

**EMERGING TRENDS IN HIGHER EDUCATION HUMAN RESOURCES AND
IMPLICATIONS FOR CHIEF HUMAN RESOURCE OFFICERS:
A DELPHI STUDY**

A Dissertation

by

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ABSTRACT

“Trends in education emerge, grow, and develop, and often become daily practice”.

The human resources function must focus on creating a human capital system that can address trends that affect the operating environment of an organization. The future needs of human resource professionals in higher education are becoming more apparent given the uniqueness of the higher education professional landscape. In fact, very few programs have been established to train or educate human resource professionals for higher education. Lastly, useful publications and related literature designed solely for practitioners in higher education are rare. The purpose of this Delphi study was to identify emerging trends and related issues that will impact chief human resource officers (CHRO's) over the next ten years in higher education and offer suggested strategies for addressing these issues. The researcher utilized the Delphi Methodology in conducting this study.

The purpose of this study was threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends, and (3) to identify the strategies for addressing these issues. Results from sixteen CHRO experts in higher education identified 58 trends and 126 associated issues ranked from *Insignificant* to *Extremely Significant* over a series of four iterative successive Delphi questionnaire rounds. This expert panel suggested strategies for addressing the 126 identified issues in higher education. A CHRO's ability to effectively address these trends will have a significant impact on the perception of the HR functions' efficacy and or performance scorecard amongst its higher education, campus constituents, and stakeholders.

DEDICATION

I dedicate this endeavor to my parents who have always encouraged and insisted that I be better than I thought capable in all I do and who taught me the spirit of perseverance and commitment. I dedicate this to my wife, Shannon, who constantly reminded me of the importance of finishing what I started and modeling the way for our children who further encouraged me by asking questions of when I would be done. Finally, I dedicate this work to the many higher education human resource professionals who continue to make a difference on the daily basis in this profession.

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CHAPTER I

INTRODUCTION

In *Strategic Human Resource Leader: How to prepare your organization for the six key trends shaping the future* (1998), Rothwell, Prescott and Taylor outlined six significant developments that during the subsequent ten years affected the planning and work of human resource executives and professionals. Generally, they suggested that for human resource leaders to function most effectively, they must exert strategic leadership in improving human performance and in developing knowledge capital (1998). They defined trends as “a definite, predictable direction or sequence of events” (p. 33) and suggested that trends can also shed light on unfolding events and suggest competitive opportunities or threats to be avoided.

Drawing on his earlier 1996 unpublished study, Rothwell et al. (1998) identified six trends that had the potential, over the following ten years, of exerting the most influence on the U.S. business environment. The six trends were the following:

1. Changing technology
2. Increasing globalization
3. Continuing cost containment
4. Increasing speed in market change
5. Growing importance of knowledge capital
6. Increasing rate and magnitude of change

HR practitioners further confirmed these results during a follow-up survey conducted by the authors, which researched the importance and the potential impact of these trends. As was the case for this study’s time period (1998-2008), current HR practitioners also seem to face trying times, and the future also presents unprecedented opportunities; others see

unprecedented threats(W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008). Noting these trends highlights their importance, as noted in the Rothwell, et al., 2008 study, which drew on the unpublished 1997 Rothwell study on *Seizing the Future: A Survey of Trends Affecting HR for the 21st Century*. Although institutions of higher education vary in structure and funding, nearly all face competitive pressures and can no longer maintain the status quo. Higher education institutions must also face up to the unique challenges that the 21st century now presents (Deloitte, 2011).

According to Rothwell, examining workforce and HR trends is a perennially popular activity (W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008). He further asserts that trends that influence HR also dramatically influence organizations, but never stay the same nationally, nor are they exactly the same globally (2008, p. 93).

Rothwell held that macro trends impact many different organizations and functions across global markets. Rothwell further suggested that in HR, micro trends would have an impact on specific HR functional areas, as well as specific organizations, functions, or industries. These micro trends must be unpacked through specific research conducted for HR functions, organizations, industries, or functional areas (2008). This would suggest that higher education human resource micro trends must be examined in the context of the specific higher education industry, which further supports the significance of this research study. This would further imply that the macro trends must also be examined by the higher education human resource function in order to ascertain the relevant micro trends associated with the higher education human resource industry.

In *Future Insights*, The Society for Human Resource Management (SHRM) cites the top trends for 2012 according to its subject matter expert panels. This report, as suggested by

these 12 special expertise panels “composed of a mix of senior HR practitioners, consultants, academics, and policy experts with advanced HR skills,”(p. 2) suggested that broad HR issues will have the biggest impact on the workplace and the profession in the next few years (Clark & Schramm, 2011).

This research study sought to highlight the importance of examining these or similar HR trends as they impact higher education institutions and the higher education human resource (HEHR) professionals and thought leaders, particularly chief human resource officers in higher education.

Human resource administrators have a critical role in accomplishing the important work of addressing the various issues, challenges, and trends encountered in the function of human resources. Higher education is one of the most significant institutions nationally and is a social system that is directly influenced by the environment in which it is embedded. Thus, it must deal with the political, economic, technological, educational and social issues of the time. The issues, problems, challenges, and trends encountered in any social system are inextricably related to the human resources function. Consequently, problems, challenges, and trends facing an institution of higher education system become those of its human resources function as well. Human resources, as a major interdependent function of education, must also deal responsibly with the same issues, problems, challenges, and trends that affect education (Norton, 2008). “Trends in education emerge, grow, and develop, and often become daily practice”(Norton, 2008, p. 37). The human resources function must focus on creating a human capital system that can address trends that affect the operating environment of an organization (2008). The importance of managing human resources in colleges and universities is critical because three quarters of the institutional budgets at most

institutions are devoted to faculty and staff compensation (Julius, 2000). Julius asserted that the impact of federal and state employment laws make it imperative for colleges and universities to have a well-managed human resource function. The future needs of human resource professionals in higher education are becoming more apparent given the uniqueness of the higher education professional landscape. In fact, very few programs have been established to train or educate human resource professionals for higher education (Julius, 2000). In addition, the author asserts that few commonly accepted standard practices, codes of behavior, or programs exist that teach what HR professionals in higher education actually do. It is further suggested that professional organizations representing these higher education professionals have failed to develop an agreed-upon set of attributes, behaviors, or skills needed for success. Lastly, useful publications and related literature designed solely for practitioners in higher education are rare (Julius, 2000).

Chief human resource officers (CHRO's) in higher education human resources (HEHR) have an obligation and responsibility to the profession and field in the coming decades to become better equipped and appropriately aligned with the necessary bodies of knowledge and learning capabilities to be successful in planning for and responding to the future trends in HEHR. Human resource professionals in higher education must develop and maintain the necessary skill sets in order to meet the challenges presented by the emerging trends and issues as indicated by peers and colleagues of the College and University Professional Association for Human Resources (CUPA-HR) organizations. Hollon (2012) discussed findings from a recent study conducted by David Ulrich, co-founder of the RBL Group in conjunction with the University of Michigan Ross School of Business – the *2012 Human Resource Competency Study*.

This study clearly supports the need for ongoing training and development for HEHR professionals so that they obtain and maintain the appropriate competencies necessary in addressing future issues and trends in HEHR.

Statement of the Problem

CHRO's in higher education are charged with the responsibility of managing the process of projecting workforce needs or shortages and developing institutional responses to these needs (Julius, 2000). Given this responsibility, CHRO's in colleges and universities must create a value-added proposition for the educational institution by ensuring that the policies and practices of the human resource functions support and enhance the organization's mission and its responsiveness to these changing needs. There is little evidence to suggest that CHRO's in colleges and universities continually examine human resource emerging trends in the field so that HEHR is able to help enhance organizational competitiveness (Julius, 2000).

Purpose of the Study

The purpose of this study was threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends, and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource profession in higher education (Julius, 2000), this study will inform the practice of higher education human resources and build on the existing body of knowledge and work in relation to the emerging trends and strategies in higher education human resources.

Research Questions

This study addressed the following questions:

1. What are the emerging trends in HEHR over the next ten years?
2. What are the issues associated with these emerging trends for CHRO's in HEHR over the next ten years?
3. What strategies are likely to be most effective for addressing those issues in HEHR for CHRO's?

Operational Definitions

For the purposes of this study the following operational definitions were used:

Chief Human Resource Officers (CHRO's) – Senior level human resource executives are strategists and stewards — leaders who not only orchestrate HR operations but also shape and implement strategy across the organization, ultimately driving value at the intersection of people and business (Deloitte, 2006).

Higher Education – Four-year public or private colleges and universities within the United States of America.

Higher Education Human Resources (HEHR) - Human resources are the people and their knowledge, skills, and individual assets that staff and operate an organization (Norton, 2008; W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008). The term HEHR, as used in this study, will be an all-inclusive term that encompasses the functions of administration, management, and development of human resources in higher education.

Issue(s) – A point in question or a matter in dispute, the result or outcome of a proceeding, affair, etc.

Emerging Trend – A general movement or detectable change in thinking or practice; a tendency that has emerged in the field of practice and later may become a prevailing practice (Norton, 2008).

Strategies - Processes that serve to determine what decisions, programs, activities, and resources are necessary to achieve the desired results.

College and University Professional Association for Human Resources (CUPA-HR)- A professional association that provides dynamic leadership to the HEHR profession and the higher education community by delivering essential knowledge, resources and connections that enhance individual and institutional capacity and effectiveness (Drucker, Dyson, Handy, Saffo, & Senge, 1997).

Delphi Study –A method of eliciting and refining group judgments and a method for structuring a group communication process so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem (Boudreau, 2010). A Delphi technique is used to investigate consensus among a panel of experts using repeated rounds of a questionnaire instrument. This technique is used in many fields of education theory and practice when consensus must be reached on problems under conditions of uncertainty, the studied phenomenon are incompletely defined, or there is insufficient data (Linstone & Turoff, 1975a).

Assumptions

1. The Delphi methodology offers the most logical and appropriate design for this research project.
2. Participant CHRO's understand the language of the instrument, are highly competent in the field of HEHR, and respond objectively and honestly.
3. Participant CHRO's will be able and willing to devote time to the Delphi process.

Limitations

1. This study is limited to information acquired from the literature review and the perceptions and expertise of the Delphi panel.
2. This study is limited to the expertise provided by the Delphi panel, consisting of HEHR experts – chief human resource officers as selected from the Colleges and University Professional Association for Human Resources (CUPA-HR).

Significance of the Study

The significance of the study rests on the paucity and unreliability of the few studies regarding the human resource profession in higher education (Julius, 2000). This study will seek to add to the literature on emerging trends and issues in higher education human resources. In addition, the intent of this study is to fill the gap and inform CHRO's as they plan and work to address the emerging trends and issues in HEHR. Lastly, this study will help to inform the development of future research and resources for the higher education human resource profession.

Organization of the Dissertation

This study consists of five chapters. Chapter I is an introduction of the topic of emerging trends in higher education human resources and implications for chief human resource officers. Chapter II provides a review of relevant and existing literature on the topic of trends in higher education and human resources in institutions of higher education and the field of human resources in general. Chapter III describes the research methodology used in the study. Chapter IV explains and analyses the results of the study. A summary of findings, conclusions and recommendations for further research are presented in Chapter V.

CHAPTER II

LITERATURE REVIEW

Introduction

In *Strategic Human Resource Leader: How to prepare your organization for the six key trends shaping the future (1998)*, Rothwell, Prescott and Taylor outlined six significant developments that during the subsequent ten years affected the planning and work of human resource executives and professionals. Generally, they suggested that for human resource leaders to function most effectively, they must exert strategic leadership in improving human performance and in developing knowledge capital (1998). They defined trends as “a definite, predictable direction or sequence of events” (p. 33) and suggested that trends can also shed light on unfolding events and suggest competitive opportunities or threats to be avoided. This chapter is a review of the relevant literature regarding emerging trends that will affect the higher education business environment over the next ten years, followed by the roles of Higher Education Human Resources, the College and University Professional Association of Human Resources and the Chief Human Resource Officers.

Emerging Trends

Drawing on Rothwell’s 1996 unpublished study, Rothwell et al. (1998) identified six trends that had the potential, over the following ten years, of exerting the most influence on the U.S. business environment. The six trends were the following:

1. Changing technology
2. Increasing globalization
3. Continuing cost containment
4. Increasing speed in market change

5. Growing importance of knowledge capital
6. Increasing rate and magnitude of change

HR practitioners further confirmed these results during a follow-up survey conducted in 2008 by the authors, which researched the importance and the potential impact of these trends. As was the case for this study's time period (1998-2008), current HR practitioners also seem to face trying times, and the future also presents unprecedented opportunities; others see unprecedented threats (Rothwell et al., 1998). Noting these trends highlights their importance, as noted in the Rothwell, et al., 2008 study, which drew on the unpublished 1997 Rothwell study on *Seizing the Future: A Survey of Trends Affecting HR for the 21st Century*. Although institutions of higher education vary in structure and funding, nearly all face competitive pressures and can no longer maintain the status quo. Higher education institutions must also face up to the unique challenges that the 21st century now presents (Deloitte, 2011).

According to Rothwell, examining workforce and HR trends is a perennially popular activity (W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008). He further asserts that trends that influence HR also dramatically influence organizations, but never stay the same nationally, nor are they exactly the same globally (2008, p. 93). Citing the Society for Human Resource Management 2006-2007 Workplace Forecast, Rothwell listed the following as the ten foremost trends:

1. Rising health care costs,
2. Increased use of off shoring,
3. Threat of increased health care/medical costs on U.S. competitiveness,
4. Increased demand for work-life balance,

5. Retirement of large numbers of baby boomers,
6. New attitudes toward aging and retirement as baby boomers reach retirement age,
7. Rise in the number of individuals and families without health insurance,
8. Increase in identity theft,
9. Work intensification as employers try to increase productivity with fewer employees,
and
10. Vulnerability of technology to attack or disaster (2008, p. 94),

The items comprising this list may be properly regarded as macro trends that impact many different organizations and functions across global markets. Rothwell further suggested that in HR, micro trends would have an impact on specific HR functional areas, as well as specific organizations, functions, or industries. These micro trends must be unpacked through specific research conducted for HR functions, organizations, industries, or functional areas (2008). This would suggest that higher education human resource micro trends must be examined in the context of the specific higher education industry, which further supports the significance of this research study. This would further imply that the macro trends must also be examined by the higher education human resource function in order to ascertain the relevant micro trends associated with the higher education human resource industry and the associated implications for CHROs.

