

The Higher Education Employee Value Proposition

Speaker:
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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?

Losing employees in higher ed

1/3 are likely to leave or consider leaving their institution in the next two years

PRIMARY REASONS CITED BY POTENTIAL LEAVERS:



63%
Salary/
compensation



35%
Work-life
balance



34%
Career paths/
opportunities

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



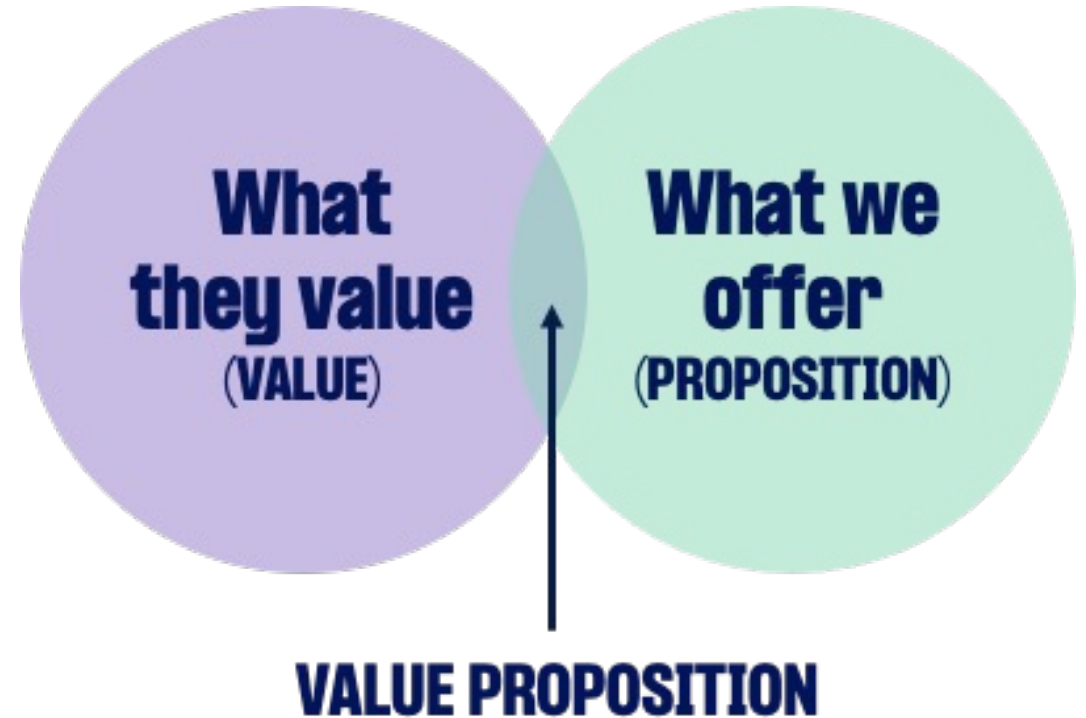
“ The biggest thing I see are people leaving because of money and work-life [balance].

–HR leader, Mid-sized public

Addressing dissatisfaction. Elevating strengths.

An Employee Value Proposition:

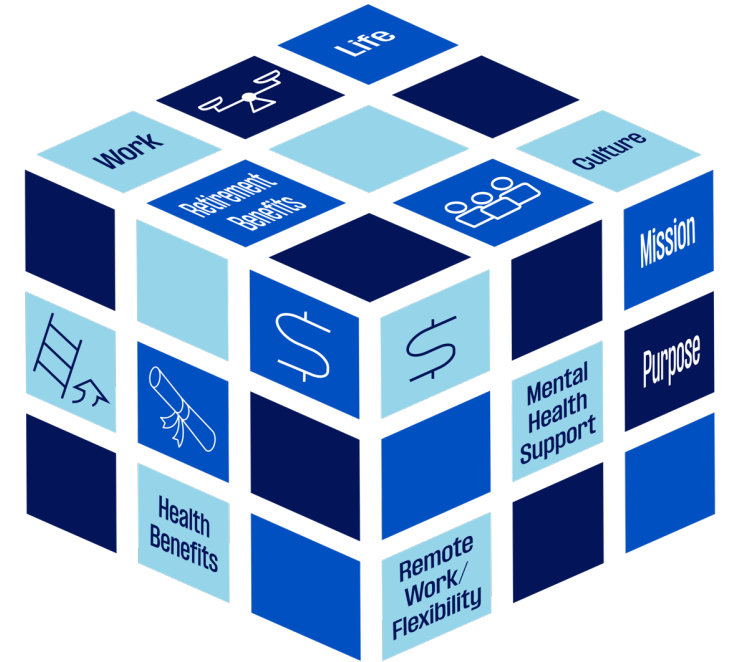
- Identifies the **mix of tangible and intangible rewards and benefits** that make working for a given organization particularly attractive.
- Conveys an organization's **comparative advantages** as an employer and serves as a differentiator in recruitment and retention efforts.
- Takes a **holistic approach** focused on employees' needs and expectations, extending well beyond salary.



