



# NATIONAL CONFERENCE ON LAW & HIGHER EDUCATION MANAGING RISK IN TIMES OF ADVERSITY

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## Today's Session

History defines “risk” as “to dare” – a truth newly redefined in 2020.

Let's explore risk management across the entire spectrum of campus operations in the midst of crises, and how leadership emerged from unexpected circumstances with new roles. We will review financial distress and economic risk factors, and how to consider navigation of the way forward for higher education. We will include a snapshot of the risk profile changes, new expectations of management at every level, and strategic solutions for both the short and long term.

# Risk Management – The Final Frontier

*“These are the strategies of the starship Enterprise Risk Management. It’s continuing missions, to explore strange new risks, to seek out new mitigation techniques and new claims advocacy. To boldly go where no Risk Manager has gone before”*



*Adapted from Star Trek Enterprise Series, public image, no GC harmed in study*

***LASER FOCUS: WHAT ARE THE RISKS FACING EDUCATION?***



# Higher Education Industry: déjà vu??

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## US Colleges and Universities are:



Trade sanctions, political positions and pandemic have directly impacted **international students** and faculty.



Facing **financial challenges**.



**Delivering** education **through hybrid model**



More focused on **M&A** and **Consolidation** more than ever before.

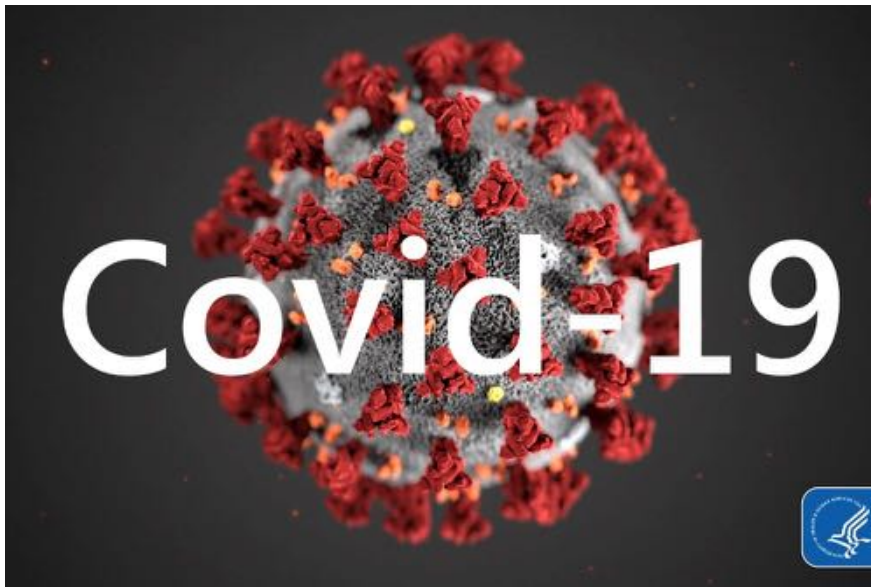


Under increasing scrutiny to make sure they take precautions to protect their students from **discrimination**.

# COVID-19 Changed the world!

**Pandemic accelerating the already challenging market.**

**Carriers adding Communicable Disease, COVID-19 and Pandemic Exclusions.**



## **Impact of COVID-19:**

- ***Financial strain.***
- ***Operating budget pressures.***
- ***Layoffs & furloughs causing lower payroll.***
- ***Enrollment fluctuations following a shift to online learning.***

# COVID-19 Planning, Response, and Recovery

## Successful Colleges and Universities

- Established a working group focusing on this risk to:
  - Identify potential vulnerabilities.
  - Understand organizational preparedness.
  - Understand how existing plans work.
  - Keep faculty/staff/students well-informed.
- Working groups:
  - Included representation from across the organization.
  - Set precise criteria to implement policies and procedures.
  - Focused on faculty/staff/student communication.



# Remote Learning at its Best



"He's been pretty much insisting on this ever since he got tenure."

## Pandemic Preparedness and Response

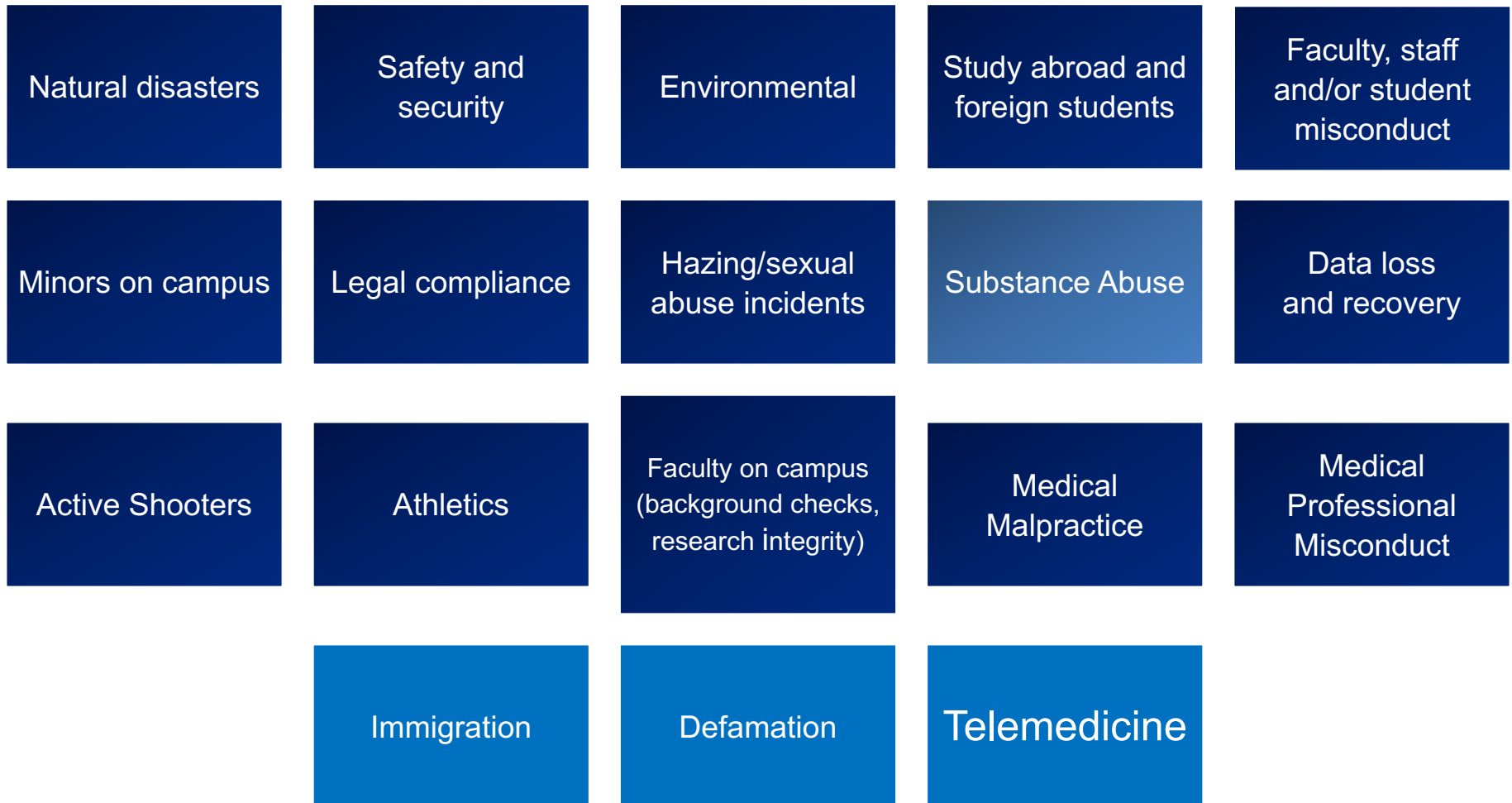
- How well did your institution consider these questions?
  - Did my institution establish health procedures to protect staff working in, or traveling to, affected areas?
  - Were we equipped to operate with the majority of staff working from home or other remote locations?
  - What policies and procedures did we need to put in place to address supply disruptions and maintain operations?
  - Did we seek continuous improvement in our processes and procedures?

## What role did risk management provide in the process?

- A resource for information and the procurement, when available, for risk transfer.
- Had a seat at the table with senior leadership to create and implement a pandemic response plan.



