

Recruiting Staff and Faculty for the Future of Veteran and Military Services

15th Annual Texas A&M University System Military-
Affiliated Student Symposium

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Topics of Discussion Today:

Current Realities of Recruiting Staff and
Faculty in Higher Ed

Military-affiliated Job Seekers Working in
Higher Ed

Best Practices and Potential Solutions



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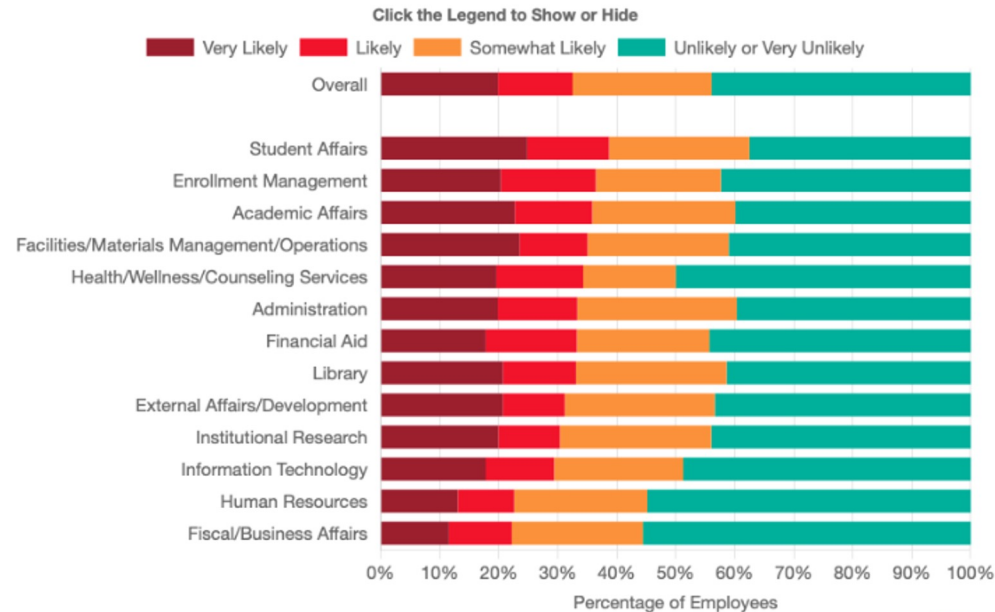