In a 2011 presentation, *Emerging Trends Impacting Higher Education*, Dr. Jim Black, president and CEO of SEM Works, suggested the following seven trends will shape the future for human resource professionals in higher education:

1. Social and Digital Media inclusive of, but not limited to, privacy issues, sexting, cyber bullying, depression, relationship depth and breadth, illegal file sharing, access

to all human knowledge, validation of information, plagiarism, a culture of immediacy, and classroom behaviors.

2. The eBook Revolution including the emergence and evolution of iPads, eBooks, Kindles, digitized library books and bookless libraries, and the next generation of textbooks.
3. Consumer-Driven Flexible Learning Options.
4. High Tech, High Touch Services such as one-stop services and no-stop Services.
5. Outsourcing.
6. A widening range of student abilities, preparedness, background, and motivation.
7. Financial constraints relative to current and future undetermined US college cost trends and federal/state funding cuts (Black, 2011).

Further research yielded a report produced by Deloitte Canada, in consultation with Deloitte education practitioners from around the world, which identified the ten most pressing issues facing institutions in higher education:

1. Over budget and underfunded: As funding declines, cost management is key,
2. The rivalry intensifies: Competition to attract the best students increases,
3. Setting priorities: The danger of making decisions in the dark,
4. Moving at the speed of cyberspace: Technology upgrades are needed across the board,
5. Rethinking infrastructure: A renewed focus on asset optimization,
6. Linking programs to outcomes: Where training and market demand intersect,
7. The best and the brightest: Attracting and retaining talented faculty,
8. A sustainable future: Enhancing environmental performance,

9. Education for all: Tackling diversity, accessibility, and affordability, and
10. Regulations and reporting: New responsibilities require better disclosure.

The report further suggested that the identification of these challenges is a first step in radically transforming the business models of tertiary institutions and how they can aggressively execute new approaches and best practices from around the world and perhaps from outside the academic sphere itself (Deloitte, 2011).

In *Future Insights*, The Society for Human Resource Management (SHRM) cites the top trends for 2012 according to its subject matter expert panels. This report, as suggested by these 12 special expertise panels “composed of a mix of senior HR practitioners, consultants, academics, and policy experts with advanced HR skills,”(p. 2) suggested that the following broad HR issues will have the biggest impact on the workplace and the profession in the next few years (Clark & Schramm, 2011). These broader trends include the following:

1. The continuing impact of the economy on budgets, hiring and HR strategies.
2. The growing influence of social networking, especially as it relates to recruiting.
3. The importance of effective work/life strategies as employees deal with multiple caring responsibilities and, in some cases, multiple paid jobs.
4. An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures.
5. The incorporation of sustainability and social responsibility practices into both strategy and everyday business.
6. Safety issues and wellness initiatives both to comply with regulations and save costs.
7. Globalization and market interdependence leading to greater volatility.

8. The need for skilled employees in spite of high unemployment rates and concerns about the ability of the U.S. education system to produce the needed skilled workers of the future.
9. Demographic change and its impact on diversity and labor availability.
10. The implications of government legislation, especially health care legislation.

SHRM is a professional human resource association that was designed to discern the cutting edge insights of non-higher education senior HR practitioners, consultants, academics, and policy experts with advanced HR skills.

SHRM recently published its latest findings regarding the top ten trends in its biennial *Workplace Forecast* publication listing the top workplace trends according to HR professionals. The top trends for 2013 and beyond are reported as:

1. Continuing high cost of employee health care coverage in the U.S.
2. Implementation of health care legislation
3. A shortage of skilled workers
4. Large numbers of Baby Boomers leaving the workforce at around the same time
5. Implications of the outcome of the 2012 presidential and congressional elections
6. Lack of science, technology, engineering and math (STEM) graduates in the U.S.
7. Decline in employees retirement savings
8. Rise in fuel/gasoline prices in the U.S. and globally
9. Threat of a dip back into recession in the U.S.
10. Greater economic uncertainty and market volatility (Schramm, Coombs, & Boyd, 2013, p. 5).

David Ulrich in a recent conference presentation during the CUPA-HR Association National Conference held in Las Vegas, Nevada in October 2013, presented seven trends for higher education human resource professionals to consider during his keynote address. Table 1 outlines each of the seven trends as well as the respective definition for each trend:

Table 1: HR Trends and University - David Ulrich and the RBL Group

Trend	Definition
1. HR Outside In	We have evolved HR to focus on external conditions and stakeholders
HR Value Added 2. Talent 3. Capability 4. Leadership	We invest in HR to deliver value through <ul style="list-style-type: none"> • Talent • Capability • Leadership
5. HR Transformation	We have transformed the HR function to operate efficiently and/or effectively to match business requirements
6. HR Practices	We have innovated, integrated, and aligned HR practices in people, performance, information, and work
7. HR Competencies	We have identified critical competencies for HR professionals and invested in building them

In trend one, Ulrich describes the higher education business context for higher education as well as the themes as they emerge with this trend and its affect for higher education:

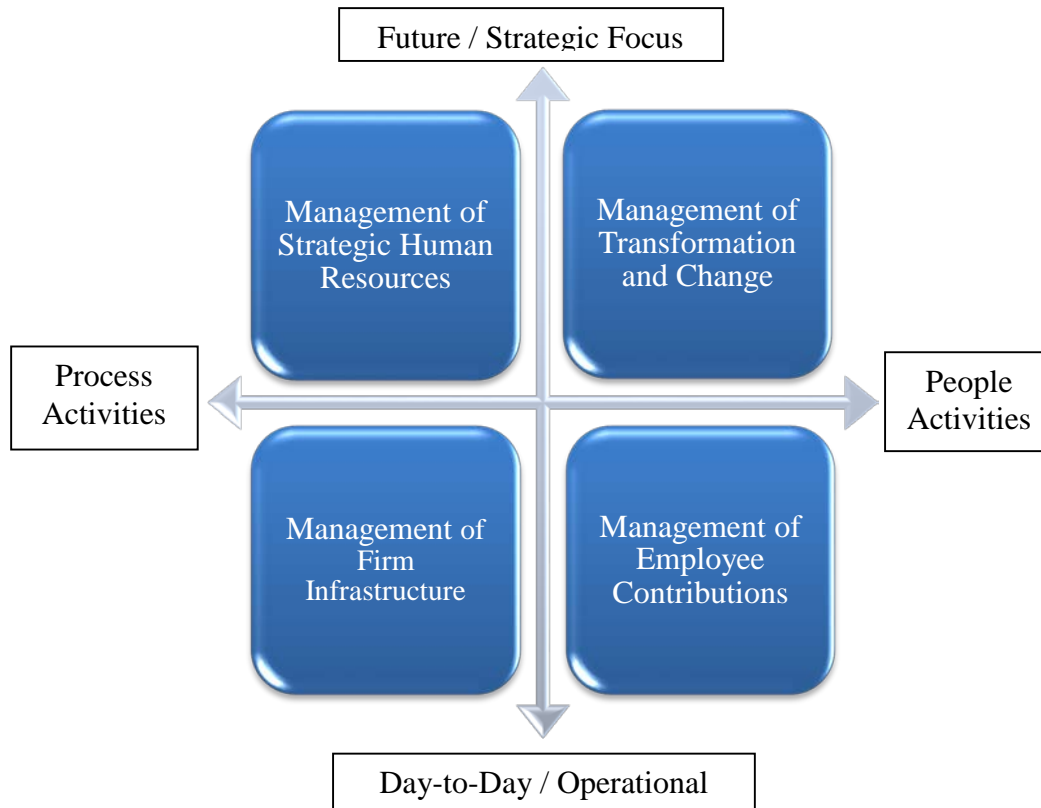
- Low levels of funding : cost of education and accessing cash
- Business model of higher education: affordability for education
- Impact of IT and other multi-media on administration and teaching
- Focus on measuring performance of individual academic staff
- Competition and sophisticated marketing for international students and competition in international ranking tables;

- Recruitment and retention of academic staff in an increasingly global market (particularly PhDs)
- Focus on research versus teaching for academic staff (tenure)
- Aging of the workforce and potential students; lifelong learning
- Succession planning of university leaders
- Catering for a diverse socio economic student base particularly in terms of age profiles, culture and expectations of what outcomes a university will offer them;
- Delivery of teaching and learning through multimedia which provides both opportunities and challenges;
- Etc. (Ulrich, 2013, p. 9)

Ulrich illustrates trends two through four by highlighting the roles for HR to create value.

He described the role of line managers from an HR perspective as owners who must be fully engaged, able to make final decisions, be willing to accept accountability and ensure that they follow-up on issues effectively. Ulrich asserts that HR professionals must embrace their role as Architects where they are responsible for coaching, facilitating, designing and delivering results. In the larger context of the organization, Ulrich emphasizes that HR's role is neither strategic nor administrative but both. He further expands this view by compartmentalizing HR activities into four separate roles: Management of Firm Infrastructure, Management of Strategic Human Resources, Management of Transformation and Change, and Management of Employee Contributions (Ulrich, 1997). Figure 1 illustrates Ulrich's model which demonstrates the extremes of these HR roles as organized along two axes – focus and activities.

Figure 1: Human Resource Roles in Building a Competitive Organization



Source: Ulrich, D. 1997. *Human Resource Champions*. Harvard Business School Press.

The HR trends as presented by Ulrich describe talent, capability and leadership as three critical components necessary for HR to be viewed as valued added. Talent is defined as competence multiplied by commitment and contribution. This formula ensures that the right person chosen at the right time and place with the right skills can enact an employee value proposition thereby creating value and meaning for the organization (Ulrich, 2013). HR transformation is listed as trend five and cites three overriding organizational design principles for consideration by HR practitioners in higher education:

1. Differentiate clearly between transactional and strategic HR work,

2. Make the HR organization follow the logic and structure of the business organization,
3. Make the HR organization follow the flow of any professional service oriented organization.

In trend six, HR practices, Ulrich provides that HEHR must have innovated, integrated, and aligned HR practices in people, performance, information, and work. Finally trend seven, focuses on HR competencies by listing six primary domains for consideration by HEHR professionals;

1. Strategic Positioner who is capable of strategic thinking, understanding industry and competitor trends and turning knowledge into actions.
2. Credible Activist who Follows-through on commitments, relationship building & networking at all levels, and seeks feedback from business partners about HR practices.
3. Capability Builder who can engage, invest and inspire peers, create a culture of improvement and improves the engagement of the workforce by creating and presenting best practices.
4. Change Champion who initiates and sustains change by influencing leadership buy-in for proposed initiatives, serves as a change cheerleader with strong communication skills.
5. HR Innovator & Integrator who optimizes human capital through workforce planning and analytics, has the ability to develop talent and shape communication and organization practices, all while driving performance and building the leadership brand.

6. Technology proponent who improves the utility of HR operations, connects people through technology and leverages social media tools.

This research study attempts to highlight the importance of examining these or similar HR trends as they impact higher education institutions and the higher education human resource (HEHR) professionals and thought leaders, particularly chief human resource officers in higher education.

Higher Education Human Resources

The human resources function has evolved in higher education as a fairly recent phenomenon considering the tenure of most colleges and universities. Triplett as cited in Weinacker (2008) suggested that personnel administration was one of the last specialty areas to emerge in higher education. Further, Triplett reports that professors were responsible for hiring and paying their own assistants and prior to mid-1940, administrators handled HR functions as part of their everyday job responsibilities. By early 1950, the personnel managers appeared on campuses in response to the growing federal mandates and rapid institutional growth (Weinacker, 2008). According to Brault and Beckwith (2003), “HR is at a crossroads in balancing its traditional roles with its emerging roles. Traditionally, HR has mostly provided administrative support for the organization’s employees through processing functions. Today, HR seeks to be a contributor to the organization’s mission as a strategic partner and an enabler of organizational success”(p. 9). The literature suggested that the issue facing HEHR is not whether it should function in either an administrative support or strategic capacity, but rather gaining expertise in balancing both roles and ultimately adding value to the organization (Brault & Beckwith, 2003). Table 2 shows that HR can serve simultaneously in both its administrative and strategic roles (Ulrich, 1997).

Table 2: Characteristics of HR's Traditional and Emerging Roles

Traditional Roles	Emerging Roles
Operational	Strategic
Qualitative	Quantitative
Policing	Partnering
Short-Term	Long-Term
Administrative	and Consultative
Functionally-Oriented Internally focused	Business-Oriented Externally and Customer- focused
Reactive	Proactive
Activity-focused	Solutions-focused

Source: Adapted from Ulrich, D. 1997. *Human Resource Champions*. Harvard Business School Press.