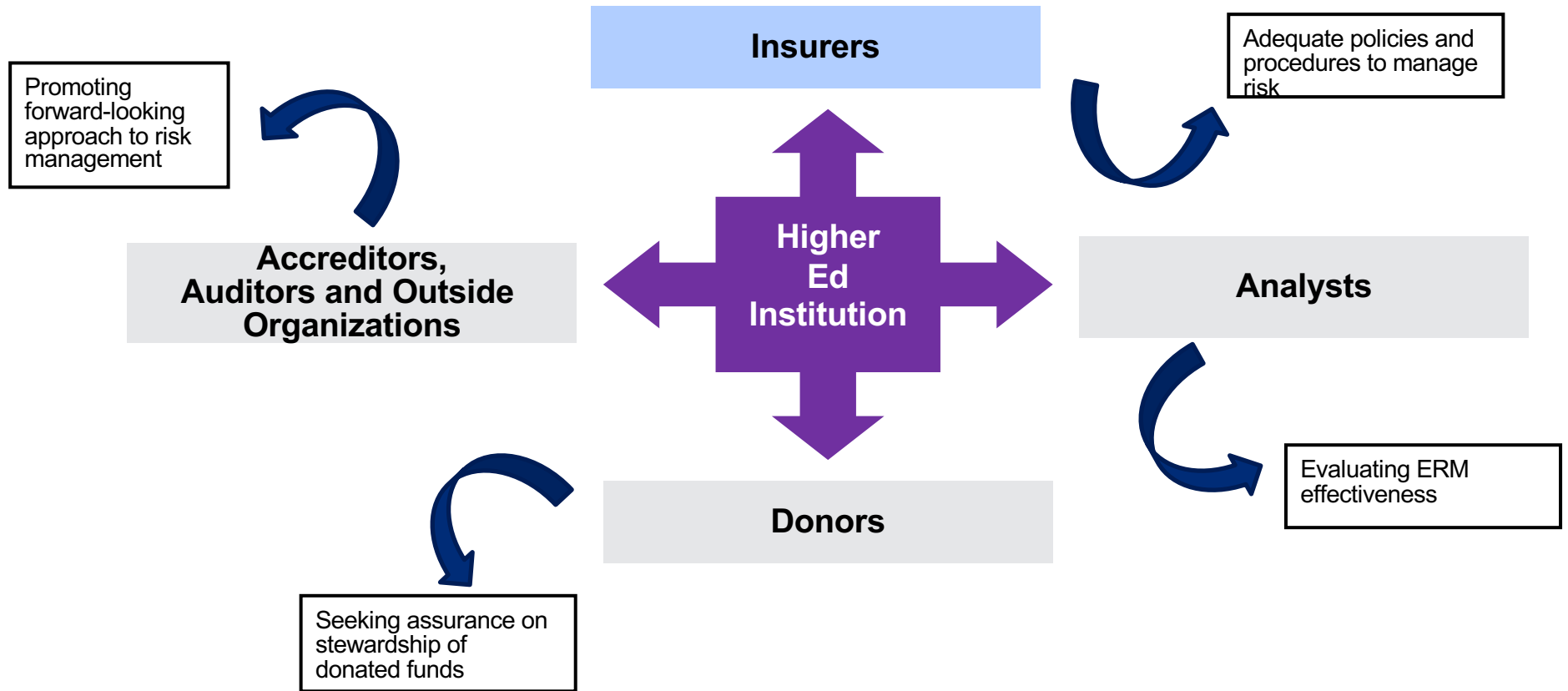
# What's a Risk Manager to Do?



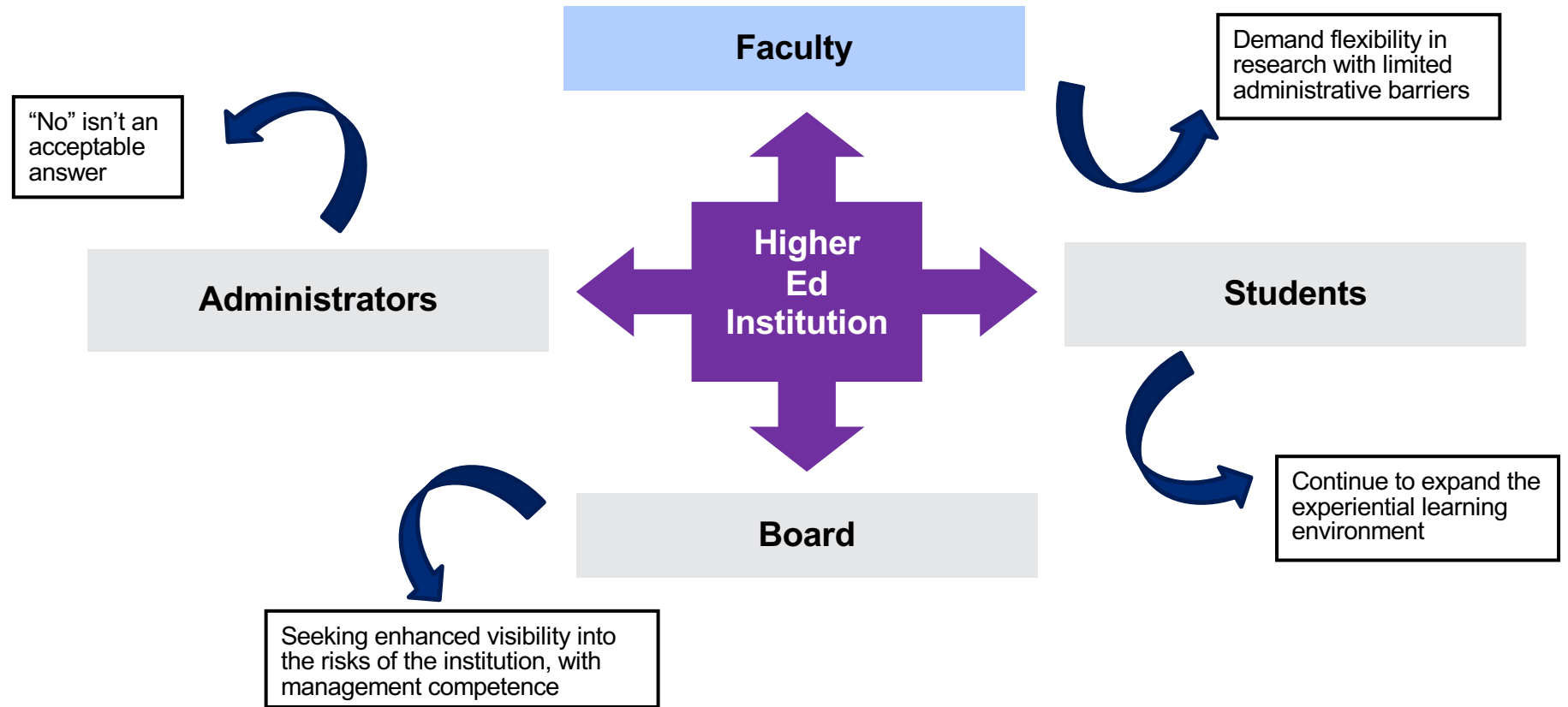
# Risk Assessment and Management Process



# *External* Stakeholder Expectations Increasing



# *Internal* Stakeholder Expectations Increasing



# New Role – Institutional View of Risk

## Financial Challenges

- Appropriate insurance limits
- Predictable losses and claims
- Remove budget uncertainty
- Alternative financing vehicles

## Operational Risk Management

- Allocation of risk amongst parties
- Increased focus on safety of students
- The basics still matter – we still have buildings, cars, and people

## Crisis Management

- New world of social media
- How you manage emergencies will be publicly adjudicated

# Calculated Risk -- Taking Control of Uncertainty?

- Interconnected financial, operational, and strategic risks
  - Governance emergence
- Changing risk landscape alters strategy
  - Long-term financial commitments, often putting capital investment and expansion plans on hold
  - Lack the ability to obtain and quantify the data involved
  - Regulatory risks/unfunded mandates impact on costs
  - Reduction/streamlining of staff/role