LOOKING AHEAD: REALITIES

THE CUPA-HR 2023 HIGHER EDUCATION EMPLOYEE RETENTION SURVEY

2023 Employee Retention Survey

Likelihood of Looking for Other Employment Within the Next 12 Months



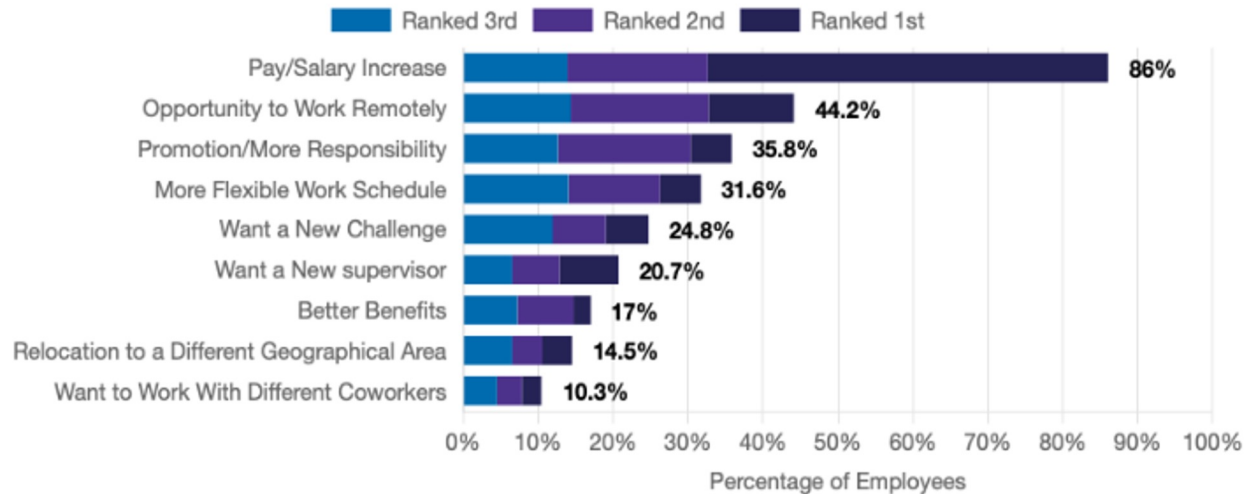
4,782 higher ed employees surveyed



LOOKING AHEAD: REALITIES

2023 Employee Retention Survey

Reasons Employees Are Seeking New Opportunities



LOOKING AHEAD: REALITIES

“The combination of lower enrollments, reduced state support of higher education, and increased tuition and cost pressure will result in a very challenging fiscal environment for all institutions. The more recent inflationary pressure has accelerated the need to address these fiscal issues. So, we are looking at a period of time when institutions will be making cuts to academic programs and offerings, and it is likely we will also see a fiscal contraction in student affairs as well. As student affairs absorbs these cuts, I think this suggests the need to recruit and hire staff to serve more as generalists rather than specialists. It will be critical for staff to be able to work outside of their departmental area.”

- Dr. Kevin Kruger, President of NASPA

LOOKING AHEAD: REALITIES

1. Invest in talent budgets and infrastructure today or risk incurring even greater long-term costs

“Failing to invest in talent management and HR budgets now could cause institutions to incur even greater long-term costs associated with continuous staff churn. These include not only the direct costs of filling vacancies with new hires but also indirect costs like reduced productivity and service quality.” -Education Advisory Board (EAB)

LOOKING AHEAD: REALITIES

2. Strengthen your talent pipeline from within by promoting internal career mobility

“...according to our survey data, less than a third of institutions have invested in career mobility strategies like skill development, leadership, or mentorship programs. In fact, 36% of respondents said they had not launched a single career development initiative since July 2021.” -
Education Advisory Board (EAB)

LOOKING AHEAD: REALITIES

Expect questions about and requests for remote/hybrid work. Have those answers ready.

Hire generalists. Keep candidates in the pool that are willing and optimistic about learning new skills and adapt.

JOB POSTINGS BEST PRACTICES

Include salary and compensation:

“Second, we need to address pay equity. For too long, we’ve allowed the salaries of student affairs professionals, particularly entry and mid-level professionals, to not be commensurate with their education and experience, and in some cases to be some of the lowest paid staff on a college campus. This has contributed to the frustration that younger student affairs professionals are experiencing.” - Dr. Kevin Kruger, President of NASPA

“Compensation and benefits are increasingly important to job seekers. On average, postings on HigherEdJobs that include salary information receive 22% more application clicks. Details about benefits also help candidates in their decision to apply.” -
HigherEdJobs

JOB POSTINGS BEST PRACTICES

Be as transparent as possible.

These jobs are not always 9 to 5. May not be a role that you can 'leave at the office.'

"First, we need more transparency about what student affairs work really is. It is a job that often does require working beyond 9 to 5. It is a job that comes with some degree of stress and crisis management, as you think about the problems that we address." -Dr. Kevin Kruger, President of NASPA

What degree level is necessary?

RECRUITMENT

“Hiring Veterans is good for business.” Higher ed is a business and we need them.

Why military-affiliated are a good fit. Understand this population. Community. Higher purpose. Mission driven. Work-life balance. Benefits.

Use LinkedIn to promote your position. Use word of mouth advertising.

Lots of job boards, work with your HR but also do your own research.

RECRUITMENT

Working in higher ed is not a fit for everyone, but it is a place to land for many transitioning service members.

As an industry, we don't have enough jobs for everyone (like large corporations), but we do have a lot of jobs.

“We do need to reinforce that working on a college campus is enormously rewarding. The opportunity to have an impact on students both individually and collectively creates a unique job opportunity. I think that's what draws people into this work in the first place.” Dr. Kevin Kruger,
President of NASPA

Broken Funnel

1. Higher ed only has jobs for professors and teaching.
2. “I want to work in higher ed.”
3. “I don’t have enough education.”

RETENTION

“20% of churn happens within an employee's first 45 days with a company.” -SHRM

Build support systems (ERGs).

Employee should not be solely responsible for burnout alleviating strategies

RETENTION IMPLICATIONS

1. Student success and relationships.
2. Longevity of institutional initiatives and programs.
3. Institutional knowledge and human capital.

YOUR EXPERIENCE

What issues are you facing with recruiting and retaining your staff? (What successes are you having?)

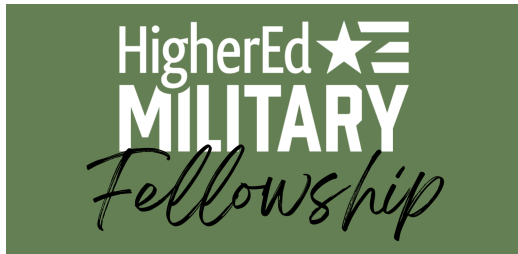
How are you promoting your positions and institutions?

Where are you finding most of your candidates are coming from?

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