Human resource administrators have a critical role in accomplishing the important work of addressing the various issues, challenges, and trends encountered in the function of human resources. Higher education is one of the most significant institutions nationally and is a social system that is directly influenced by the environment in which it is embedded. Thus, it must deal with the political, economic, technological, educational and social issues of the time. The issues, problems, challenges, and trends encountered in any social system are inextricably related to the human resources function. Consequently, problems, challenges, and trends facing an institution of higher education system become those of its human resources function as well. Human resources, as a major interdependent function of education, must also deal responsibly with the same issues, problems, challenges, and trends that affect education (Norton, 2008). “Trends in education emerge, grow, and develop, and

often become daily practice”(Norton, 2008, p. 37). The human resources function must focus on creating a human capital system that can address trends that affect the operating environment of an organization (2008). The importance of managing human resources in colleges and universities is critical because three quarters of the institutional budgets at most institutions are devoted to faculty and staff compensation (Julius, 2000). Julius asserted that the impact of federal and state employment laws make it imperative for colleges and universities to have a well-managed human resource function. The future needs of human resource professionals in higher education are becoming more apparent given the uniqueness of the higher education professional landscape. In fact, very few programs have been established to train or educate human resource professionals for higher education (Julius, 2000). In addition, the author asserts that few commonly accepted standard practices, codes of behavior, or programs exists that teach what HR professionals in higher education actually do. It is further suggested that professional organizations representing these higher education professionals have failed to develop an agreed-upon set of attributes, behaviors, or skills needed for success. Lastly, useful publications and related literature designed solely for practitioners in higher education are rare (Julius, 2000). Brault and Beckwith (2003) further assert that the amount of literature on HR’s role in higher education is “indicative of the profession’s continuous struggle to define its place within the broader organization and secure a seat at the leadership table” (p. 9).

College University Professional Association for Human Resources (CUPA-HR)

“Our Mission: CUPA-HR is higher ed HR. We serve higher education by providing the knowledge, resources, advocacy and connections to achieve organizational and workforce excellence.” - (CUPA-HR, 2014)

CUPA-HR is an association for HR professionals in higher education with more than 17,000 HR professionals and other campus leaders at more than 1,900 member organizations including:

- 91 percent of all U.S. doctoral institutions
- 77 percent of all master's institutions
- 57 percent of all bachelor's institutions and
- 600 community colleges and specialized institutions,

CUPA- HR provides leadership on higher education workplace issues in the U.S. and abroad. CUPA-HR monitors trends, explores emerging workforce issues, conducts research, and promotes strategic discussions among colleges and universities (CUPA-HR, 2014). In support of the mission, CUPA-HR provides connection and networking opportunities as well as professional development offerings by hosting conferences and webinars, publishing tools and resources, and offering online communities for collaboration. In addition, CUPA-HR partners with other higher education and HR management associations to advocate on legislative and compliance issues impacting the higher education workplace.

CUPA-HR's work is guided by six strategic priorities:

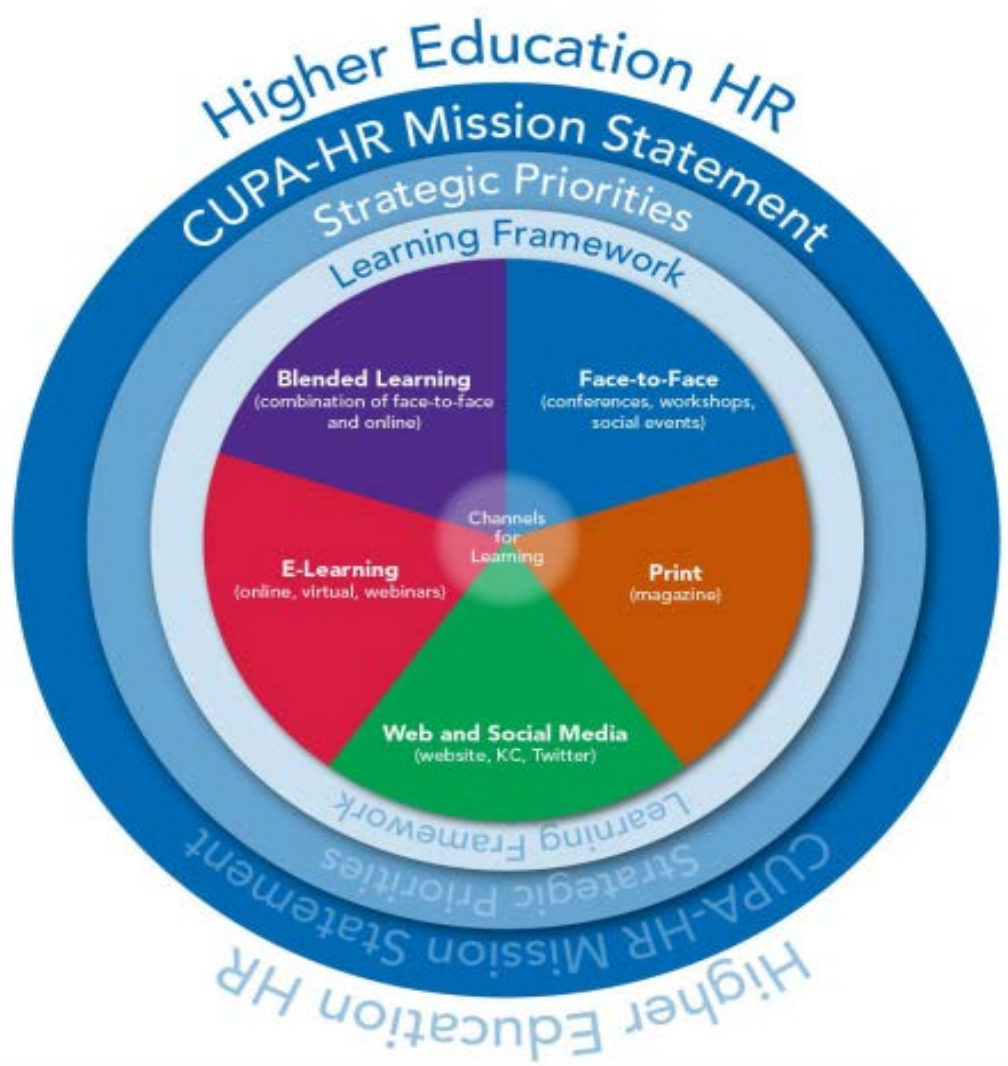
1. **Create learning and development opportunities** – to ensure present and future professional excellence and success.
2. Proactively influence **legislative and regulatory issues** – that impact higher education, human resources and the higher education workforce.
3. Identify **emerging human resources and higher education trends** and address the impact on the higher education workplace.

4. Embody a culture of excellence through **diversity, inclusion, and equitable practices** – to achieve excellence in higher education.
5. **Engage** CUPA-HR leaders and higher education human resource professionals in work related to CUPA-HR strategic priorities.
6. Deliver **salary research, analysis and reporting resources** that are benchmarks for higher education (CUPA-HR, 2014).

In recent years, CUPA-HR, as the leading voice of higher education human resources, has made significant strides at providing HEHR professionals with additional resources and materials (i.e. Higher Education HR Engagement Model, the Learning Framework, and Strategic Priorities) previously not seen in the literature as reviewed. These resources have been provided in an effort to improve the level of on-the-job training resources for HEHR professionals. The Higher Education HR Engagement Model as illustrated in Figure 2, illustrates the various channels for learning for higher education human resources professionals to engage with the HEHR learning and engagement content at CUPA-HR inclusive of blended learning strategies, face-to-face interactions at various conferences, workshops and social events, E-Learning through electronic online mediums (i.e., virtual meetings, webinars, etc.), web and social media (i.e., website, knowledge center, Twitter, etc.) and print media (i.e., magazine publications). All of these channels are supported, aligned, embedded and undergirded by the concentric circles of the CUPA-HR mission statement, strategic priorities and the Learning Framework.

Figure 2: Higher Education HR Engagement Model

(Source: Colleges and University Professional Association for Human Resources, (CUPA-HR) 2014).



The CUPA-HR Learning Framework as illustrated in Figure 3 is intended to build HR expertise and professional competency and prepare HEHR professionals to be successful today and tomorrow (CUPA-HR, 2014). It is represented as four (4) distinct color coded separate quadrants simply defined as:

Quadrant One (Q1): What we do/what we know,

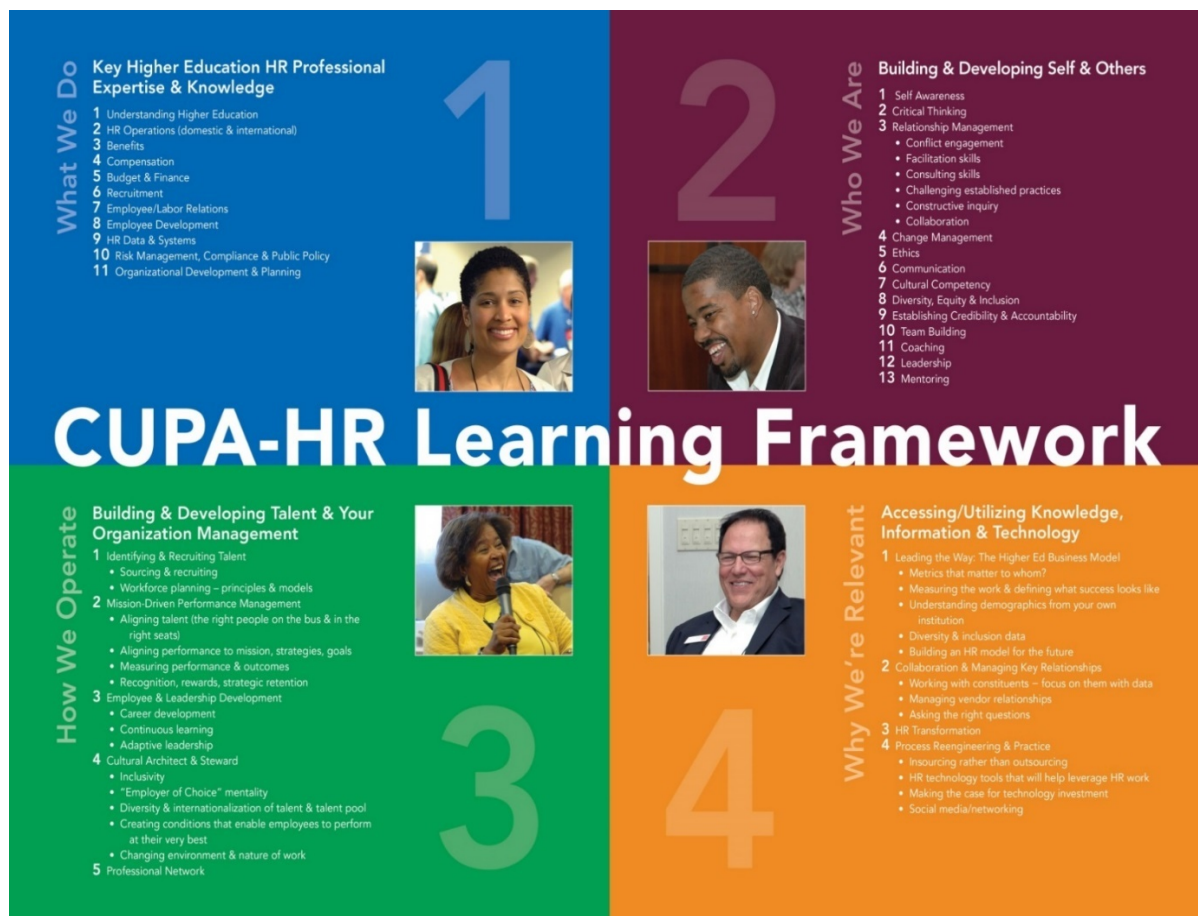
Quadrant Two (Q2): Who we are,

Quadrant Three (Q3): How we operate, and

Quadrant Four (Q4): Why we are relevant.

Figure 3: CUPA-HR Learning Framework

(Source: Colleges and University Professional Association for Human Resources, (CUPA-HR) 2014).



Q1 serves as the foundation of what we do. It focuses on core HEHR competencies and identifies the core knowledge, skills and abilities (KSA) that employees must possess in

order to successfully perform job functions that are essential to institutional operations. It also applies consistent and equitable application of an aggregate set of core higher education human resources skill sets. Q2 serves as the foundation of who we are. It focuses on creating environments and opportunities for professional growth and emphasizes competencies which demonstrate a continual commitment to successful growth and development. It further identifies ways in which HEHR supports and encourages others to build and develop their knowledge, skills, abilities and leadership capabilities that enable them to reach their full potential. Q3 serves as the foundation of how we operate. It details and focuses on how HEHR practitioners evaluate strategy at the department level, conducts assessments of the collective effort rather than on the individual effort. This quadrant poses the questions:

1. What are the design practices, processes, and procedures necessary to get things done at the department or division level?
2. What is the intentional and all-inclusive HE HR approach to attract, recruit, develop, motivate and retain faculty and staff to meet strategic organizational needs?

Lastly, Q4 serves as the foundation of why we are relevant. It focuses on how HEHR practitioners evaluate strategy at the Institution level and emphasizes the impact on not only individual, team, division and institution, but also on community. It further provides HEHR professionals the responsibility of challenging changing HE business models and practices that includes strategic direction and partnerships. Thus requiring an ongoing review of HEHR use of HR technology tools and social media in creative and meaningful ways. It helps HEHR professionals ponder the questions:

1. What is the HEHR approach to strategic agility and innovation?

2. How is the HEHR practitioner anticipating future consequences and trends accurately; bringing creative ideas to the team, the division, institution; recognizing strategic opportunities for change; and creating competitive and breakthrough strategies.

CUPA-HR has embarked on various efforts and strategies aimed at empowering and engaging HEHR practitioners and professionals to better demonstrate excellence in both the administrative and strategic roles. These resources and tools are expected to help inform the future work of chief human resource officers in higher education and should provide meaningful opportunities for future HEHR leaders to make contributions to the growing body of knowledge in HEHR with the continued engagement of CHRO's in CUPA-HR (CUPA-HR, 2014).

