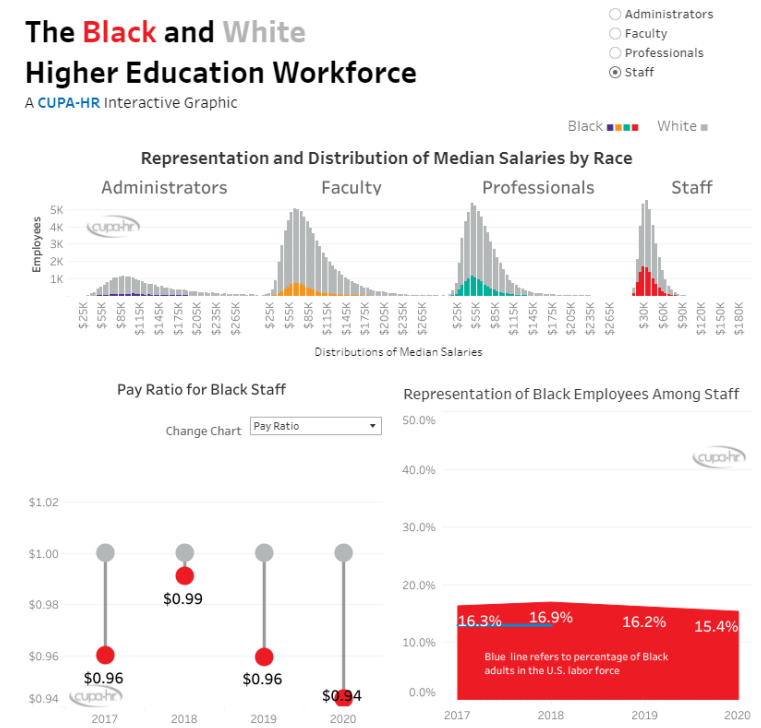
The first to lose their jobs: Early coronavirus job losses have impacted more women and minorities proportionally

The slowest groups to recover; effects of recession last much longer for women and minorities

1 in 3 Americans still had not recovered financially from the 2007 recession a decade later, with women and minorities disproportionately affected

The Black and White Higher Education Workforce

A CUPA-HR Interactive Graphic



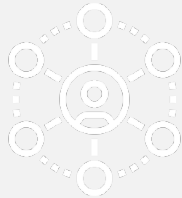
Poll Question

What is your institution currently considering or has already implemented regarding budgetary challenges?

- Hiring Freezes
- Furloughs
- Terminations and/or Outsourcing
- Changes to benefits
- Early retirement incentives
- Other

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The University at Buffalo



Campus	UB is the largest public in NY State, 64 campus system, AAU, 32,000 students, app. 10K employees, predominantly unionized environment (multiple unions including faculty), civil service workforce
System	Statewide agreement needed for dramatic action – no across the board furloughs as in the past – no layoffs – decision to let campuses develop individual strategies
Impact	Shortfall of State funds 2019-20, requested 10-20% budget cuts across institution, revenue down with fewer residential students (8K to– 4900), costs to address COVID-19 including housing refunds, fee reductions, testing, technology needs, logistics, remote work

Key HR Actions at Buffalo

Using Data For Decisions

Academics

- Planning utilizing data to build a hybrid instructional model (class size, reduction in density)

Payroll

- Defer contractual raises, salary compression payouts

Activities

- Analyze all administrative people spend (ABC-Insights) to identify opportunities for consolidation / centralization of services – COVID-19 decrease in activity facilitates action in key transactions: travel, people/HR actions, procurement/purchasing

Workforce

- Focus on workforce planning categories of positions (strategic, core, currently utilized) as part of the ongoing budget process
 - Connect to analysis of people spend
 - 25% of staff positions identified as currently utilized: strategy of payroll reduction and not headcount reduction

Key HR Actions at Buffalo

Expressing Empathy In Decisions

Transparency

Open communication with entire campus community – town halls and data sharing

Coordination

Statewide agreement needed for dramatic action – no across the board furloughs as in the past – no layoffs – decision to let campuses develop individual strategies

Sensitivity

Focus on voluntary reductions, go to 90%

Sustainability of Direction

- Build strategies for the now – knowing the impact of tomorrow
- Slowed, deliberate, and intentional hiring with central approval
- Plan to be respectful and use attrition

Reassign

- Plan for redeployment of current positions to align with work needs (i.e. research administration)
- Build shared services for key transactions
- Build individual development plans

Consistency

- Consistent approach to individual flexibility to facilitate remote work, family care, control campus density
- Create a low risk environment through testing and health & safety guidelines
- Emphasis on hybrid models of instruction and increased research opportunities

Bucknell University

Bucknell
UNIVERSITY



Campus	Liberal Arts select private university with colleges of engineering and management; 3.7K students and over 1.5K employees
Culture	High residential focus, collaborative environment and student-centered – “prepare students for lifelong learning”
Impact	“Tuition Freeze”, paused planned 3.5% tuition increase; Reduce non-essential costs, through collective effort to minimize spending Bucknell experienced a positive budget variance in excess of \$10m for FY20; FY 21 planned \$30M in deficits

Key HR Actions at Bucknell

Using Data For Decisions

HR Data

- Review benefit utilization and benchmarking data. Identify high impact opportunities for cost savings and model implementation scenarios that mitigate adverse impacts.

Transparency

- Transparent budget building process. Engage key leaders with clear objectives while providing regular updates to the University community.

Activities

- Benefit Redesign:
- Adding a Spousal Surcharge.
- Reviewing TIAA contribution.
- Reviewing Retiree Healthcare.
- Other:
- Maintain Travel/Hiring freeze.
- Reduce purchased services.

Governance

- Engage and partner with shared governance committees to develop a multi-year plan to streamline the cost of health benefits, pension & retiree health programs, and other potential employment actions

Key HR Actions at Bucknell

Expressing Empathy In Decisions

People First

Maintain optimal employment of our faculty and staff, take appropriate steps to retain key talent.

Do not assume that every one will want to remain full time.

Residential Learning

Maintain the residential learning experience for the benefit of our students, faculty/staff, and our broader community.

Recognize that the host community relies on students being in-residence to maintain local businesses and employment.

Safety

Enhance our student testing protocol from EOW to once per week. Add quarantine capacity. Maintain EOW testing for high contact faculty/staff.

Review your data, shore up areas of opportunity.

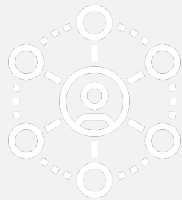
Accessibility

Rebalance and continue to implement budget savings to focus more resources on financial aid.

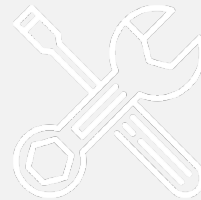
Establish clear principles to support your cost savings efforts. Example: financial discipline to protect the student experience and to enhance financial aid.

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Lessons learned and advice for the future – a challenge of “trust” during transformation

1

Use good data for HR decisions

2

Demonstrate equity and empathy during the process

3

Avoid across-the-board cuts

4

Move fast but also be patient for change and always focus on building trust and show respect during the process

Keep the long-term in mind as you make short-term decisions

- Understand the strategic vision and communicate constantly
- Keep the key priorities and objectives up front for alignment and relevance (e.g. people, diversity, etc.)
- Demonstrate flexibility, rapid adjustment, and collaboration during dynamic environments

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Have a Question?



Submit questions to our presenters
using the Chat.



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