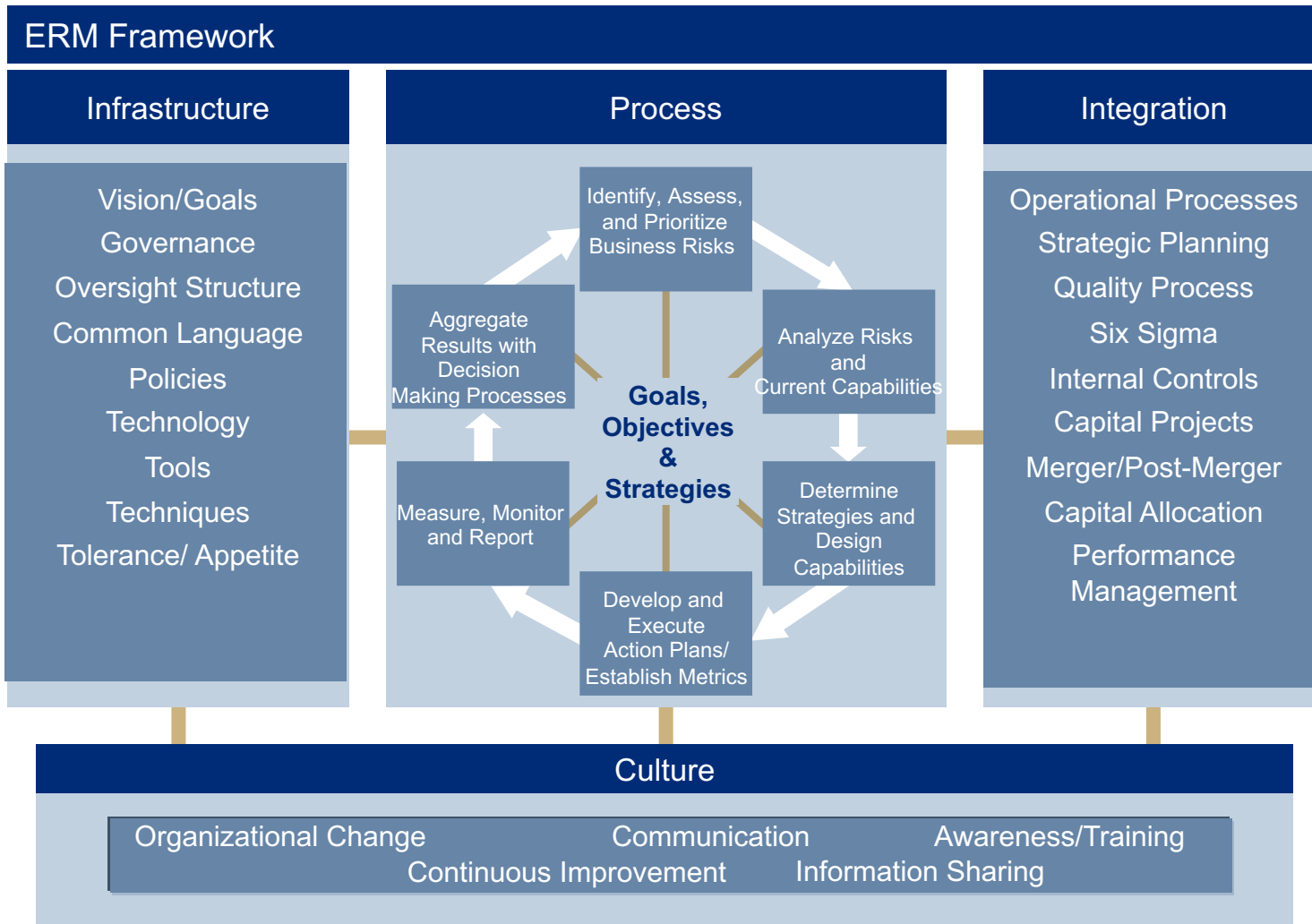
# Boards are Increasingly Accountable

Boards, through Presidential leadership, must adhere to several basic tenets that define fiduciary:

- The Duty of Care
- The Duty of Obedience
- The Duty of Loyalty
- The Duty to Act in Good Faith
- The Duty to Serve the Public Interest



# Develop Supporting Infrastructure



# CLAIMS DRIVERS OF INSURANCE COST AND RISK MANAGEMENT



# Dangerous Trends – Inclusion on Risk Management Strategy

Bloomberg Law  
**NCAA, Colleges Hit With New Deluge of Concussion Lawsuits (1)**

Posted Jan. 28, 2019, 10:50 AM; Updated Jan. 28, 2019, 1:09 PM

Steven M. Sellers  
Legal Editor

INSIDE HIGHER ED

Published on Inside Higher Ed  
(<https://www.insidehighered.com>)

[Home](#) > Students sue universities for tuition and fee refunds

**Students sue universities for tuition and fee refunds**

Submitted by Greta Anderson on April 20, 2020 - 3:00am

**\$60 million settlement proposed in sex abuse lawsuit against New England Jesuits, others**

By [Laura Crimaldi](#) Globe Staff, January 25, 2019, 9:04 p.m.

PENN LIVE  
Patriot-News

**Unwilling to pay to remove dangerous asbestos, universities across the U.S. claim it's safe to ignore**

Updated Aug 17, 2020. Posted Aug 17, 2020

The Washington Post

Higher Education

**University of Michigan reaches settlement with women who reported sexual harassment by former provost**

By [Susan Svruga](#)

November 18, 2020 at 6:51 p.m. EST

**Coloradoan. U athletes criticize administration for handling of sexual misconduct cases**

[Miles Blumhardt](#) Fort Collins Coloradoan

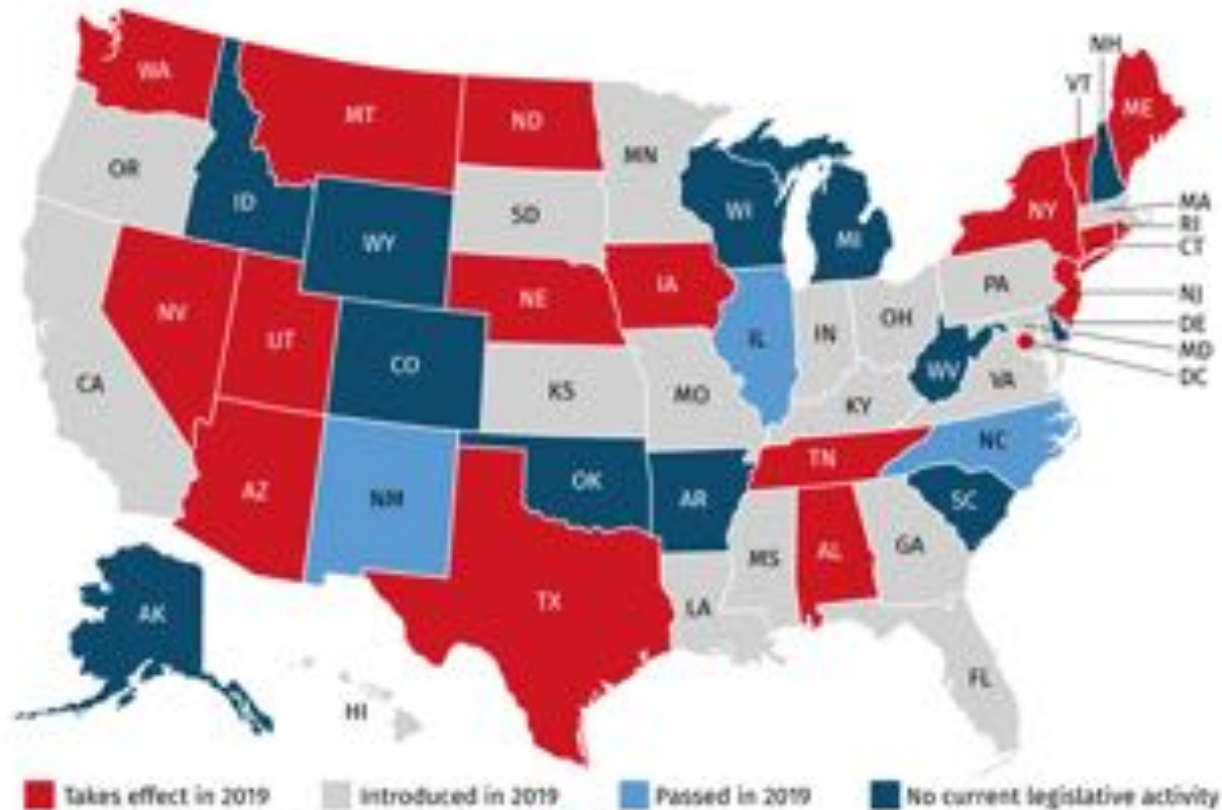
Published 6:00 a.m. MT Nov. 18, 2020 | Updated 12:41 p.m. MT Nov. 18, 2020

Complex Liability Risks create new expectations around complex claims advocacy to prepare for and deal with complex and high-profile claims. Those include, but are not limited to:

- Asbestos
- Environmental Contamination
- Toxic Tort
- Sexual Abuse, Misconduct, and Harassment
- Concussion / Head Injury
- Construction Defect

# Reviver Statutes

## Recent legislative activity — statutes of limitations for child sexual abuse cases



Notes: Governor of New Mexico vetoed bill that had passed legislature. Colors represent status of legislative activity; laws vary widely by state.

