Fostering Employee Engagement and Retention in Higher Education

Steve Dobberowsky
Senior Principal
Thought Leadership and Advisory Services

Cornerstone
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What Really Matters?

"When people go to work, they shouldn’t have to leave their hearts at home."

– Betty Bender
Engagement – what is it?

A collection of employees’ attitudes, attentiveness, emotional commitment, and intensity of effort related to their work and workplace.

- Satisfaction with job, work, team
- Engagement with the organization
- Commitment to organization, purpose, goals
Benefits of an engaged workforce

According to a recent Gallup Poll.... organizations with a high level of engagement saw the following benefits:

• 10% increase in customer ratings,
• 20% increase in production,
• 24% less turnover (high-turnover organizations),
• 59% less turnover (low-turnover organizations),
• 41% less absenteeism

Yet in another Gallup poll....

In higher education institutions, faculty engagement is low

52% of faculty members not engaged in their work

14% of faculty actively disengaged

Why do you care about engagement in higher ed?

Engaged employees are happy employees and happy employees are more customer focused and willing to help. That has a huge impact on student success.

— 2016, Human Capital Media Research Group in collaboration with Cornerstone OnDemand and Ellucian
Questions needing answers

How do institutions transform disengagement into engagement, supporting student success and improving faculty and staff retention?

How is employee engagement measured in higher education and what programs or incentives do organizations use for engagement and retention?

Do institutions take different approaches to engagement programs for faculty versus staff?

What are the roadblocks to increasing faculty and staff engagement and retention?
Employee Engagement and Retention in Higher Education survey

Conducted in 2016 by Human Capital Media Research and Advisory Group

In collaboration with Cornerstone OnDemand and Ellucian
Key Findings

- Student success depends on both faculty and staff engagement.
- Measurement itself – being ‘heard’ -- is key component for improving employee engagement.
- Employee engagement and retention are financially beneficial to institutions.
- Employee engagement is a key indicator of employee retention.
Turnover and measurement of engagement

Below Average Turnover

Above Average Turnover

Organizations with lower turnover are more likely to measure engagement for staff & faculty
Measurement matters

How does your institution measure employee engagement?

Organizations with lower turnover tend to measure engagement through more regular evaluation of the employees’ loyalty and commitment to the organization.

VS.

Those with higher turnover use annual engagement surveys.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Very High - Staff</th>
<th>Very Low - Staff</th>
<th>Very High - Faculty</th>
<th>Very Low - Faculty</th>
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<tbody>
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<td>Through standardized questions on annual employee engagement surveys.</td>
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<td>Through regular employee Net Promoter Scores (eNPS).</td>
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☑ Significance
What actions help?

What programs/incentives does your institution use to improve employee engagement?

Organizations may not be offering any engagement incentives at all, but those that do, and where it seems to have an impact, are focusing on non-monetary actions, particularly:

- Recognition Programs
- Development Opportunities
- Team Building
Take Aways

• Engagement may be defined differently by Staff and Faculty
• More frequent, pulse data is helpful to understand areas for improvement
• Improving engagement is not all about the money
• Development opportunities and recognition play important role
• On-going engagement and reinforcement of culture are built on activities and interests of employees
What's the one thing your institution could do to improve student outcomes through employee engagement?
However beautiful the strategy, you should occasionally look at the results.

– Winston Churchill
Rethink Employee Engagement

- Capture Continuous Feedback
- Analyze and Take Action
- Unified with Talent Management
Capture continuous employee feedback

- Focus on specific issues with custom surveys
- Capture robust data with simple, mobile first interface
- Easily get started on day one with built-in question library
- Encourage honest feedback with confidential surveys
Real-Time Analysis and Feedback

Analyze and understand engagement challenges

- Automatically analyze data and get powerful data visualizations
- Pinpoint critical areas and identify where action is needed
- Visualize data and easily understand relationships
- Filter data to better understand engagement challenges
How can employee engagement ultimately impact Student Success and Donor Contributions?
Thank You!
Steve Dobberowsky
Senior Principal, Thought Leadership & Advisory Services
sdobberowsky@csod.com
202.412.8069

www.linkedin.com/in/stevedobberowsky
Twitter.com/dobbndc