Chief Human Resource Officers

Chief human resource officers (CHRO's) in higher education human resources (HEHR) have an obligation and responsibility to the profession and field in the coming decades to become better equipped and appropriately aligned with the necessary bodies of knowledge and learning capabilities to be successful in planning for and responding to the future trends in HEHR. Human resource professionals in higher education must develop and maintain the necessary skill sets in order to meet the challenges presented by the emerging trends and issues as indicated by peers and colleagues of the College and University Professional Association for Human Resources (CUPA-HR) organization. Jack Welch as cited in P. M. Wright et al. (2011) states of the CHRO role, in his book *Winning* (2005) "Without a doubt, the head of HR should be the second most important person in any organization. From the point of view of the CEO, the director of HR should be at least equal

to the CFO” (p. 1). Over the years, the HR function and especially the head of the function has been elevated. According to P. M. Wright et al. (2011) with this increased status comes increased pressure. With the evolution of the CHRO role, the expectations and demands have also evolved. CHRO’s of the today face five general pressures that make the job both critical and exceedingly difficult; 1) Competitive pressures – the forces that have changed the competitive landscape. Globalization has resulted in increased competition from all over the globe inclusive of cost competition, the war for talent and innovation, 2) Regulatory pressures – the increasing hostile regulatory such as Sarbanes-Oxley which increased the reporting and governance requirements, increased emphasis on risk management, and continued changes in public policy, 3) Chief Executive Officer (CEO) pressures – CHROs increasingly interact with the CEO in a unique way relative to other Chief Executive Cabinet (C-Suite) colleagues, the executive leadership team (ELT), and competitive pay packages for the CEO add additional layers of pressure from the CEO, 4) Board of Directors/Regents pressures – boards have increasing pressure to keep the executive pay down, governance and risk management roles, and executive succession planning are all areas that impact or add pressure on the CHRO, and finally 5) HR Function pressures – increased demands on the HR function, HR must be more adept in the areas of attracting talent, executive succession, leadership development, and all aspects of HR processes. While these demands continue to grow, the HR resources continue to decrease, CHROs also have the pressure of managing and building the talent to address the talent gap of the HR organization (P. M. Wright et al., 2011). These pressures are depicted in Figure 4.

Sage-Gavin (2011) suggests that there is an art and science to being successful as a CHRO and identifies four active roles for CHROs that must be balanced understanding the

science: 1) External business leader – brand ambassador, a knowledgeable resource for senior management, an advocate for governance, and a thought leader, 2) Internal business partner – trusted peer who delivers thoughtful counsel and more importantly, are general business managers who understand their business and industry, 3) Employee Advocate – being a steward and champion for employees, and 4) Team Leader - the ability to lead and inspire the HR team to excellence. Sage-Gavin (2011) further suggests seven lessons learned illustrated in Table 3 that demonstrate the art of being a successful CHRO as well as describes the art of mastering the “soft stuff” (p. 28).

Figure 4 : The Pressures on the CHRO adapted from The Chief HR Officer.



Table 3: Seven Lessons for CHRO's

Seven Lessons For CHROs	
1	Understand the Role of the Board of Directors
2	Spend Balanced Time With All Colleagues
3	Be a Business Executive First
4	Think Globally, Act Globally
5	Develop a Personal Board of Directors
6	Make Time For Your Personal Life
7	Understand and Develop Your Personal Brand
Continue to network with other CHROs and ask their opinions and learnings from their own experiences.	

Hollon (2012) discussed findings from a recent study conducted by David Ulrich, co-founder of the RBL Group in conjunction with the University of Michigan Ross School of Business – the *2012 Human Resource Competency Study*. This study points out six “must have” competencies for human resource professionals both within and outside HEHR. The survey results suggested that successful human resource professionals must have the following attributes:

1. Strategic positioners who understand evolving business contexts,
2. Credible activists who build relationships of trust,
3. Capability builders who define, audit and create organization capabilities,
4. Change champions who initiate and sustain change,
5. HR innovators and integrators who look for new ways to do HR practices, and
6. Technology proponents who use technology for efficiency to connect employees (Hollon, 2012,para. #).

P. Wright and Stewart (2011) noted that the increasingly rapid pace of change in the world presents constantly emerging challenges for business organizations and cited constant transformation stemming from increased globalization and technological change. The

authors further noted that these trends and events have driven changes in the role of the CHRO, albeit little research exists regarding this role and how it is changing (P. Wright & Stewart, 2011, p. 40). In order to further address this dearth of systematic knowledge regarding the CHRO role, the Center for Advanced Human Resource Studies (CAHRS) at Cornell University conducted the first annual Cornell/CAHRS Survey of CHRO's in 2009. This survey primarily focused on how CHROs allocated their time across a variety of roles and further identified the challenges faced in their position. From this study, the following typology of seven CHRO roles was developed:

- Strategic advisor to the executive team – activities focused specifically on the formulation and implementation of the firm's strategy
- Counselor/Confidant/coach to the executive team – activities focused on counseling or coaching team members or resolving interpersonal or political conflicts among team members
- Liaison to the board of directors – preparation for board meetings, telephone calls with board members, and attendance at board meetings
- Talent architect – activities focused on building and identifying the human capital critical to the firm now and in the future
- Leader of the HR function – working with HR team members regarding the development, design, and delivery of HR services
- Workforce sensor – activities focused on identifying workforce morale issues or concerns
- Representative of the firm – activities with external stakeholders, such as lobbying or speaking to outside groups (P. Wright & Stewart, 2011, pp. 41-42).

This study clearly supports the need for ongoing training and development for HEHR CHRO's and HR professionals. This review of the relevant literature helps to reinforce the necessity of HEHR professionals to have access to improved resources in order to obtain and maintain the appropriate competencies necessary in addressing future issues and trends in HEHR. Identifying the most pressing emerging trends for HEHR, issues created by these trends and strategies to address these issues sets the stage for developing training for CHROs that can ensure that the professional development afforded CHROs will enable them to meet the critical issues confronting HEHR in the future and thrive in this challenging environment.

Chapter three will discuss the research methodology for this study in greater detail.

CHAPTER III

METHODOLOGY

Introduction

This chapter describes the research methodology of the study. Composed of ten sections, the chapter presents the processes and procedures used to approach the research questions in the study.

Purpose

The purpose of this study is threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource profession in higher education (Julius, 2000), this study will seek to inform the practice of higher education human resources and build on the existing body of knowledge and work as it relates to the emerging trends and strategies in higher education human resources. To achieve these purposes, the study investigated the following research questions:

1. What are the emerging trends in HEHR over the next ten years?
2. What are the issues associated with these emerging trends for CHRO's in HEHR over the next ten years?
3. What strategies are likely to be most effective for addressing those issues in HEHR for CHRO's?

Delphi Method

"Delphi operates on the principle that several heads are better than one in making subjective conjectures about the future...and that experts will make conjectures based upon rational judgment rather than merely guessing..." (Losey, Meisinger, & Ulrich, 2005).

Building on the works of Rothwell, Prescott and Taylor (2008) entitled *Human Resource Transformation: Demonstrating Strategic Leadership in the Face of Future Trends* (W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008) and *Strategic human resource leader: How to prepare your organization for the six key trends shaping the future* (W. J. Rothwell et al., 1998), the Delphi technique was the research method for this inquiry and exploration of the emerging trends and issues in HEHR. Eggers & Jones, Spinelli, and Wilhelm as cited in Trexler (2012), asserted that the Delphi technique has been found to be useful in defining issues and has been widely accepted in various areas of education research such as government and academia (Weinacker, 2008).

Several factors were considered in selecting the methodology for the study. The first factor was the limited amount of published research on issues related to higher education human resources which created the demand for additional information related to higher education human resource issues. Second, the number of higher education institutions and CHRO subject matter experts geographically dispersed across the United States. Third, a systematic approach of inquiry and discovery was needed to solicit and collect informed judgment of higher education CHRO's in an efficient and timely manner while analyzing and reporting the data collected in a practical manner. Fourth, the Delphi method eliminates the possibility of dominating personalities and or potential conflicts during the engagement of the participants in a face-to-face meeting. As such, the Delphi Technique was the selected methodology for this study.

The Delphi methodology has three distinct features: (1) anonymous response – opinions of members of the group are obtained by formal questionnaire, (2) iteration and controlled

feedback-iteration is affected by a systematic exercise of controlled feedback between rounds, and (3) statistical group response – the group opinion is defined as an appropriate aggregate of individual opinions on the final round. These features are designed to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity (Rotondi & Gustafson, 1996). The objective is to obtain the most reliable consensus of opinion of a group of experts (Becker, Hushelid, & Ulrich, 2001). Linstone and Turoff (1975b) summarize the technique and objective of the Delphi by the following;

Delphi may be characterized as a method for structuring a group communication process so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem (p. 3).

Ziglio (1996a) provides a basic overview of the Delphi technique comprised of a series of questionnaires sent, by mail or via computerized systems, to a pre-selected group of experts. Questionnaires are designed to elicit and develop individual responses to the problems posed and enable the experts to refine their views as the group's work progresses. The first questionnaire (Q1) poses the problem in broad terms and invites answers and comments. Replies to the Q1, also referred to as the exploration phase, are summarized and used to construct a second questionnaire (Q2). Q2, known as the evaluation phase, provides the results of Q1 and offers the respondents an opportunity to re-evaluate their original answers in light of the comprehensive feedback and responses from the entire group. It is during this phase that the process assesses and gathers the experts' views on various ways of addressing the issues under investigation. This interactive process can be repeated as many times as necessary so that issues can be clarified, areas of agreement and disagreements can be identified, and understanding of the priorities can be developed (1996a). Q2 commonly asks

respondents to rank items and to establish preliminary priorities among panelists according to the instructions provided by the researchers. Linstone and Turoff suggested that most commonly, three rounds of questionnaires proved sufficient to attain stability in the responses; further rounds tended to show very little change, and excessive repetition was unacceptable to participants (1975b).

The Delphi technique has the advantage of eliminating a major bottleneck in most group dynamics by providing opportunities for a clear delineation of differing views in a non-threatening environment (Ziglio, 1996a, p. 7). The following points are made in support of the use of the Delphi technique or method:

- The Delphi technique attempts to draw on a wide reservoir of knowledge, experience, and expertise in a systematic manner.
- The Delphi method should be used when the primary source of information sought is informed judgment.
- The Delphi technique is needed in cases where the required knowledge is not readily available and decision-makers must rely on the opinion of experts.
- The Delphi exercise, properly managed, can be a highly motivating task for respondent experts.
- The Delphi technique allows for anonymity to improve group response and allows for a sharing of responsibility that can be refreshing and release respondents from inhibitions.
- The Delphi Technique has specific merits:
 - It focuses attention directly on the issue under investigation,

- It provides a framework within which individuals with diverse backgrounds or in remote locations can work together on the same problem,
 - It minimizes the tendency to follow-the-leader and other psychological and professional barriers to communication, and
 - It provides an equal opportunity for all experts involved in the process and produces precise documented records of the distillation process through which informed judgment has been achieved (p. 22).
- Recent developments in the area of computer-mediated communication can have a tremendous impact on minimizing some of the weaknesses of the Delphi method, such as time-consuming activities in the Delphi process (Ziglio, 1996a).

Sample Size and Population

According to Clayton (1997a), group size theory varies for the Delphi panel, however, the general rules-of-thumb indicate 15 - 30 people are required for a homogenous population that is- experts coming from the same discipline (e.g. nuclear physicists) – and 5-10 people for a heterogeneous population, people with expertise on a particular topic but may come from different social/professional stratifications such as teachers, university academics and school principals (p. 378). Nworie (2011) asserted that several researchers agree that 10 to 50 panelists can engage in a Delphi study. Citing Okoli and Pawlowski in 2004, Nworie recommended a panel of 10 to 18 experts further suggesting that large samples in the Delphi study can present logistical challenges resulting in a huge investment of time from both the researcher and the participants. Previous Delphi studies suggest that the proper expert panel size that yielded high-quality results ranged from 10 to 20 experts with

improved reliability with larger panels (Dalkey, Brown, & Cochran, 1970; Ziglio, 1996b). The number of participants may vary according to the purpose of the Delphi study and its complexity and resources, however, increasing the participant group size beyond 30 has not proven to improve results and may result in groups that are hard to manage and may generally draw low response rates (Clayton, 1997a; de Villiers, de Villiers, & Kent, 2005; Hiltz, 1996; Ziglio, 1996b).

This study used an expert panel of chief human resource officers in institutions of higher education with more than ten years of professional and practical experience in higher education human resources. A total of thirty subject matter experts were identified as CHRO's by the Colleges and University Professional Association for Human Resources (CUPA-HR) and at the time that the study was conducted were current CUPA-HR members. In partnership and collaboration with CUPA-HR, the researcher designed the questionnaires and administered them under the auspice of CUPA-HR supported research (*See Appendix A CUPA-HR letter of Support*). In support of this Delphi study, Andy Brantley – President and CEO of CUPA-HR drafted an individual email invite to the targeted CHRO's as solicitation for participation in the study on behalf of the researcher (See Appendix B). The researcher followed up with a general invite via the Qualtrics.com survey website where participants were given the opportunity to formerly and anonymously participate in the study (See Appendix C).

Selection of Experts

The selection of Delphi panel participants was dependent on both the goals and framework of the study (Ziglio, 1996b). A general concern of utilizing the Delphi technique was the selection and identification of the expert panel and how researcher bias may affect its

selection (Linstone & Turoff, 1975a). In order to account for this concern, researcher bias did not exist in selecting the expert panel as the expert panel was pre-selected by CUPA-HR based on the prescribed criteria for CHRO's with knowledge and experience in higher education human resources. Ziglio (1996b) suggests certain criteria during the selection of "appropriate experts" (p. 14) as this selection must not be a matter of mere personal preference. The suggested explicit criteria are:

1. The experts must have acquired the expertise through experience, special skill in or knowledge and practical engagement with the issues under investigation,
2. A capacity and willingness to contribute to the exploration of a particular problem,
3. An assurance that the experts will dedicate sufficient time to the Delphi exercise, and
4. Delphi panel experts should be able to demonstrate skill in written communication and in expressing priorities through voting procedures (Ziglio, 1996b).