Source is AM Best

## Large Loss Report 2021 – Context from UE

*When United Educators (UE) initially started reporting these sizable settlements 26 years ago, we considered any six-figure settlement as “large” — outsized compared to typical settlements at that time. This year, for the first time, we are reporting losses over a threshold of \$500,000, with many of these reaching the multimillions. Moreover, of the 38 damage awards and settlements reported below, 31 exceeded \$1 million. This offers a grim reminder of the ways that social inflation impacts education claims, with high escalation of not only settlements, but defense costs as well.*

# Education Claim Awards Greater Than \$500K From United Educators (UE) Large Loss Report

Category of Claim	HE/ K-12	2021	2020	2019	2018	2017	2016	2015
Discrimination	3/3	800-1.46M	250k-850k	400K-850K	6.5M	750-850K	4.85M	50K-2M
Wrongful Death	1/4	1M-8M	0	423K-14M	1.26M	0	1M-20.5M	375-700K
Negligence			0	INCL WD	0	900K	0	700K-4.5M
Sexual Harassment	5/7		**	0	1M-500k	2.45M	0	250-650K
Sexual Assault/ Molestation	18/43	500K-73M	300K-215M**	250K-500M	20M-275K	250K-88M	4.5M	700K-1.28M
Concussion			0	5.87M	1.1M	10.5M	1-1.03M	75M
Abuse of Special Education			0	0	3.85M-900K	0	2.2-5.3M	920K-8M
Civil Rights			650K	0	0	0	900K	0
Employment			0	0	0	0	335K-4M	0
Free Speech	1/0	505K	0	550K	0	0	325-600K	0
Medical Care/ Research/False Claims	6/0	1M-4.5M	50M-112.5M	0	0	0	840K	9-10M
Unequal Pay			0	250K-2.7M	0	0	0	0

# Education Claim Awards Greater Than \$500K

## UE Large Loss Report

Category of Claim	HE/ K-12	2021	2020	2019	2018	2017	2016	2015
<b>Disabilities</b>		0	0	1M-1.3M	0	0	0	0
Breach of Contract		0	0	425K	0	750K//2.8M Legal fees	0	0
Facilities		0	0	0	0	7.1M	0	0
Hazing		0	0	0	250K	795K-1M	1.1M	0
Hiring & Firing		0	0	0	0	0	0	0
<b>Gender Issues</b>		<b>0</b>	<b>0</b>	<b>780K- 800K</b>	0	0	0	0
Defamation	0/1	1.75M	0	0	375K	0	0	0
Bullying	0/1	500K	0	700K	700- 262K	0	0	0
Slips & Falls		0	0	0	0	0	0	0
Retaliation	1/0	360K	360K	0	0	0	0	0
Whistleblower		0	0	0	275K	0	0	0
Wrongful Termination	2/2	300K- 4.9M	300K- 4.9M	0	750- 250K	0	0	0
Workplace Issues		0	0	500k- 1.25M				

Words to remember.....

Keep me safe....your duty is...

**Known or should have known**

Failure to disclose knowledge  
of prior offenses

Protected perpetrator, did you??

**Take action**

# Numbers to remember.....

\$8.5 Million

\$9.8 Million

\$84.8 Million

\$14.4 Million

\$154 Million

# Education Claim Awards Greater Than \$500K

## UE Large Loss Report – 2021 New Categories

Category of Claim	HE/ K-12	K-12	Higher Education
Asbestos	0/1	850,000	0
Accidents Resulting in Injury	0/1	1.5M	0
Retirement Plans	3/1	117.5M	3.8M-16.75M
Sick Leave Termination	0/1	2.56M	0
Termination Without Cause	2/0	0	2.55M
Title IX	1/0	0	900K-13.5M

# A Perfect Storm?



## A Perfect (Pandemic) Storm

Prior to 2018, false sense of security in the ability to transfer and finance risk

- Capacity availability

- Coverage offered on a very broad basis

- Competitive pricing

- Low retention levels

- Strong economy (filled stadiums, alumni giving, low interest rates, research funding)

- Global mobility of students

- Predictable revenue and expense

# A Perfect (Pandemic) Storm

2018-Forward – Hard insurance market in both property and casualty for higher education

- Limited capacity

- Restricted or excluded coverage

- Mandated Increase in retention levels

- Significant pricing increases

- Losses growing in frequency and severity

2020 – Pandemic Event

- Economic losses

- Financial uncertainty

- Revenue streams severely impacted

## BC – Highest Priority of ERM

- 44% --- Ensure risk issues are explicitly considered in decision making
- 40% --- **Avoid surprises and “predictable” failures**
- 24% --- Align risk exposures and mitigation programs
- 19% --- Institute more rigorous risk measurement
- 17% --- Integrate ERM into other management practices like strategic planning

2019 Survey of 150 HE Risk Managers

## Preparedness Redefined

- ERM – “not that pandemic wasn’t expected or on our top risk categories, but magnitude of the result was a surprise.....”
  - Risk radar prioritization where did pandemic fall?
- First event of its kind that impacted every industry in the US (vulnerabilities in the supply chain) and every department/division on our campuses
- HE as an industry, experienced economic losses never considered in projections
  - Remote learning, research funding, occupancy of buildings, international travel
  - New expectations around COVID testing, isolation and quarantine, and now vaccines
- Changing mindset – holistic / integrated approach vs. silo point of view

## Managing Risk with a Holistic View

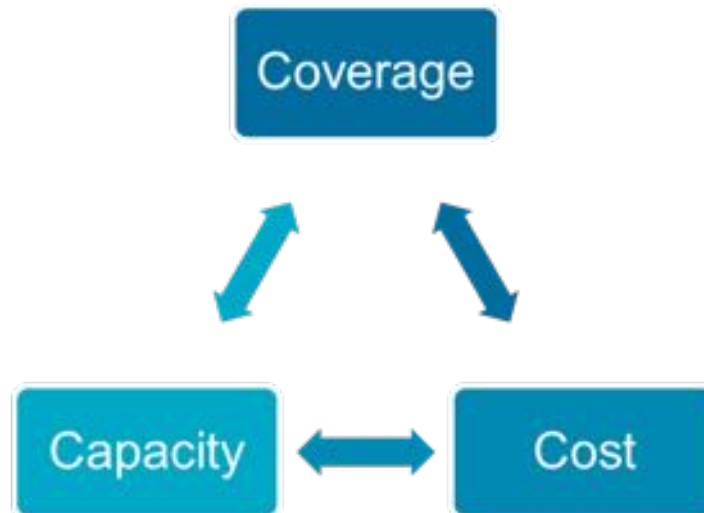
- Risk Tolerance – how much do you accept –  
*Provides unique insights which support risk management decision-making for insurance purchase, quantification of your institutions ability to tolerate risks, capacity implications and appropriate retentions level based on short and long-term strategic finance goals.*
- What is the appetite to assume risk (i.e., SAM – can you assume any of this risk activity)
  - Take into account nuclear verdicts, social inflation, changing economy
  - How will the institution manage non-transferred risks

## Managing Risk with a Holistic View

- Risk Transfer – how much can you transfer
  - Contract certainty
  - Outsourcing or consolidation of services with peers, Vendor compliance
  - Insurance (20% of solution)
    - Insurance capacity, Retention level, Affordability of purchase, Reduction in coverage

# What is driving the Education Liability market today?

- Reviver Statutes – expanding the tail, changing the tort landscape.
- Social Inflation – trends toward increase litigation and headlines.
- Nuclear Verdicts – jury awards are drastically increasing.
  - Third-party litigation funding: investing in plaintiff lawsuits/trials.



# Insurance Renewal Outlook and Considerations

- Current trends are expected to continue through 2021.
- Question of insurability for sexual abuse molestation, traumatic brain injury, & law enforcement.
- Reinsurance repricing and re-underwriting.
- Occurrence vs. Claims Made triggers.
- The Pandemic Risk Insurance Act of 2020 (PRIA) – Legislation to create Pandemic-Liability shield
- Impact of campus exposure: full on-site, online or "hybrid"
- Tuition reimbursement – class action lawsuits testing the quality of on-line learning
- Med Mal carriers are excluding SAM.
- Mono-line Auto Liability coverage is vanishing: 15-passenger vans are increasing.
- For broader coverage & for a marketplace alternative

## Higher Education

- Overall capacity continues to decrease and re-underwriting increase.
- Major concern is the growing severity as well as frequency of claims:

Active Shooter/Assaults	Greek life (hazing)
Auto	Registered student organizations
Athletics (SAML & TBI)	Special events – fundraising
Clinics	Off-campus-related exposures
Discrimination	Sexual molestation and harassment
Drowning	Title IX
International travel	Workplace violence
Law enforcement	Wrongful death claims

# Key Market Coverage and Exposure Issues

- Alcohol/binge drinking.
- Active shooter.
- Agricultural products.
- Athletic participants — TBI and CTE.
- Autonomous vehicles.
- Campus construction risk.
- Background screenings.
- Campus violence, crisis communications, and disaster planning.
- Cyber security.
- E-Risk (cyber/network security liability).
- Daycare centers on campus.
- Drones — UAV.
- Environmental.
- Health care clinics — contracts.
- Law enforcement — contracts.
- Minors on campus.
- Pandemic/coronavirus.
- Protests on campus.
- Off-campus housing.
- Opioids.
- Reputational risk.
- 15-passenger vans and fleet safety.
- Sanctuary campuses.
- Sporting events.
- Student rights (FERPA).
- Summer camps.
- Tuition reimbursement.