Five levers in a Higher Education EVP

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

An EVP can and should be adjusted for targeted employees who matter most given institutional goals at a particular point in time.



Lever 1: Total compensation



PERCENTAGE OF EMPLOYEES RATING SPECIFIC BENEFITS AS IMPORTANT:



Emphasize value of entire compensation package. Call out benefits that are a competitive advantage.

Communicate employee benefits by lifecycle



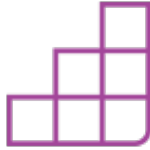
Early adulthood

- Help with student loans
- Tuition remission
- Financial education



Parenting

- Parental leave
- Childcare assistance
- Fertility and adoption support



Career Building

- Professional development
- Promotions
- Raises



Caregiving

- Eldercare benefits
- PTO
- Counseling
- Support groups



Retirement

- Lifetime income
- Retiree health insurance
- Housing counseling



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



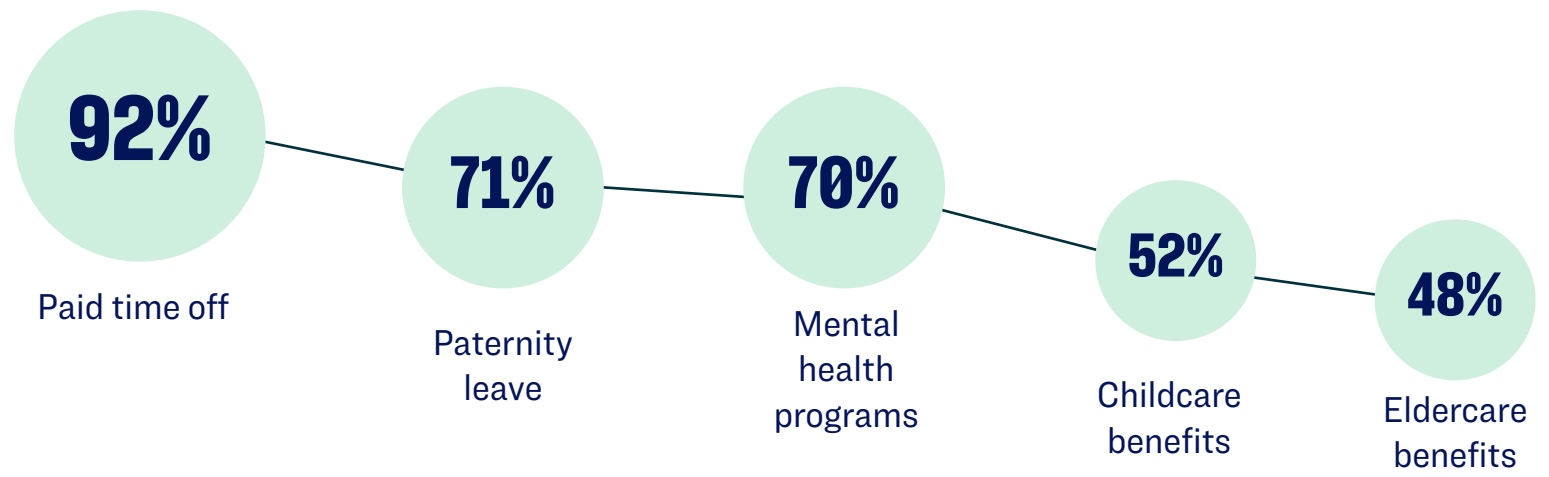
Lever 2: Work-life balance



Emphasize benefits other than remote work flexibility that promote work-life balance. Recognize that different benefits matter more at different life stages.