Of the 30 CHRO invitations, a total of 16 CHRO's electronically opted to participate in the study anonymously via the Qualtrics.com surveying website. The 16 CHRO panel member respondents represent 11 public, 4 private and 1 university system indicating the institution type. These institutions represent 3 bachelors, 6 doctoral, 2 masters, 4 two-year and 1 system according to the documented Carnegie classification with CUPA-HR. There are 5 institutions representing the western region, 3 institutions from the Midwest region, 4 institutions from the southern region, and 4 from the eastern region of CUPA-HR indicating an evenly distributed geographically dispersed representative sample. "Depending on the

purpose of the study, the complexity and the expertise required, the panel may be large or small and local, state, national and international” (Clayton, 1997a, p. 378). Expert panelists were selected based on their experience as professionals in HEHR and on their knowledge of the field and the emerging trends and issues facing HEHR in the future. Experts are defined as an individual that possesses specific knowledge about and in-depth experience with the topic being researched (Scheele, 1975). Clayton (1997b) defines an expert as individual with the required experience and knowledge to take part in a Delphi panel. The Delphi technique relies on the expertise of the panelist in determining the level of consensus, future directions, and courses of action (Nworie, 2011). Further, the importance of the expert opinion in the study reinforces the necessity and importance of selecting the expert panelists. Nworie (2011) identifies several approaches to the selection process of expert panelists to include using listings from professional organizations, through word of mouth and recommendations from professional colleagues or use of other methods to ensure the selection of the “best qualified panelists with knowledge of the issues being studied” (Nworie, 2011, p. 25). It is the collective expert opinion of this expert panel that will be the source of information for this study.

Description of the Delphi Study Questionnaires

The initial survey questionnaire was constructed after a thorough analysis of the review of relevant literature related to emerging trends in higher education in general and the relation to the human resource function in colleges and universities as well as issues of concern regarding these trends for CHRO’s responsible for strategic leadership and administrative oversight for the human resource functions in institutions of higher education. For this study a four point Likert scale questionnaire was developed listing 38 trends

identified in the literature review. CHROs were asked to rate their perception of the relative significance of each trend for CHRO's on a four point Likert scale where;

- 1 = Insignificant (INS),
- 2 = Minimally Significant (MINSIG),
- 3 = Moderately Significant (MODSIG), and
- 4 = Extremely Significant (EXTSIG).

In this study, the researcher opted to exclude a neutral middle point to compel respondents to choose a particular option. This is a strategy that will likely assist participants and the researcher in making clear calculations on agreement and disagreement (de Villiers et al., 2005). The Likert scale ratings for each research question are further outlined in Chapter IV during the analysis of the results of the surveys.

As a national board member of CUPA-HR, the researcher solicited participation from senior colleagues within CUPA-HR to serve as the survey questionnaire pilot group for this study (See Appendix D). The survey questionnaire pilot group was comprised of six senior leaders and HEHR subject matter experts who have served on the national board of directors and senior leadership of CUPA-HR. This pilot group served to validate and finalize the initial Round One Delphi questionnaire (Q1) to be administered to the larger CUPA-HR CHRO expert Delphi panel.

The initial survey, comprised of 38 items, was provided to the survey questionnaire pilot group for review and edit. The survey questionnaire pilot group provided constructive feedback and added an additional 12 items (perceived emerging trends in HEHR) to the original survey over three rounds of feedback and edits. Upon collection of the pilot group feedback and edits the researcher consolidated all edits and feedback and resubmitted the

survey questionnaire to the pilot group for final review and edit. The list of trends in HEHR, as asserted in the aforementioned “Seizing the Future: A Survey on Trends Affecting HR for the 21st Century” (W. J. Rothwell et al., 1998), served as the backdrop to this study along with trends and issues identified in more current literature. In addition, trends identified by subject matter experts who participated in the study as the questionnaire (Q1) survey pilot group were added to finalize the Q1 questionnaire. Upon completion of the third review by the survey questionnaire pilot group, consensus and validation of the questionnaire was achieved for the first round Delphi questionnaire to be administered to the larger CUPA-HR CHRO expert panel. These 50 trends then served to initiate the dialogue on trends and issues during the first round questionnaire for the CHRO expert panel. This process was necessary in order that the initial first round questionnaire Q1 have content validity prior to the initiation of the overall study. Based upon the final review and edit the first round survey was finalized and disseminated to the CHRO expert panel (See Appendix).

Sireci, as cited in (Colton & Hatcher, 2004), asserted that content validity is the degree to which the test measures the content domain it purports to measure. The authors further suggest that “content validity based on the opinion of experts has been a part of questionnaire development dating back to the 1950s when scholars indicated that content should be validated through assessment of expert judgment and is still an accepted procedure for content validity in training and development and human resource development” (Colton & Hatcher, 2004, pp. 11-12). Colton and Hatcher also list research methods used to determine content validity: a) a thorough review of the literature to construct an item pool of HEHR trends and issues and b) Delphi expert panel consensus.

Consensus in a Delphi Study

Consensus in a Delphi study is reached when the stability of responses between rounds is achieved (Dajani, Sincoff, & Talley, 1979; Murry & Hammons, 1995; Scheibe, Skutsch, & Schofer, 1975). According to de Villiers et al. (2005), Goodman, McKnight *et al* and Jones *et al* assert that “statistical analysis provides a summary of the group’s view on each item with median, mean and percentage scores for each statement being calculated to provide an indication of the level of agreement amongst respondents” (p. 641). The mean, mode, standard deviation, interquartile range, and skewedness of the data may be calculated from the voting procedures for determination of consensus (Colton & Hatcher, 2004; Hsu & Sandford, 2007). During Delphi studies, the researcher defines consensus and the criteria for determining the threshold for achieving consensus among the panelist of experts. Miller, as cited in (Hsu & Sandford, 2007), suggests that consensus is achieved if a certain percentage of votes falls within a prescribed range. Dajani, et al., as cited in Nworie (2011), noted that consensus “occurs when unanimity is achieved concerning any issue” (2011, p. 26). Scheibe, Skutsch, & Schofer, also cited in Nworie (2011), explained stability as “consistency of responses between successive rounds of a study” (2011, p. 26) and asserted that stability is related to consensus and is as equally important in the Delphi methodology. In other words, stability and consensus are reached when no other shifting of the participants’ responses is obtained between rounds. The researcher will determine the prescribed range based on the number of participants and responses between each round. Scheibe et al. (1975) proposed that less than a 15% change in responses between rounds in a Delphi study represents consensus. Using a four point Likert scale, a difference of 0.6 represents a 15% change (15% of 4 equals 0.6). Hence, a difference of 0.6 or less between the group means of item

rankings in two consecutive rounds , or less than one standard deviation for the respective item, whichever is less will indicate that consensus is reached. The method for reaching consensus according to Scheibe et al. (1975) is described as:

1. The absolute difference in value for each item between successive rounds must be determined.
2. Determine the aggregate sums of the absolute differences in value per item between rounds.
3. Divide the total number of changes by 2.
4. Calculate the net change divided by the number of participants.

The data collection process will also be achieved by utilizing a web-based questionnaire at www.Qualtrics.com. The Delphi method as a computer web-based questionnaire allows for geographically dispersed subject matter experts to participate in the study (Colton & Hatcher, 2004; Hiltz, 1996). It potentially provides a greater opportunity for a representative sampling of more diverse responses from any number of experts from different cultures and ethnicities to establish validity in a scientifically rigorous manner (Colton & Hatcher, 2004) throughout the study.

The researcher elicited ongoing participation and maintained panelist motivation by asserting a “tension for change,” a perceived need of the group, that the timing of the study is appropriate, the potential for personal and professional growth, a general respect for other participants, concern for reputation and their ability to meet requirements of the Delphi process (Rotondi & Gustafson, 1996). This expert panel explored questions in anonymity over a series of inquiries through the use of electronic questionnaires in order to determine consensus relative to the emerging trends and issues for higher education human resources

and related strategies for CHRO's in higher education. Upon completion of each trend questionnaire round, each item was reviewed and Delphi participant results were combined to determine the minimum and maximum values for each questionnaire item, the collective mean score, standard deviation and amount of variance were also calculated for each item. Additional trends as identified by the Delphi panel participants were added to the Q2 questionnaire for consideration by the entire Delphi panel. During Q2 and Q3 both trends and issues were identified and each item was ranked from insignificant to extremely significant and reviewed and Delphi participant results were combined to determine the minimum and maximum values for each questionnaire item, the collective mean score, standard deviation and amount of variance were also calculated for each item. During Q4, strategies were derived from the individual Delphi panelist responses related to the issues identified in Q2 and Q3.

Summary

Chapter III outlined the methodology for the study to (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends and (3) to identify the strategies for addressing these issues. This chapter presented the processes and procedures used to approach the research questions in the study; the population, sample (panel) size, the selection of the Delphi expert panel, data analysis applications, and the quality controls for the research study. Upon completion of the research study, the Delphi panelists were sent an e-mail of the study findings and conclusions. The results for each round of the Delphi panel, data analysis and findings are presented in the next chapter.

CHAPTER IV

RESULTS

Introduction

Chapter IV of this study includes the results of the analysis of the data and a statistical analysis of the data for each survey questionnaire and round of the survey. The study sought to: (1) identify emerging trends in HEHR over the next ten years, (2) identify the issues associated with these emerging trends for CHRO's and (3) suggest strategies for addressing these issues. This chapter ends with a brief summary of the data where the results are provided and the relationships are synthesized.

Emergent Trend Data Analysis

The first survey questionnaire (*see Appendix F*) sought to identify the emerging trends in HEHR over the next ten years. During the first questionnaire round, the Delphi panel was asked to do four things: 1) Review all the trends identified from the literature review and supplemented by subject matter experts, 2) Rate their perceptions of the relative significance of each trend for CHRO's on a four point Likert scale where:

- 1 = Insignificant
- 2 = Minimally Significant
- 3 = Moderately Significant
- 4 = Extremely Significant,

3) Add any emerging trend(s) impacting CHRO's that you see on the horizon over the ten years not included in the original Q1 questionnaire and 4) complete the questionnaire in its entirety. The initial survey was sent electronically in an intermittent, anonymous manner

using an encrypted link that was emailed to the study population directing them to a survey developed in Qualtrics.com.

In the first questionnaire (Q1), the Delphi panel considered fifty (50) items which yielded eight hundred (800) responses from sixteen (16) respondents. The questionnaire also included an open ended question that allowed the respondents to identify additional trends not listed in the original fifty (50) item questionnaire. The open ended question yielded a total of eleven (11) additional suggested trends from eight (8) respondents that will likely impact higher education human resources and chief human resource officers over the next ten years. These additional items were added for the panelists to consider in the subsequent rounds. The next three survey rounds enabled the Delphi panel to move towards consensus. Consensus was reached as early as the second round of the Delphi study for most of the trends.

Over the four survey rounds, there was a fifty percent (50%) attrition rate of the initial survey panel participants. Of a total of 16 initial survey participants during Q1, 11 of the survey participants continued through Q2 & Q3 and a final number of 8 participants during the fourth and final survey round questionnaire. This amounted to a 31.25% decrease in participation from Q1 to Q2, a 0% decrease from Q2 to Q3, and a 27.27% decrease in survey participation from Q3 to Q4. As indicated by Clayton (1997b), 5-10 people for a heterogeneous population, people with expertise on a particular topic but may come from different social/professional stratifications such as teachers, university academics and school principals (p. 378) is sufficient for the sample size and minimum number of respondents for each of the four survey rounds.

Dealing with Missing Data

The respondents during each survey round were emailed survey retake links through Qualtrics.com to capture any missing data points. These missing data points were collected and included in the overall survey results prior to the close of each questionnaire and prior to moving on to the next survey round iteration.

Delphi Panel Description

The original Delphi panel included 16 CHRO experts from 15 states (*see Appendix E*). Permission was received from all participants in the study to include their information in the Appendix. The demographics of the expert panel are included in Table 4 below:

Table 4: CHRO Expert Panel Demographics

CHRO Expert Panel Demographics (n=16)	
<u>CHRO Gender</u>	
Female	10
Male	6
<u>CUPA-HR Region</u>	
Western	5
Midwest	3
Southern	4
Eastern	4
<u>CUPA-HR Member Institution Demographics</u>	
Public	11
Private	4
System	1
<u>Carnegie Classification</u>	
Bachelors	3
Masters	2
Doctoral	6
Community College	4
System	1

Research Question One

Collection of the Initial Survey Data

Each of the research questions will be addressed in terms of the data supplied by the Delphi panel in their responses to the four rounds of questionnaires. The first research question in this study asked CHRO's to identify and rank the emerging trends in HEHR over the next ten years. In order to answer this research question, the Delphi panel reviewed a series of emerging trends that will likely impact higher education human resources and chief human resource officers over the next ten years as identified by a review of the relevant literature and a pilot expert panel of subject matter experts (SMEs) from CUPA-HR. The Delphi panel was asked to indicate the level of significance that each of the panel members perceived these emergent trends will have on CHRO's over the next ten years.

The CHRO panelists were provided a list of fifty (50) emerging trends as identified by the review of relevant literature and the survey pilot group of SME's identified by CUPA-HR. The panelists were then asked to do four things during survey questionnaire one Q1:

1. **REVIEW** all the trends on the questionnaire which have been identified from the literature review and supplemented by subject matter experts.
2. **ADD** any trend(s) that you see on the horizon not included in this listing.
3. **RATE** your perception of significance of each trend for CHRO's on a four point Likert scale where

1 = Insignificant (Ins),

2 = Minimally Significant (Min Sig),

3 = Moderately Significant (Mod Sig),

4 = Extremely Significant (Ext Sig), and

4. **RETURN** your response by.....(date).