***The widespread economic fallout from COVID-19 has forced risk managers to rethink how and what they monitor to evaluate risks.***

# Understand Operational Strengths, Weaknesses and Vulnerabilities

## **Return to the Workplace**

Understand operational strengths, weaknesses and vulnerabilities now faced by your institution to better prepare for the future

## **Supply Chain Resilience**

Establishes supply chain impacts on margin reporting tools to quantify potential exposures – regardless of causation

## **Cyber Assessment and Mitigation**

Increased use of technology raises cyber threats and the need to reassess risk mitigation strategies and insurance protection.

## **Medical Consulting**

Develop a highly experienced team of health care professionals to navigate the pandemic and provide customized medical advice.

# Prevention Has Never Been More Important

# Policy and Procedures Without Boundaries

- Emergency management (crisis response)
  - Integrated approach, i.e., Emergency Operations Center (EOC)
    - Executed immediately when pandemic forced closure of campuses nationwide
    - Global response in addressing travelers abroad
  - Coordinates with department and campus representatives to determine key risks for which emergency plans are needed and communication framework

# Policy and Procedures Without Boundaries

- Business continuity plans
  - Ongoing management of operations during height of crisis and going forward
  - Develops integrated business continuity plan
  - Enhanced emergency response plans
- Redefined crisis – no longer a short-term event
  - Blurred lines on beginning, ending, and future implications
  - Does EOC become a standard operating procedures vs just “emergency” and how does this transition into daily operations?

# Observations 2021 and Beyond

- New Expectations of Managing Risk in Higher Education
  - Holistic risk perspective
    - Clarify the interrelationships among risks within an organization and
    - Implement a coordinated risk approach across an organization's operating functions.
  - Develop a process to optimize risk management performance
    - Include Financial Modeling for increased retentions, claims in excess of insurance limits and claims outside of insurance coverage, etc.
    - Shifting insurance landscape
    - Integration of all core competencies
  - Focus on resiliency (nimble)
  - Vulnerability scans – redefined

# Risk Manager's Gambit" Optimizing Your Risk Management Strategy



## **Rethink Enterprise Risk Management**

Efforts based on lessons learned from COVID-19 and increase focus on operational resiliency and emerging risks.

## **Senior Management and Board Pandemic Advisory**

Custom models, frameworks, and analytics for critical business decisions

**Pandemic Insurance:** --Consider future protection

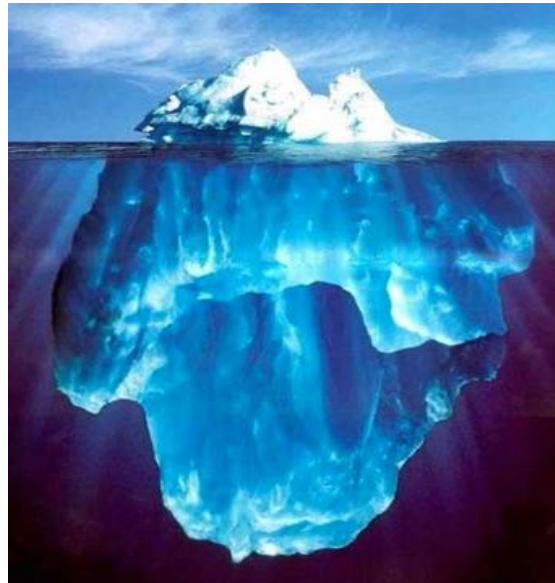
## **Global Program Design Efficiencies**

Achieve an efficient consolidation of risk financing and insurance programs, manage program cost, establish control and streamline.

# Resiliency in Transformation

- **Plan ahead**
- **Stakeholder engagement**
- **Board Governance** – changing business model
  - Risk Management is a critical part of communications to the Board
  - What is expected from risk management??

*“It wasn’t the risk we knew about that concerned us, but the risks we were unaware of that worried us the most.”*



## Sample Goals of an ERM Process

- Increased awareness and consideration of risk in decision-making
- To formally bring risk into strategic decision-making, budgeting, and resource allocation
- To bridge departmental silos and develop a center of excellence for managing risk, drawing on the expertise of highly skilled managers
- Assure greater business continuity
- Reduce operational surprises and losses

## How Does ERM Support Success?

- Unmanaged risk can impact an organization's ability to meet its goals and objectives in an efficient and effective manner - i.e., standing in the way of the University's success
- It is a balancing act between:
  - Acceptable risk (opportunities) and unacceptable risk (liabilities)
  - Missed opportunities and unexpected surprises . . .
  - Excessive risk and excessive control

# ERM Compliance Factors: Common Elements of ERM Frameworks

- Outline a process for ERM implementation that includes:
  - Risk identification and assessment
  - Risk prioritization
  - Risk solution design and implementation
  - Routine monitoring and reporting
  - Communication
- Recognize that good risk management must be embedded into the organization's day to day activities
- Consider both the 'upside' and 'downside' of risk
- Recognize that not one size fits all

# Getting Started

## Do's

- Secure Sr. Leadership support
- Create linkage to strategic plan
- Focus on high impact risks
- Focus on mitigation planning and results measurement
- Look for quick wins
- Leverage SMEs

## Don'ts

- Embark on ERM just because you “have to”
- Just focus on the Risk Assessment
- Fail to establish a risk framework, or infrastructure, to define, identify, assess, and address risk on an ongoing basis

## Getting Started (cont'd)

### Do's

- Set clear goals and desired outcomes
- Establish a discipline around risk-based decision-making
- Look for quick win opportunities
- Clearly define / establish responsibility and ownership

### Don'ts

- Enable micro-management by board
- View ERM as a project
- Over-emphasize Heat Map
- Be driven by exposure to potential liability
- Inappropriate use of legal counsel

# Keeping Going

## Do's

- Maintain tone at the top
- Engage multiple stakeholders and champions
- Leverage existing management processes and approval pathways
- Maintain clear risk governance structure with defined roles and responsibilities
- Continuous emphasis on value

## Don'ts

- Lose focus on maintaining top level support and engagement
- Rely on a single change agent
- Keep ERM activities “close to the vest”
- Focus on the risk assessment alone

## Keeping Going (cont'd)

### Do's

- Align with strategic objectives and operational priorities
- Diligently pursue continuous improvement
- Maintain predictable cadence

### Don'ts

- Do the same thing every year
- Fail to follow through on risk treatment activities
- Emphasize the punitive aspects of the process

## Failing Forever Vs. Failing Forward

- Your first take on ERM will need to be improved.
- Don't let perfection be the enemy of progress.
- Need to build an expectation that your ERM efforts are a thoughtful process, but nonsuccesses are inevitable. And not only inevitable, but essential to improving your program.
  - Cultural reaction around missteps needs to be managed and mindful → failure does not = total loss

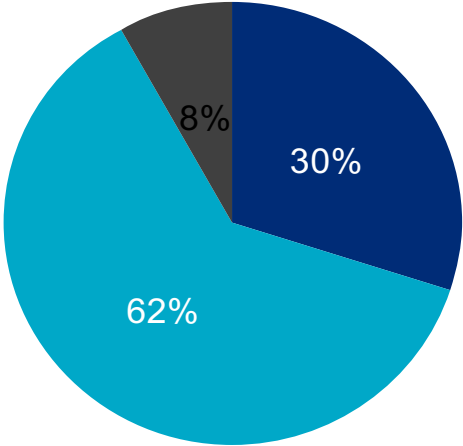
## Common Pitfalls

- Failure to get secure leadership support
- Focus on the Risk Assessment alone
- Failure to focus on both upside and downside risk
- Reluctance to increase accountability and ownership of risk
- Information used punitively instead of constructively
- Forgetting to celebrate successes
- Failure to implement and track controls