“ I’ve always thought academia has had a better work-life balance than some of the for-profit institutions and that we try to be very flexible...
–HR leader, community college

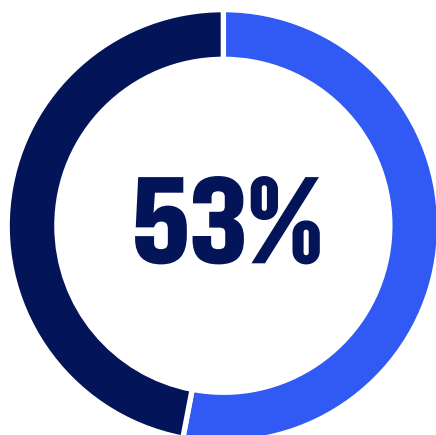
PERCENTAGE OF EMPLOYEES RATING SPECIFIC BENEFITS AS IMPORTANT:



Lever 3: Professional development and learning



Enhance efforts to provide professional development and career advancement opportunities.



Career trajectory and advancement is a top driver for increased job satisfaction.

But just over half of higher ed employees are satisfied with opportunities for advancement.

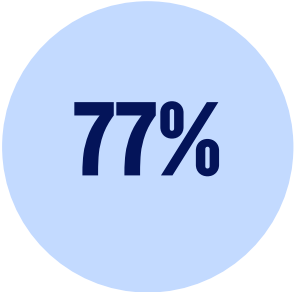
“...it is not obvious to see your career path when you come into a university, and I think that is a hindrance for us

–HR leader, large public R1

Lever 4: Culture and community



Culture and community are compelling intangibles of higher ed employment.



are satisfied with the culture at their institution

“ People don’t quit their jobs, they quit their supervisors.
–HR leader, large public

53% would sacrifice at least some pay to work for a great manager.
20% would give up \$10,000 or more.

Lever 5: Mission and purpose



Helping advance higher ed's mission can be a compelling intangible—but should not be overestimated.

**ALMOST
1/3**

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

“ I view myself as being in the hopes and dreams business...and I think it's just a beautiful thing to do.

–Professional staff

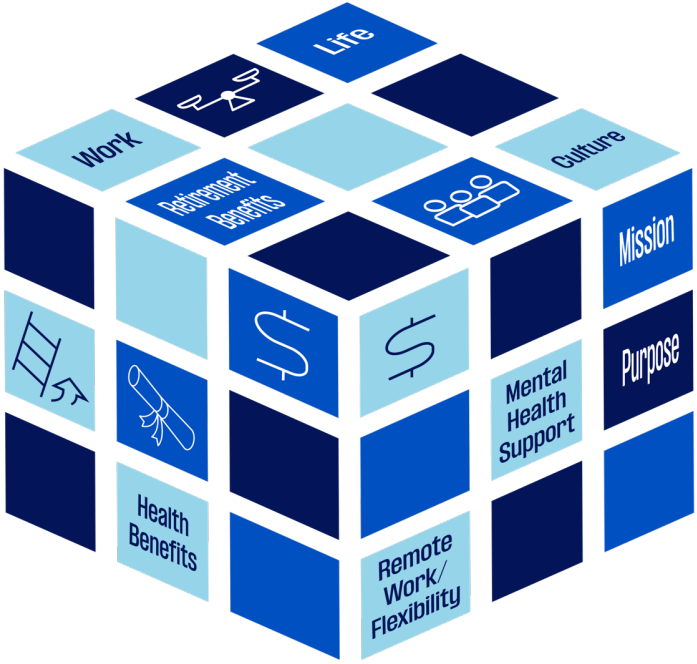
But current environment creates headwinds.



36%

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

Consider drivers across employee cohorts





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