Results of Questionnaire One Q1

Of the thirty (30) CHRO’s (as identified by CUPA-HR) initially invited to participate in the study, sixteen 16 CHRO’s responded to the email invitation and completed the initial survey. The results of the initial Q1 survey are included in Table 5 below:

Table 5: Q1 Emergent Trend Survey Data (n=16)

EMERGENT TRENDS (n=16)	Q1 Raw Likert Scale Data				Mean	StanDev
	Ins	MinSig	ModSig	ExtSig		
<i>Table 5 continued</i>						
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	0	1	13	2	3.06	0.44
Wellness initiatives and safety issues both to comply with regulations and save costs.	0	3	8	5	3.13	0.72
Individual development – wellness focused on individual development plans.	1	5	8	2	2.69	0.79
Work intensification as employers try to increase productivity with fewer employees.	0	3	7	6	3.19	0.75
Growing rates of obesity and diabetes and their impact on disability claims.	0	5	8	3	2.88	0.72
Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)	0	1	7	8	3.44	0.63
Flexibility – flexible work arrangements.	0	3	7	6	3.19	0.75
The continuing impact of the economy on budgets, hiring and HR strategies.	0	1	2	13	3.75	0.58
Regulations and reporting: new responsibilities require more transparency.	0	2	5	9	3.44	0.73
Rising health care costs.	0	1	2	13	3.75	0.58
Threat of increased health care/medical costs on U.S. competitiveness.	0	3	5	8	3.31	0.79
Rise in the number of individuals and families without health insurance.	2	7	7	0	2.31	0.7
Unprecedented budgetary constraints.	0	1	7	8	3.44	0.63
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...)	0	1	5	10	3.56	0.63
Outsourcing.	3	10	3	0	2	0.63
Globalization and market interdependence leading to greater economic volatility.	0	10	4	2	2.5	0.73

EMERGENT TRENDS (n=16)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 5 continued</i>	Ins	MinSig	ModSig	ExtSig		
Increased use of off-shoring.	4	12	0	0	1.75	0.45
Social networking, especially as it relates to recruiting faculty and staff.	0	3	9	4	3.06	0.68
Social and digital media influence on HR service delivery.	0	4	8	4	3	0.73
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	0	5	10	1	2.75	0.58
High tech, high touch services such as one-stop services and no-stop services.	0	4	7	5	3.06	0.77
Enterprise systems – their functionality and the impact on institutional effectiveness.	0	1	10	5	3.25	0.58
Aging technology systems.	0	6	6	4	2.88	0.81
Vulnerability of technology to attack or disaster.	0	2	8	6	3.25	0.68
Emerging use of predictive testing to make employment decisions.	3	10	3	0	2	0.63
Identity theft.	2	7	7	0	2.31	0.7
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	0	3	6	7	3.25	0.77
Generational needs – wider variation in needs, skills, and values.	1	3	8	4	2.94	0.85
Retirement of large numbers of baby boomers.	0	5	5	6	3.06	0.85
Baby boomer faculty & staff maintaining employment longer than expected.	0	4	7	5	3.06	0.77
A widening range of student and employee abilities, preparedness, background, and motivation.	0	5	6	5	3	0.82
Employees interested in multiple careers versus multiple employers.	1	9	4	2	2.44	0.81
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	0	7	7	2	2.69	0.7
Access and affordability – unsustainable rising tuition costs faster than inflation.	0	1	8	7	3.38	0.62
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	0	1	9	6	3.31	0.6

EMERGENT TRENDS (n=16)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 5 continued</i>	Ins	MinSig	ModSig	ExtSig		
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	0	2	6	8	3.38	0.72
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	0	4	7	5	3.06	0.77
Increased challenge in setting strategic priorities.	0	6	10	0	2.63	0.5
Move toward competency –based certification.	0	9	5	2	2.56	0.73
Rethinking infrastructure: a renewed focus on asset optimization.	0	8	7	1	2.56	0.63
Linking programs to outcomes: where training and market demand intersect.	1	3	9	3	2.88	0.81
A sustainable future: enhancing environmental performance.	0	6	6	4	2.88	0.81
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	0	4	10	2	2.88	0.62
Consumer-driven flexible learning options.	0	6	5	5	2.94	0.85
Attracting and retaining talented faculty.	0	2	7	7	3.31	0.7
The need for skilled employees in spite of high unemployment rates.	0	3	9	4	3.06	0.68
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	0	5	6	5	3	0.82
Massively Open On-line Courses (MOOC's).	1	7	5	3	2.63	0.89
Succession planning and talent management.	0	3	5	8	3.31	0.79
Sustainability push that will encourage less commuting.	0	10	5	1	2.44	0.63

The Q1 survey data where n=16 was then sorted by mean score in order to display the trend data in accordance with the level of significance as identified by the Delphi panel of CHRO experts. Table 6 presents the Q1 survey results sorted by mean score.

Table 6: Q1 Emergent Trend Data Sorted by Mean Score (n=16)

EMERGENT TRENDS (n=16)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 6 Continued</i>	Ins	MinSig	ModSig	ExtSig		
The continuing impact of the economy on budgets, hiring and HR strategies.	0	1	2	13	3.75	0.58
Rising health care costs.	0	1	2	13	3.75	0.58
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...)	0	1	5	10	3.56	0.63
Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	0	1	7	8	3.44	0.63
Regulations and reporting: new responsibilities require more transparency.	0	2	5	9	3.44	0.73
Unprecedented budgetary constraints.	0	1	7	8	3.44	0.63
Access and affordability – unsustainable rising tuition costs faster than inflation.	0	1	8	7	3.38	0.62
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	0	2	6	8	3.38	0.72
Threat of increased health care/medical costs on U.S. competitiveness.	0	3	5	8	3.31	0.79
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	0	1	9	6	3.31	0.6
Attracting and retaining talented faculty.	0	2	7	7	3.31	0.7
Succession planning and talent management.	0	3	5	8	3.31	0.79
Enterprise systems – their functionality and the impact on institutional effectiveness.	0	1	10	5	3.25	0.58
Vulnerability of technology to attack or disaster.	0	2	8	6	3.25	0.68
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	0	3	6	7	3.25	0.77
Work intensification as employers try to increase productivity with fewer employees.	0	3	7	6	3.19	0.75
Flexibility – flexible work arrangements.	0	3	7	6	3.19	0.75
Wellness initiatives and safety issues both to comply with regulations and save costs.	0	3	8	5	3.13	0.72

EMERGENT TRENDS (n=16)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 6 Continued</i>	Ins	MinSig	ModSig	ExtSig		
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	0	1	13	2	3.06	0.44
Social networking, especially as it relates to recruiting faculty and staff.	0	3	9	4	3.06	0.68
High tech, high touch services such as one-stop services and no-stop services.	0	4	7	5	3.06	0.77
Retirement of large numbers of baby boomers.	0	5	5	6	3.06	0.85
Baby boomer faculty & staff maintaining employment longer than expected.	0	4	7	5	3.06	0.77
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	0	4	7	5	3.06	0.77
The need for skilled employees in spite of high unemployment rates.	0	3	9	4	3.06	0.68
Social and digital media influence on HR service delivery.	0	4	8	4	3	0.73
A widening range of student and employee abilities, preparedness, background, and motivation.	0	5	6	5	3	0.82
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	0	5	6	5	3	0.82
Generational needs – wider variation in needs, skills, and values.	1	3	8	4	2.94	0.85
Consumer-driven flexible learning options.	0	6	5	5	2.94	0.85
Growing rates of obesity and diabetes and their impact on disability claims.	0	5	8	3	2.88	0.72
Aging technology systems.	0	6	6	4	2.88	0.81
Linking programs to outcomes: where training and market demand intersect.	1	3	9	3	2.88	0.81
A sustainable future: enhancing environmental performance.	0	6	6	4	2.88	0.81
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	0	4	10	2	2.88	0.62
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	0	5	10	1	2.75	0.58

EMERGENT TRENDS (n=16)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 6 Continued</i>	Ins	MinSig	ModSig	ExtSig		
Individual development – wellness focused on individual development plans.	1	5	8	2	2.69	0.79
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	0	7	7	2	2.69	0.7
Increased challenge in setting strategic priorities.	0	6	10	0	2.63	0.5
Massively Open On-line Courses (MOOC's).	1	7	5	3	2.63	0.89
Move toward competency –based certification.	0	9	5	2	2.56	0.73
Rethinking infrastructure: a renewed focus on asset optimization.	0	8	7	1	2.56	0.63
Globalization and market interdependence leading to greater economic volatility.	0	10	4	2	2.5	0.73
Employees interested in multiple careers versus multiple employers.	1	9	4	2	2.44	0.81
Sustainability push that will encourage less commuting.	0	10	5	1	2.44	0.63
Rise in the number of individuals and families without health insurance.	2	7	7	0	2.31	0.7
Identity theft.	2	7	7	0	2.31	0.7
Outsourcing.	3	10	3	0	2	0.63
Emerging use of predictive testing to make employment decisions.	3	10	3	0	2	0.63
Increased use of off-shoring.	4	12	0	0	1.75	0.45

The first round survey Q1 results in Table identified *the continuing impact of the economy on budgets, hiring and HR strategies* and *Rising healthcare costs* as the two most significant trends with a mean score of 3.75 and a standard deviation score of .58. In contrast, *increased use of off-shoring* was considered least significant by the panel with a mean score of 1.75 and a standard deviation of .45. There were natural breaks of multiple trends having the same rating of significance revealed in the raw data sorted by mean score. Of the 50 trends, initial natural breaks resulted in five trends with independent mean scores

of 3.56, 3.13, 2.75, 2.5, and 1.75 respectively, twenty trends where two trends shared equal mean score ratings of 3.75, 3.38, 3.19, 2.94, 2.69, 2.63, 2.56, 2.44, 2.31, and 2.0 respectively, nine trends where three trends shared equal mean scores of 3.44, 3.25, and 3.0 respectively, four trends shared the same 3.31 mean score, five trends shared the same 2.88 mean score, and seven trends shared the same 3.06 mean score. These Q1 mean score findings of mean score distributions provided an initial reference point from which to draw comparisons in the results over the subsequent survey rounds. It was essential to ensure that comparisons of the mean score data was comparable to the same number of participants between each survey round. Of the sixteen initial CHRO panelist who completed the Q1 survey, only 11 CHROs completed the Q2 survey during the second round. As a result, only those 11 CHRO panelist scores were used to ensure comparable data between each round. Table 7 represents the filtered raw data where n=11 for the Q1 survey data.

Table 7: Q1 Emergent Trend Filtered Data (n=11)

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 7 continued</i>	Ins	MinSig	ModSig	ExtSig		
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	0	1	9	1	3	0.45
Wellness initiatives and safety issues both to comply with regulations and save costs.	0	2	5	4	3.18	0.75
Individual development – wellness focused on individual development plans.	0	4	6	1	2.73	0.65
Work intensification as employers try to increase productivity with fewer employees.	0	1	6	4	3.27	0.65
Growing rates of obesity and diabetes and their impact on disability claims.	0	3	5	3	3	0.77

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 7 continued</i>	Ins	MinSig	ModSig	ExtSig		
Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	0	1	5	5	3.36	0.67
Flexibility – flexible work arrangements.	0	3	6	2	2.91	0.7
The continuing impact of the economy on budgets, hiring and HR strategies.	0	0	1	10	3.91	0.3
Regulations and reporting: new responsibilities require more transparency.	0	2	4	5	3.27	0.79
Rising health care costs.	0	0	2	9	3.82	0.4
Threat of increased health care/medical costs on U.S. competitiveness.	0	2	4	5	3.27	0.79
Rise in the number of individuals and families without health insurance.	1	5	5	0	2.36	0.67
Unprecedented budgetary constraints.	0	0	6	5	3.45	0.52
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...	0	1	3	7	3.55	0.69
Outsourcing.	2	8	1	0	1.91	0.54
Globalization and market interdependence leading to greater economic volatility.	0	7	4	0	2.36	0.5
Increased use of off-shoring.	3	8	0	0	1.73	0.47
Social networking, especially as it relates to recruiting faculty and staff.	0	3	6	2	2.91	0.7
Social and digital media influence on HR service delivery.	0	2	7	2	3	0.63
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	0	3	8	0	2.73	0.47
High tech, high touch services such as one-stop services and no-stop services.	0	3	5	3	3	0.77

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 7 continued</i>	Ins	MinSig	ModSig	ExtSig		
Enterprise systems – their functionality and the impact on institutional effectiveness.	0	0	6	5	3.45	0.52
Aging technology systems.	0	3	4	4	3.09	0.83
Vulnerability of technology to attack or disaster.	0	1	5	5	3.36	0.67
Emerging use of predictive testing to make employment decisions.	2	6	3	0	2.09	0.7
Identity theft.	1	5	5	0	2.36	0.67
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	0	3	4	4	3.09	0.83
Generational needs – wider variation in needs, skills, and values.	1	3	4	2	2.7	0.9
Retirement of large numbers of baby boomers.	0	4	3	3	2.9	0.83
Baby boomer faculty & staff maintaining employment longer than expected.	0	3	4	3	3	0.93
A widening range of student and employee abilities, preparedness, background, and motivation.	0	5	1	4	2.9	0.67
Employees interested in multiple careers versus multiple employers.	1	6	1	2	2.4	0.67
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	0	4	5	1	2.7	0.93
Access and affordability – unsustainable rising tuition costs faster than inflation.	0	1	4	5	3.4	0.67
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	0	0	7	4	3.36	0.5
Administrative efficiencies – removing costs and inefficiency,	0	1	4	6	3.45	0.69

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 7 continued</i>	Ins	MinSig	ModSig	ExtSig		
streamlining, processes, automation, etc.						
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	0	2	5	4	3.18	0.75
Increased challenge in setting strategic priorities.	0	4	7	0	2.64	0.5
Move toward competency –based certification.	0	7	4	0	2.36	0.5
Rethinking infrastructure: a renewed focus on asset optimization.	0	7	4	0	2.36	0.5
Linking programs to outcomes: where training and market demand intersect.	1	3	5	2	2.73	0.9
A sustainable future: enhancing environmental performance.	0	5	4	2	2.73	0.79
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	0	3	6	2	2.91	0.7
Consumer-driven flexible learning options.	0	4	4	3	2.91	0.83
Attracting and retaining talented faculty.	0	1	6	4	3.27	0.65
The need for skilled employees in spite of high unemployment rates.	0	2	7	2	3	0.67
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	0	3	4	4	3.09	0.83
Massively Open On-line Courses (MOOC's).	0	5	4	2	2.73	0.79
Succession planning and talent management.	0	2	4	5	3.27	0.79
Sustainability push that will encourage less commuting.	0	6	4	1	2.55	0.69

The Q1 filtered survey data where ($n = 11$) was then sorted by mean score in order to display the trend data in accordance with the level of significance as identified by the Delphi panel of CHRO experts. Table 8 presents the Q1 filtered survey data ($n = 11$) results sorted by mean score. This filtered data was used to ensure comparable data comparisons were made between Q1 and Q2 survey rounds.