# Strategic Risk Management: Expectations and Opportunities

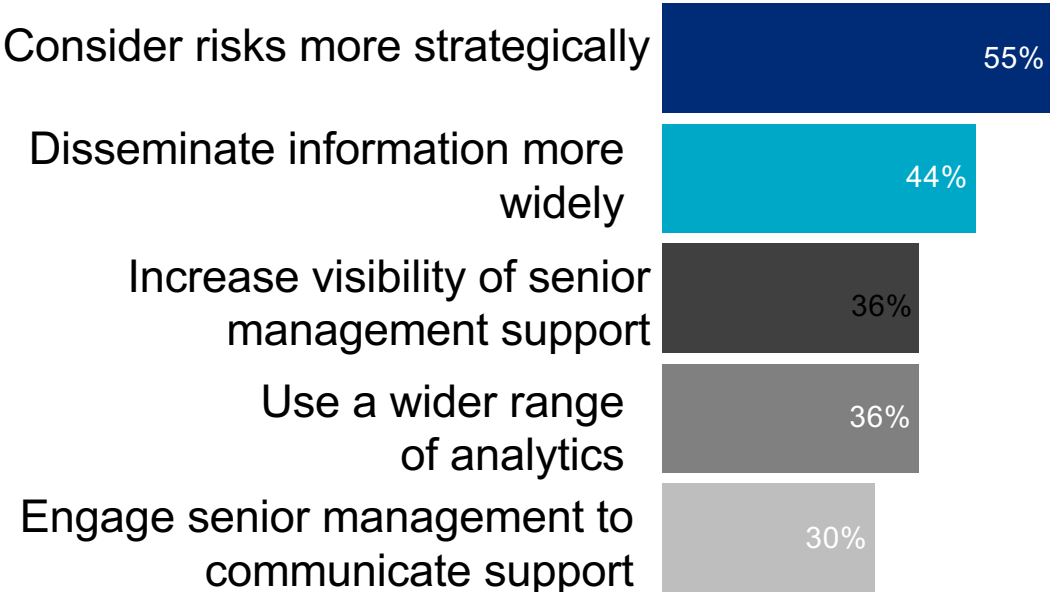
## Effectiveness of risk committees

How effective are cross-functional risk committees?



Very effective=62%  
Somewhat effective=30%  
Not effective=8%

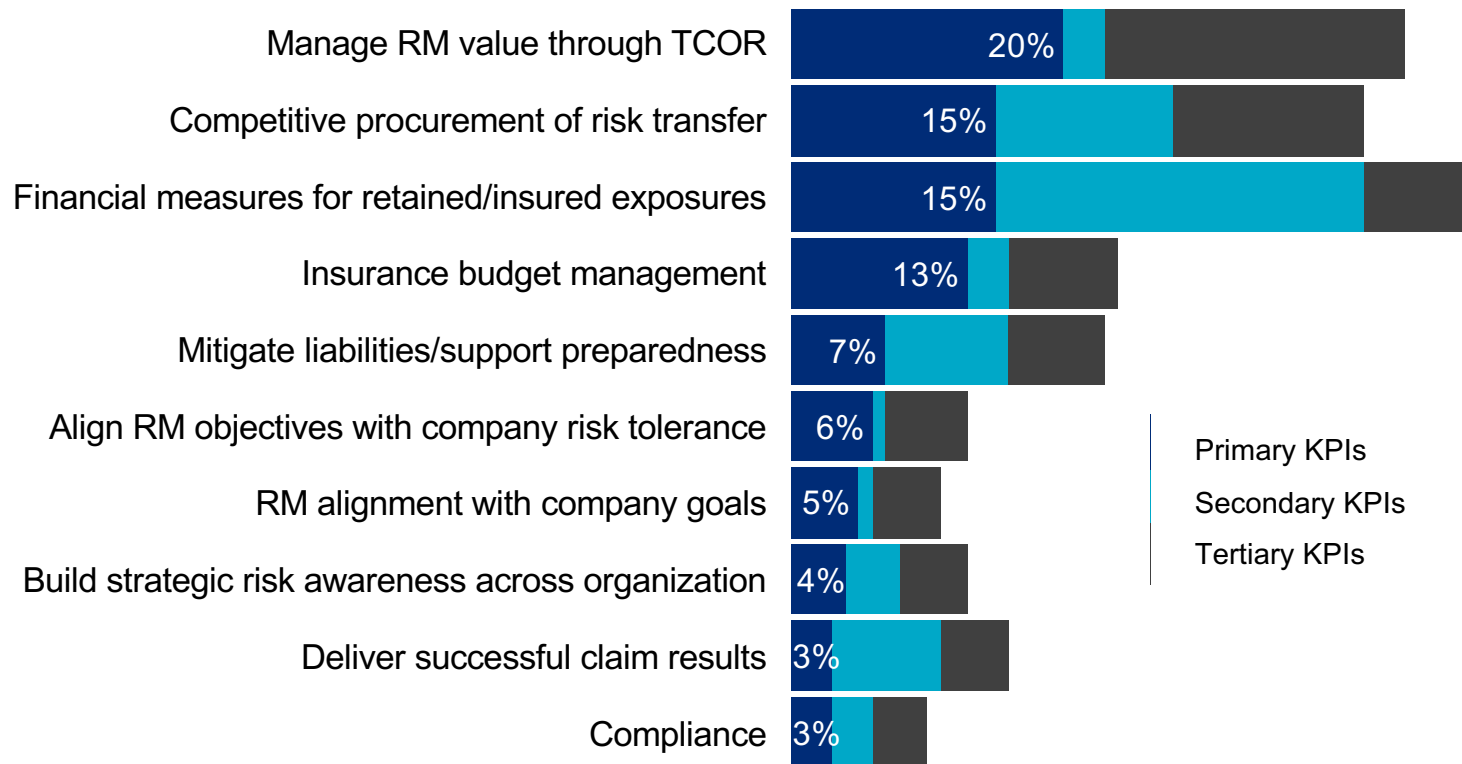
How could your organization's cross-functional risk committee become more effective?



Source: Excellence in Risk Management VIII

# Strategic Risk Management: Expectations and Opportunities

## Key performance indicators (KPIs)



Source: *Excellence in Risk Management VIII*

# Risk Management – 2021 and Beyond

#1: Prepare Well Ahead of Renewal Deadline

#2: Make Your Broker (and others!) a Partner

#3: Keep Leadership in the Loop

#4: Collaborate with Campus Colleagues

#5: Set Conservative Budget Figures

#7: Be Cautious About Shopping Around

#8: Be Flexible

#9: Have Good Information

#10: Think Long-term

# Risk Management – 2021 and Beyond



# QUESTIONS?

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Mercer Report in Next Portion Available Upon Request



# 2020: A YEAR OF CHAOS & AGILITY

## FINDINGS

NOVEMBER 2020



### Research Team

Lyn Harper, Principal  
Karen Hutcheson, Partner  
Emily Seckel, Associate  
Ken Simek, Partner

## Key Findings— Mercer HR Report 2020



49% of participants reported that their institution **hit or came close to target enrollments** this academic year



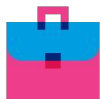
However, **84% of institutions missed their budget targets** likely due to reductions in non-tuition revenue streams (room and board, fees, athletics, etc.) as well as the costs related to COVID-19 (testing, hotel rooms for quarantining, cleaning, etc.)



Institutions have addressed reduced budgets with **staff layoffs (35%)**



A majority of institutions (62%) **will NOT be providing merit increases** with still another 29% still deciding



It appears that flexible work arrangements are here to stay with 46% of institutions likely to continue a flexible work arrangement schedule

# Key Findings—Mercer HR Report 2020



Working remotely appears to be largely successful:

90% report a positive impact or no change on **employee productivity**

75% report a positive impact or no change on **work life balance**

76% report a positive impact or no change on **communication and collaboration**



Mental health continues to be a challenge: 54% report a negative impact (improved somewhat from the prior survey)