Table 8: Q1 Emergent Trend Filtered Data Sorted by Mean Score (n=11)

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
	Ins	MinSig	ModSig	ExtSig		
<i>Table 8 continued</i>						
The continuing impact of the economy on budgets, hiring and HR strategies.	0	0	1	10	3.91	0.3
Rising health care costs.	0	0	2	9	3.82	0.4
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...	0	1	3	7	3.55	0.69
Unprecedented budgetary constraints.	0	0	6	5	3.45	0.52
Enterprise systems – their functionality and the impact on institutional effectiveness.	0	0	6	5	3.45	0.52
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	0	1	4	6	3.45	0.69
Access and affordability – unsustainable rising tuition costs faster than inflation.	0	1	4	5	3.4	0.67
Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)	0	1	5	5	3.36	0.67
Vulnerability of technology to attack or disaster.	0	1	5	5	3.36	0.67
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and	0	0	7	4	3.36	0.5

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 8 continued</i>	Ins	MinSig	ModSig	ExtSig		
expenditures (HR Business Analytics).						
Work intensification as employers try to increase productivity with fewer employees.	0	1	6	4	3.27	0.65
Regulations and reporting: new responsibilities require more transparency.	0	2	4	5	3.27	0.79
Threat of increased health care/medical costs on U.S. competitiveness.	0	2	4	5	3.27	0.79
Attracting and retaining talented faculty.	0	1	6	4	3.27	0.65
Succession planning and talent management.	0	2	4	5	3.27	0.79
Wellness initiatives and safety issues both to comply with regulations and save costs.	0	2	5	4	3.18	0.75
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	0	2	5	4	3.18	0.75
Aging technology systems.	0	3	4	4	3.09	0.83
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	0	3	4	4	3.09	0.83
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	0	3	4	4	3.09	0.83
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	0	1	9	1	3	0.45
Growing rates of obesity and diabetes and their impact on disability claims.	0	3	5	3	3	0.77
Social and digital media influence on HR service delivery.	0	2	7	2	3	0.63

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 8 continued</i>	Ins	MinSig	ModSig	ExtSig		
High tech, high touch services such as one-stop services and no-stop services.	0	3	5	3	3	0.77
Baby boomer faculty & staff maintaining employment longer than expected.	0	3	4	3	3	0.93
Other:-The need for skilled employees in spite of high unemployment rates.	0	2	7	2	3	0.67
Flexibility – flexible work arrangements.	0	3	6	2	2.91	0.7
Social networking, especially as it relates to recruiting faculty and staff.	0	3	6	2	2.91	0.7
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	0	3	6	2	2.91	0.7
Consumer-driven flexible learning options.	0	4	4	3	2.91	0.83
Retirement of large numbers of baby boomers.	0	4	3	3	2.9	0.83
A widening range of student and employee abilities, preparedness, background, and motivation.	0	5	1	4	2.9	0.67
Individual development – wellness focused on individual development plans.	0	4	6	1	2.73	0.65
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	0	3	8	0	2.73	0.47
Linking programs to outcomes: where training and market demand intersect.	1	3	5	2	2.73	0.9
A sustainable future: enhancing environmental performance.	0	5	4	2	2.73	0.79
Massively Open On-line Courses (MOOC's).	0	5	4	2	2.73	0.79
Generational needs – wider variation in needs, skills, and values.	1	3	4	2	2.7	0.9

EMERGENT TRENDS (n=11)	Q1 Raw Likert Scale Data				Mean	StanDev
<i>Table 8 continued</i>	Ins	MinSig	ModSig	ExtSig		
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	0	4	5	1	2.7	0.93
Increased challenge in setting strategic priorities.	0	4	7	0	2.64	0.5
Sustainability push that will encourage less commuting.	0	6	4	1	2.55	0.69
Employees interested in multiple careers versus multiple employers.	1	6	1	2	2.4	0.67
Rise in the number of individuals and families without health insurance.	1	5	5	0	2.36	0.67
Globalization and market interdependence leading to greater economic volatility.	0	7	4	0	2.36	0.5
Identity theft.	1	5	5	0	2.36	0.67
Move toward competency –based certification.	0	7	4	0	2.36	0.5
Rethinking infrastructure: a renewed focus on asset optimization.	0	7	4	0	2.36	0.5
Emerging use of predictive testing to make employment decisions.	2	6	3	0	2.09	0.7
Outsourcing.	2	8	1	0	1.91	0.54
Increased use of off-shoring.	3	8	0	0	1.73	0.47

The findings during Q1 raw data (n=16) compared to the findings of Q1 filtered data (n=11) reveal very little change in the overall significance ratings for each trend. The first round filtered survey Q1 results in Table 4.4 identified *The continuing impact of the economy on budgets, hiring and HR strategies* and *Rising healthcare costs* as the two most significant trends with mean scores of 3.91 and 3.82 and standard deviation scores of .30 and .40 respectively. In contrast, *increased use of off-shoring* was considered least significant by the

panel with a mean score of 1.73 and a standard deviation of .47. These findings of trend significance were consistent from the raw data and the filtered data of the Q1 survey which further supported the reliability of the filtered data.

Upon the completion of the first round questionnaire Q1, the CHRO panelists suggested a total of eleven additional emerging trends which were added to the subsequent iterative survey rounds Q2, Q3, and Q4. The following presents a listing of the additional eleven (11) items for further consideration by the CHRO panel.

1. Need for more leadership development in managing diverse workforce.
2. Increased union activity particularly related to part-time, adjunct employees.
3. Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.
4. Public funding/support for higher education.
5. Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.
6. Moving HR from transactional to strategic in the academic environment.
7. The decentralized nature of the academy is unsustainable.
8. The increase in litigation.
9. Immigration labor relations. (Students who do not use English as their primary language)
10. Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.

11. Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.

The additional eleven items were added to questionnaire two (Q2) to be ranked by the expert panel of CHRO's during the second iterative survey round according to the perceived significance on a four point Likert scale where:

1 = Insignificant (Ins),

2 = Minimally Significant (MinSig),

3 = Moderately Significant (ModSig), and

4 = Extremely Significant (ExtSig).

Results of Questionnaire Two (Q2)

The second questionnaire (Q2) was administered via Qualtrics.com to the initial 16 CHRO's expert panel (*See Appendix G*). Of the sixteen panelists, there were a total eleven (11) CHRO panelist who completed the Q2 Delphi survey in which there were asked to do 5 things:

1. REVIEW the Round One (Q1) Survey results in,

2. REFLECT on Round One Questionnaire Q1: Given the ratings of the Delphi Panel in the first round, do these cause you to reconsider your original rating?

3. Please RECORD your original rating or your reconsidered rating as appropriate. Note: For the additional items added from the first round by the panel, Please Indicate and Prioritize the level of significance that you perceive each of the additional listed emergent trends will have on CHRO's over the next ten years,

1 = Insignificant (Ins),

2 = Minimally Significant (MinSig),

3 = Moderately Significant (ModSig), and

4 = Extremely Significant (ExtSig).

4. IDENTIFY the ISSUES for CHRO's regarding each trend, and

5. Complete this questionnaire in its entirety.

In keeping with the Delphi methodology, the results of Q1 were provided to the each CHRO panelist for review during the Q2 survey. For example, the first emerging trend regarding work life balance was stated again in Q2 and the Q1 aggregate ratings were provided as listed:

TREND 1: Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.

The aggregate results for Q1 were provided in great detail:

Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 13 rated it as Moderately Significant and 2 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.44.

Each emerging trend was then re-examined by each panelist where the panelists were given an opportunity to reconsider their previous responses once the aggregate results were provide for each trend. The additional eleven trends were provided for the panelists to consider for the first time in Q2.

The results from Q2 are provided in Table 9.

Table 9: Q2 Emergent Trend Survey Data (n=11)

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 9 continued</i>	Ins	MinSig	ModSig	ExtSig		
Work/life balance as employees deal with family care	0	2	7	2	3	0.63

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 9 continued</i>	Ins	MinSig	ModSig	ExtSig		
responsibilities (dependent and elder care), multiple jobs, etc.						
Wellness initiatives and safety issues both to comply with regulations and save costs.	0	2	7	2	3	0.63
Individual development – wellness focused on individual development plans.	0	5	5	1	2.64	0.67
Work intensification as employers try to increase productivity with fewer employees.	0	0	8	3	3.27	0.47
Growing rates of obesity and diabetes and their impact on disability claims.	1	1	7	2	2.91	0.83
Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)	0	1	5	5	3.36	0.67
Flexibility – flexible work arrangements.	0	1	8	2	3.09	0.54
The continuing impact of the economy on budgets, hiring and HR strategies.	0	0	0	11	4	0
Regulations and reporting: new responsibilities require more transparency.	0	1	4	6	3.45	0.69
Rising health care costs.	0	1	1	9	3.73	0.65
Threat of increased health care/medical costs on U.S. competitiveness.	0	2	6	3	3.09	0.7
Rise in the number of individuals and families without health insurance.	1	5	5	0	2.36	0.67
Unprecedented budgetary constraints.	0	0	5	6	3.55	0.52
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...	0	1	4	6	3.45	0.69
Outsourcing.	1	9	1	0	2	0.45

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 9 continued</i>	Ins	MinSig	ModSig	ExtSig		
Globalization and market interdependence leading to greater economic volatility.	1	8	2	0	2.09	0.54
Increased use of off-shoring.	5	6	0	0	1.55	0.52
Social networking, especially as it relates to recruiting faculty and staff.	0	1	9	1	3	0.45
Social and digital media influence on HR service delivery.	0	2	8	1	2.91	0.54
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	0	2	6	3	3.09	0.7
High tech, high touch services such as one-stop services and no-stop services.	0	2	7	2	3	0.63
Enterprise systems – their functionality and the impact on institutional effectiveness.	0	1	6	4	3.27	0.65
Aging technology systems.	0	3	3	5	3.18	0.87
Vulnerability of technology to attack or disaster.	0	1	6	4	3.27	0.65
Emerging use of predictive testing to make employment decisions.	2	8	1	0	1.91	0.54
Identity theft.	0	4	4	3	2.91	0.83
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	0	1	5	5	3.36	0.67
Generational needs – wider variation in needs, skills, and values.	0	2	9	0	2.82	0.4
Retirement of large numbers of baby boomers.	0	3	7	1	2.82	0.6
Baby boomer faculty & staff maintaining employment longer than expected.	0	2	8	1	2.91	0.54
A widening range of student and employee abilities, preparedness, background, and motivation.	0	4	7	0	2.64	0.5

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 9 continued</i>	Ins	MinSig	ModSig	ExtSig		
Employees interested in multiple careers versus multiple employers.	0	9	2	0	2.18	0.4
Increase in part-time and/or non-traditional employees staff faculty leads to questions regarding tenure, benefits, workplace flexibility, etc.	0	6	5	0	2.45	0.52
Access and affordability – unsustainable rising tuition costs faster than inflation.	0	0	7	4	3.36	0.5
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	0	0	9	2	3.18	0.4
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	0	0	4	7	3.64	0.5
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	0	3	6	2	2.91	0.7
Increased challenge in setting strategic priorities.	0	5	6	0	2.55	0.52
Move toward competency –based certification.	0	7	3	1	2.45	0.69
Rethinking infrastructure: a renewed focus on asset optimization.	0	6	5	0	2.45	0.52
Linking programs to outcomes: where training and market demand intersect.	0	3	6	2	2.91	0.7
A sustainable future: enhancing environmental performance.	0	7	2	2	2.55	0.82
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	0	3	6	2	2.91	0.7
Consumer-driven flexible learning options.	0	5	4	2	2.73	0.79
Attracting and retaining talented faculty.	0	0	7	4	3.36	0.5

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 9 continued</i>	Ins	MinSig	ModSig	ExtSig		
The need for skilled employees in spite of high unemployment rates.	0	0	10	1	3.09	0.3
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	0	4	4	3	2.91	0.83
Massively Open On-line Courses (MOOC's).	0	7	3	1	2.45	0.69
Succession planning and talent management.	0	1	5	5	3.36	0.67
Sustainability push that will encourage less commuting.	0	8	3	0	2.27	0.47
Need for more leadership development in managing diverse workforce.	0	0	6	5	3.45	0.52
Increased union activity particularly related to part-time, adjunct employees.	1	5	5	0	2.36	0.67
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	0	4	4	3	2.91	0.83
Public funding/support for higher education.	0	3	2	7	3.45	0.82
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	0	3	6	2	2.91	0.7
Moving HR from transactional to strategic in the academic environment.	0	1	5	5	3.36	0.67
The decentralized nature of the academy is unsustainable.	3	3	3	1	2.33	1
The increase in litigation.	0	5	2	4	2.91	0.94
Immigration labor relations. (Students who do not use English as their primary language)	0	7	3	1	2.45	0.69

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 9 continued</i>	Ins	MinSig	ModSig	ExtSig		
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	0	2	9	0	2.82	0.4
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	1	6	4	0	2.27	0.65

The Q2 filtered survey data where ($n = 11$) was then sorted by mean score in order to display the trend data in accordance with the level of significance as identified by the Delphi panel of CHRO experts. Table 10 presents the Q2 filtered survey data ($n = 11$) results sorted by mean score.