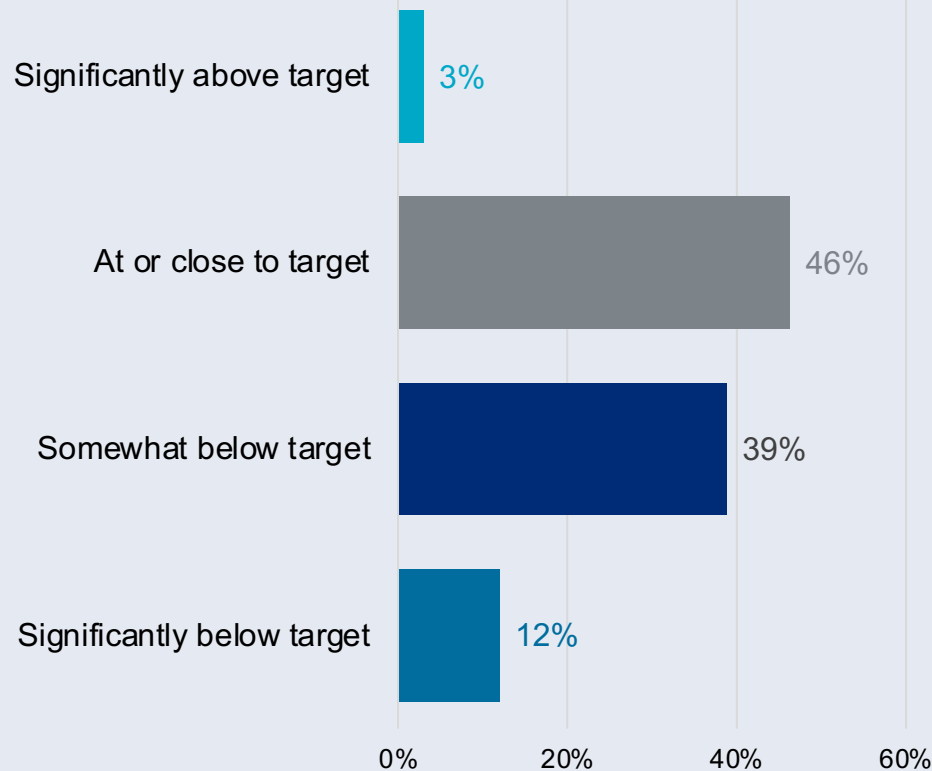


Despite tight budgets, the vast majority (93%) of institutions are making **little to no changes in their health and welfare plans** – including 58% of institutions reporting no changes to wellbeing programs



As institutions adapt to the continuously changing environment, most are focused on strategic workforce analytics (75%), business processes review (63%), and DEI programs and policies (52%)

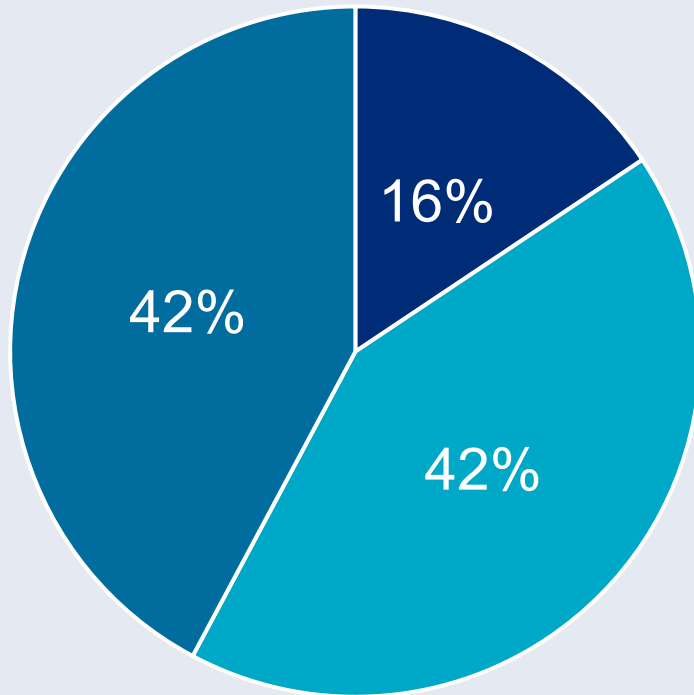
## Impact of the pandemic on enrollment for Fall 2020?



### Segmentation

- Public institutions report more significant negative impact on enrollments than privates with 58% reporting Somewhat or Significantly Below Target vs. 46% for privates.
- 25% of publics expect to be Significantly Below Target compared to 2% of privates.
- A majority (65%) of Doctoral institutions are at or close to target enrollment, while ~60% of Masters and Baccalaureate institutions are somewhat below target.

## Estimated impact of COVID-19 on your operating budget projections for FY 2021



- On or close to target
- Somewhat below target
- Significantly below target

### Prior Survey Results

- On or close to target: 12%
- Somewhat below target: 38%
- Significantly below target: 49%

Results are generally consistent with findings from the prior survey, with somewhat more positive outcomes than expected several months ago.

### Segmentation

- There is very little variation between public and private institutions.
- 62% of Masters institutions reported budgets significantly below target, higher than all other classifications

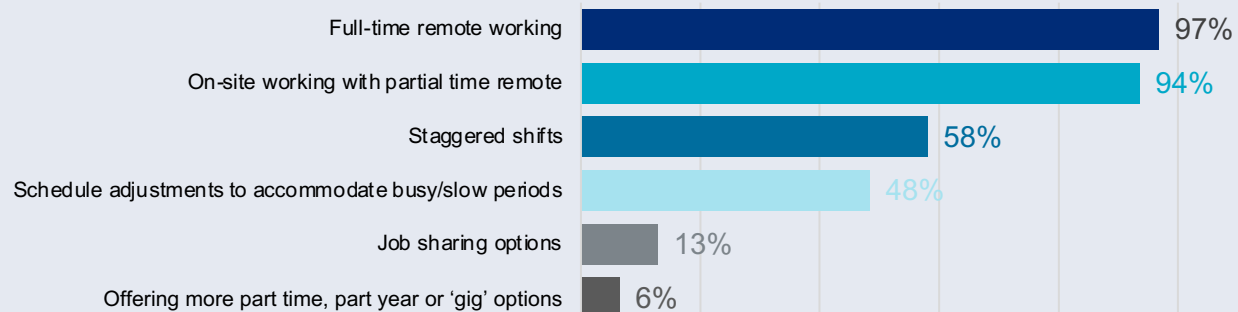
# Flexible work arrangements in higher education



## Segmentation

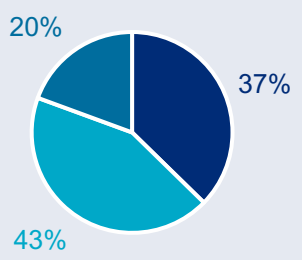
- Only 42% of private institutions reported that they are interested in continuing to offer flexible working arrangements, compared to 54% of public institutions
- Just over half of Doctoral institutions (52%) will continue to offer flexible working arrangements post COVID-19, compared to only ~30% of both Masters and Baccalaureate institutions

### Of those considering long-term flexible work arrangements:

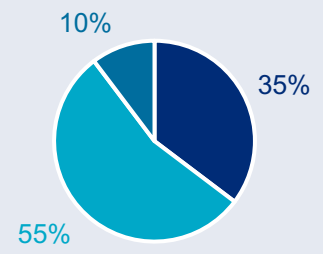


# Remote Working Outcomes

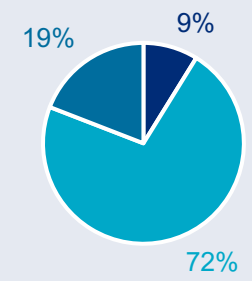
Manager's ability to oversee teams and work



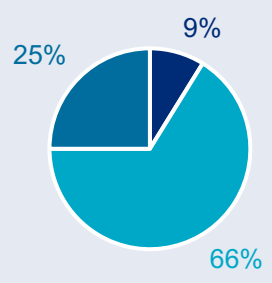
Work Productivity



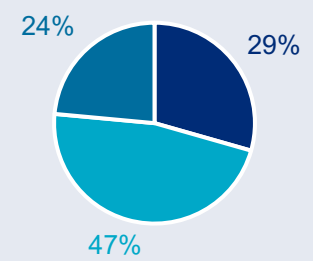
Dealing with home life of the work day



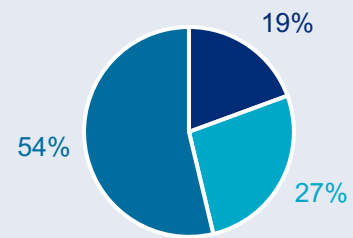
Work/Life Balance



Communication and collaboration



Mental Health



■ No Change    
 ■ Positive Outcome    
 ■ Negative Outcome

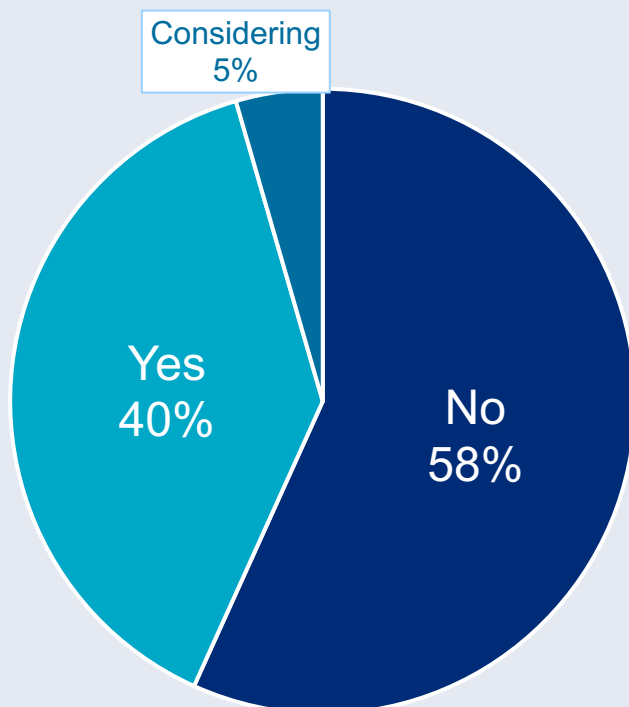
## Prior Survey Results

- The results are similar to the prior survey with slight increases in positive outcomes across categories suggesting that most people are adapting to the new arrangements.
- While mental health is still the negative outlier, the percentage has dropped from 65% in the prior survey, with a large increase in positive reports ( 8% in the prior survey to 27% currently).

## Segmentation

- Findings are generally consistent, but Baccalaureate institutions report more negative outcomes for employees dealing with home life during the day than other institutional types.

## Emotional Well-being Drivers of Change



### How institutions are responding:

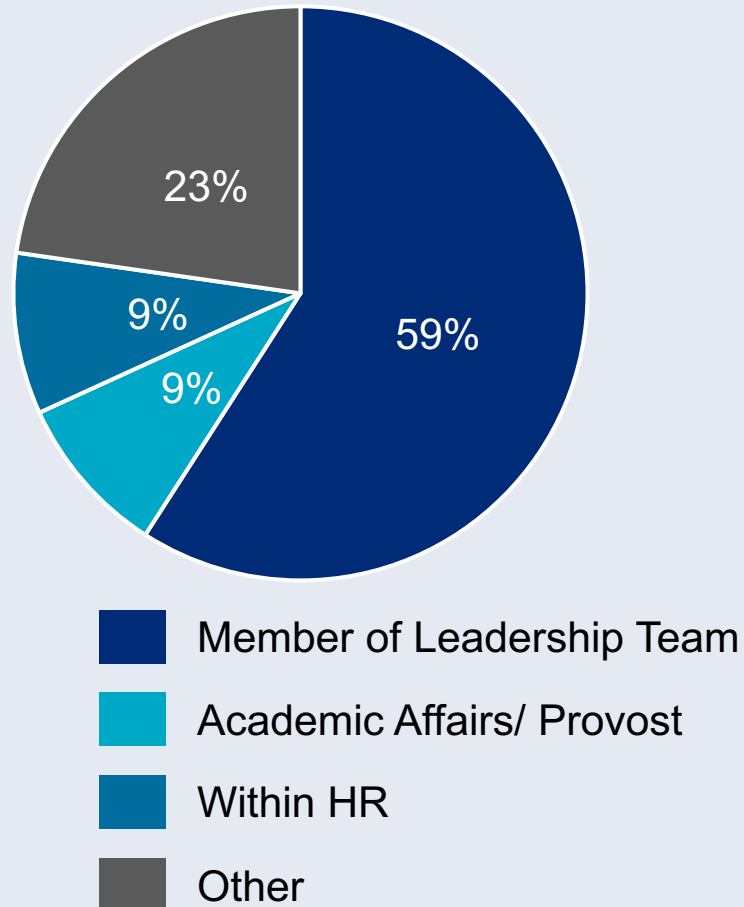
- Increased access
  - Greater use of telehealth
  - Added a 24-hour call line
- Added to number of allowable visits
- More funding for programs

### Segmentation

- 61% of private institutions are not considering benefit changes around emotional well-being compared to 52% of public institutions.
- 82% of Masters institutions reporting that they were not considering or implementing changes around emotional well-being. The results are evenly split for the other Carnegie classes.

Despite a recognition of the pandemic's negative effect on employee's mental health, most institutions have not changed and are not planning to change their benefits offerings around mental health.

## Diversity, Equity, and Inclusion Resides in Organizational Structure



Of those that responded “other” many are in the midst of forming a DEI task force or committee that spans across structures with dual reporting relationships.

Other areas where DEI is situated:

- General Counsel
- Within each division/department
- Student Affairs/Student Services
- As a task force
- Split between two executive roles

### Segmentation

- 65% of public institutions report their DEI Officer is a member of the Leadership team compared to 55% of private institutions.
- Baccalaureate institutions are least likely to report their DEI Officer is a member of the Leadership Team (40%); 20% indicate the DEI Officer reports to Academic Affairs/ Provost (20%).

# Diversity, Equity, and Inclusion

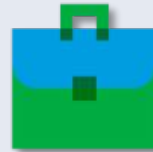
## KEY THEMES:



Increased DEI training and program offerings



Adding more DEI positions, elevating within the institution and creation of committees



Updating institution policies



Increased analytics around equity, aligning to workforce strategies



Proactively sourcing candidates to develop a diverse pool of talent

Overall the responses were similar for faculty and staff with the exception of a greater emphasis on diverse hiring for faculty. A few institutions indicated that this is a priority but dealing with the pandemic must take precedent for the moment.

## 2020 and Beyond--Impact of the challenges that emerged or accelerated in 2020

### “Flexible Work Arrangements”

Remote and flexible working arrangements beyond the pandemic was the #1 response

### “New Hiring Strategies”

Review staffing models and utilizing new sourcing models to represent a more diverse and representative institution

### “Enrollment Decline”

Creatively addressing continued enrollment decline in this ever-changing environment

### “Long-term Financial Concerns”

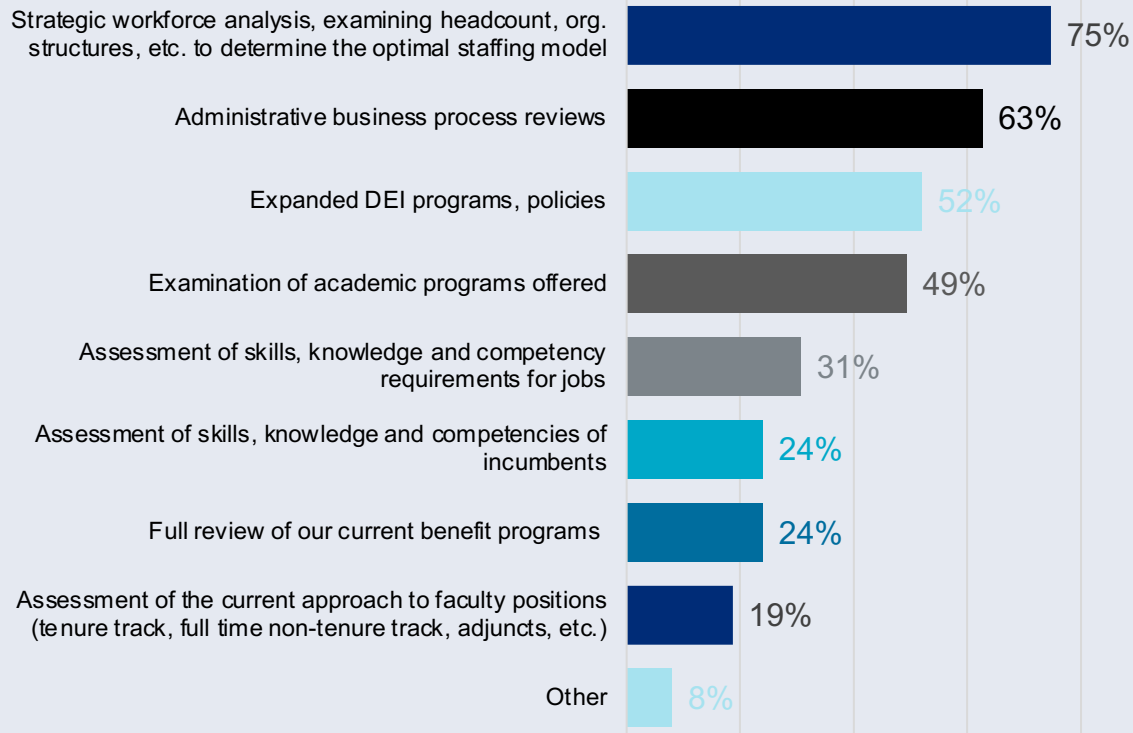
Many institutions are worried about the negative financial impact COVID-19 will have long-term as the workforce and student population changes

### “Online Learning”

Online learning will continue to be a big part of our academic programming. This will impact staffing models (faculty and staff roles) as well as related HR programs.

Institutions will need to continue to lean into technology to increase agility to the ever-changing environment.

## Adjusting to the New Normal



The pandemic has accelerated the disruptions Higher Education was already experiencing. Institutions will need to be more nimble, efficient and adaptable to an ever-changing world. As tragic as the pandemic has been, it has highlighted the resiliency and agility of colleges and universities.

As institutions are also focusing on DEI efforts, only 42% have a DEI strategy, creating challenges for those who don't to successfully and sustainably implement change