Table 10: Q2 Emergent Trend Survey Data Sorted by Mean Score (n=11)

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 10 continued</i>	Ins	MinSig	ModSig	ExtSig		
The continuing impact of the economy on budgets, hiring and HR strategies.	0	0	0	11	4	0
Rising health care costs.	0	1	1	9	3.73	0.65
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	0	0	4	7	3.64	0.5
Unprecedented budgetary constraints.	0	0	5	6	3.55	0.52
Regulations and reporting: new responsibilities require more transparency.	0	1	4	6	3.45	0.69
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...	0	1	4	6	3.45	0.69

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 10 continued</i>	Ins	MinSig	ModSig	ExtSig		
Need for more leadership development in managing diverse workforce.	0	0	6	5	3.45	0.52
Public funding/support for higher education.	0	3	2	7	3.45	0.82
Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	0	1	5	5	3.36	0.67
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	0	1	5	5	3.36	0.67
Access and affordability – unsustainable rising tuition costs faster than inflation.	0	0	7	4	3.36	0.5
Attracting and retaining talented faculty.	0	0	7	4	3.36	0.5
Succession planning and talent management.	0	1	5	5	3.36	0.67
Moving HR from transactional to strategic in the academic environment.	0	1	5	5	3.36	0.67
Work intensification as employers try to increase productivity with fewer employees.	0	0	8	3	3.27	0.47
Enterprise systems – their functionality and the impact on institutional effectiveness.	0	1	6	4	3.27	0.65
Vulnerability of technology to attack or disaster.	0	1	6	4	3.27	0.65
Aging technology systems.	0	3	3	5	3.18	0.87
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	0	0	9	2	3.18	0.4
Flexibility – flexible work arrangements.	0	1	8	2	3.09	0.54
Threat of increased health care/medical costs on U.S. competitiveness.	0	2	6	3	3.09	0.7

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 10 continued</i>	Ins	MinSig	ModSig	ExtSig		
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	0	2	6	3	3.09	0.7
The need for skilled employees in spite of high unemployment rates.	0	0	10	1	3.09	0.3
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	0	2	7	2	3	0.63
Wellness initiatives and safety issues both to comply with regulations and save costs.	0	2	7	2	3	0.63
Social networking, especially as it relates to recruiting faculty and staff.	0	1	9	1	3	0.45
High tech, high touch services such as one-stop services and no-stop services.	0	2	7	2	3	0.63
Growing rates of obesity and diabetes and their impact on disability claims.	1	1	7	2	2.91	0.83
Social and digital media influence on HR service delivery.	0	2	8	1	2.91	0.54
Identity theft.	0	4	4	3	2.91	0.83
Baby boomer faculty & staff maintaining employment longer than expected.	0	2	8	1	2.91	0.54
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	0	3	6	2	2.91	0.7
Linking programs to outcomes: where training and market demand intersect.	0	3	6	2	2.91	0.7
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	0	3	6	2	2.91	0.7
Concerns about the ability of the U.S. education system to produce	0	4	4	3	2.91	0.83

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 10 continued</i>	Ins	MinSig	ModSig	ExtSig		
the skilled workers needed for the future.						
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	0	4	4	3	2.91	0.83
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	0	3	6	2	2.91	0.7
The increase in litigation.	0	5	2	4	2.91	0.94
Generational needs – wider variation in needs, skills, and values.	0	2	9	0	2.82	0.4
Retirement of large numbers of baby boomers.	0	3	7	1	2.82	0.6
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	0	2	9	0	2.82	0.4
Consumer-driven flexible learning options.	0	5	4	2	2.73	0.79
Individual development – wellness focused on individual development plans.	0	5	5	1	2.64	0.67
A widening range of student and employee abilities, preparedness, background, and motivation.	0	4	7	0	2.64	0.5
Increased challenge in setting strategic priorities.	0	5	6	0	2.55	0.52
A sustainable future: enhancing environmental performance.	0	7	2	2	2.55	0.82
Increase in part-time and/or non-traditional employees staff /faculty leads to questions regarding tenure, benefits, workplace flexibility, etc.	0	6	5	0	2.45	0.52

EMERGENT TRENDS (n=11)	Q2 Raw Likert Scale Data				Mean	StanDev
<i>Table 10 continued</i>	Ins	MinSig	ModSig	ExtSig		
Move toward competency –based certification.	0	7	3	1	2.45	0.69
Rethinking infrastructure: a renewed focus on asset optimization.	0	6	5	0	2.45	0.52
Massively Open On-line Courses (MOOC's).	0	7	3	1	2.45	0.69
Immigration labor relations. (Students who do not use English as their primary language)	0	7	3	1	2.45	0.69
Rise in the number of individuals and families without health insurance.	1	5	5	0	2.36	0.67
Increased union activity particularly related to part-time, adjunct employees.	1	5	5	0	2.36	0.67
The decentralized nature of the academy is unsustainable.	3	3	3	1	2.33	1
Sustainability push that will encourage less commuting.	0	8	3	0	2.27	0.47
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	1	6	4	0	2.27	0.65
Employees interested in multiple careers versus multiple employers.	0	9	2	0	2.18	0.4
Globalization and market interdependence leading to greater economic volatility.	1	8	2	0	2.09	0.54
Outsourcing.	1	9	1	0	2	0.45
Emerging use of predictive testing to make employment decisions.	2	8	1	0	1.91	0.54
Increased use of off-shoring.	5	6	0	0	1.55	0.52

The results of both Q1 and Q2 identified the mean score and the standard deviation score for each of the identified emergent trends. In order to determine consensus, the researcher examined the percent change (Dajani et al., 1979) between Q1 and Q2 for the mean scores for each of the emergent trends listed. Following the Scheibe et al. (1975) model, in this

research, using the 15% change level to represent a state of equilibrium, any two successive rounds that resulted in marginal change of less than 15% were considered to have reached stability. “Successive rounds resulting in a change in excess of 15% were considered to continue to be in an unstable state and were included in subsequent Delphi rounds” (Dajani et al., 1979, p. 87). To compare the distributions of CHRO panelist rankings between rounds, the following steps were implemented:

- Calculated the mean scores for each trend during each survey round;
- Calculated the standard deviation for each trend during each survey round;
- Calculated the aggregate mean difference (AMD) for each trend between successive rounds (i.e... Q1 - Q2,);
- Calculated the aggregate standard deviation (ASD) for each trend between successive rounds (i.e., Q1 - Q2,);
- Calculated the mean score percent change – AMD divided by the previous round mean score $Q1/AMD$
- Calculated the Standard deviation percent change – ASD divided by the previous survey round standard deviation score (i.e., $Q1/ASD$).

The aggregate mean or group mean at the round in which consensus was reached was referred to as “consensus mean”. In this research, all trends have been introduced for exploration, consideration, and reevaluation three times. Wilhelm (2001) states that in many Delphi studies attempting to reach consensus using rankings, the communication process reaches a point of diminishing marginal returns beyond three iterations. If consensus on a trend was not reached after three iterations, it was concluded that consensus was not reached. Table 11 illustrates the calculated percent change and aggregate mean difference (AMD)

between Q1 and Q2 for each of the initial 50 trends. The percent change and aggregate mean difference for the additional 11 trends will be calculated after the Q3 survey round.

Table 11: Q1 and Q2 Trend Percent Change Data

EMERGENT TRENDS	Mean Scores			% Change
	Q1	Q2	AMD	
<i>Table 11 Continued</i>				
.-Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	3	3	0	0.00%
-Wellness initiatives and safety issues both to comply with regulations and save costs.	3.18	3	-0.18	-5.66%
-Individual development – wellness focused on individuals development plans.	2.73	2.64	-0.09	-3.30%
-Work intensification as employers try to increase productivity with fewer employees.	3.27	3.27	0	0.00%
-Growing rates of obesity and diabetes and their impact on disability claims.	3	2.91	-0.09	-3.00%
-Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)	3.36	3.36	0	0.00%
-Flexibility – flexible work arrangements.	2.91	3.09	0.18	6.19%
Politics and the Economy:-The continuing impact of the economy on budgets, hiring and HR strategies.	3.91	4	0.09	2.30%
-Regulations and reporting: new responsibilities require more transparency.	3.27	3.45	0.18	5.50%
-Rising health care costs.	3.82	3.73	-0.09	-2.36%
-Threat of increased health care/medical costs on U.S. competitiveness.	3.27	3.09	-0.18	-5.50%
-Rise in the number of individuals and families without health insurance.	2.36	2.36	0	0.00%
-Unprecedented budgetary constraints.	3.45	3.55	0.1	2.90%
-Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc..	3.55	3.45	-0.1	-2.82%
-Outsourcing.	1.91	2	0.09	4.71%

EMERGENT TRENDS	Mean Scores			
<i>Table 11 Continued</i>	Q1	Q2	AMD	% Change
-Globalization and market interdependence leading to greater economic volatility.	2.36	2.09	-0.27	-11.44%
-Increased use of off-shoring.	1.73	1.55	-0.18	-10.40%
Technology:-Social networking, especially as it relates to recruiting faculty and staff.	2.91	3	0.09	3.09%
-Social and digital media influence on HR service delivery.	3	2.91	-0.09	-3.00%
-The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	2.73	3.09	0.36	13.19%
-High tech, high touch services such as one-stop services and no-stop services.	3	3	0	0.00%
-Enterprise systems – their functionality and the impact on institutional effectiveness.	3.45	3.27	-0.18	-5.22%
-Aging technology systems.	3.09	3.18	0.09	2.91%
-Vulnerability of technology to attack or disaster.	3.36	3.27	-0.09	-2.68%
-Emerging use of predictive testing to make employment decisions.	2.09	1.91	-0.18	-8.61%
-Identity theft.	2.36	2.91	0.55	23.31%
Demographics & Diversity:-Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	3.09	3.36	0.27	8.74%
-Generational needs – wider variation in needs, skills, and values.	2.7	2.82	0.12	4.44%
-Retirement of large numbers of baby boomers.	2.9	2.82	-0.08	-2.76%
-Baby boomer faculty & staff maintaining employment longer than expected.	3	2.91	-0.09	-3.00%
-A widening range of student and employee abilities, preparedness, background, and motivation.	2.9	2.64	-0.26	-8.97%
-Employees interested in multiple careers versus multiple employers.	2.4	2.18	-0.22	-9.17%
-Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	2.7	2.45	-0.25	-9.26%

EMERGENT TRENDS	Mean Scores			
	Q1	Q2	AMD	% Change
<i>Table 11 Continued</i>				
-Access and affordability – unsustainable rising tuition costs faster than inflation.	3.4	3.36	-0.04	-1.18%
Productivity, Metrics & Business Strategy-An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	3.36	3.18	-0.18	-5.36%
-Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	3.45	3.64	0.19	5.51%
-Declining high school graduate population - student recruitment and retention strategies increasing competition between institutions.	3.18	2.91	-0.27	-8.49%
-Increased challenge in setting strategic priorities.	2.64	2.55	-0.09	-3.41%
-Move toward competency –based certification.	2.36	2.45	0.09	3.81%
-Rethinking infrastructure: a renewed focus on asset optimization.	2.36	2.45	0.09	3.81%
-Linking programs to outcomes: where training and market demand intersect.	2.73	2.91	0.18	6.59%
-A sustainable future: enhancing environmental performance.	2.73	2.55	-0.18	-6.59%
-The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	2.91	2.91	0	0.00%
-Consumer-driven flexible learning options.	2.91	2.73	-0.18	-6.19%
-Attracting and retaining talented faculty.	3.27	3.36	0.09	2.75%
Other:-The need for skilled employees in spite of high unemployment rates.	3	3.09	0.09	3.00%
-Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	3.09	2.91	-0.18	-5.83%
-Massively Open On-line Courses (MOOC's).	2.73	2.45	-0.28	-10.26%
-Succession planning and talent management.	3.27	3.36	0.09	2.75%
-Sustainability push that will encourage less commuting.	2.55	2.27	-0.28	-10.98%

The completion of the Q2 survey resulted in 49 of the initial 50 emergent trends reaching consensus and stability with less than 15% of change of mean score between Q1 and Q2. Of the 50 trends ranked during the Q1 and Q2 Delphi rounds, one item was not considered stable given the 23.31% change from Q1 to Q2 and was continued to the subsequent Delphi round to be re-considered by the panelist during Q3 Delphi round. Table 12 illustrates the trend for which stability/consensus was not reached during the Q1 and Q2 survey rounds.

Table 12: Q1 & Q2 Non-Consensus/Stability Trend Data

Trend No Stability/Non-Consensus	Q1 Mean	Q2 Mean	AMD	Percent Change
-Identity theft.	2.36	2.91	-0.55	-23.31%

The researcher also noted that there were a total of three items which indicated consensus on mean scores of ≤ 2 which were considered to be Insignificant by the CHRO panelist and were not considered further during subsequent Delphi rounds. Mean scores were interpreted in the following manner:

- Greater than 0 but less than or equal to 2.0 = Insignificant
- Greater than 2 but less than or equal to 2.7 = Minimally Significant
- Greater than 2.7 but less than or equal to 3.4 = Moderately Significant
- Greater than 3.4 but less than or equal to 4 = Extremely Significant.

The three trends ranked Insignificant by the CHRO panelist are presented below in *Table 13*.

Table 13: Q1 & Q2 Insignificant Trends

Insignificant Trends <i>Table 13 Continued</i>	Q1 Mean Score ≤ 2.0	Q1 StanDev	Q2 Mean Score ≤ 2.0	Q2 StanDev
-Increased use of off-shoring.	1.73	0.47	1.55	0.52
-Emerging use of predictive testing to make employment decisions.	2.09	.70	1.91	.54
-Outsourcing.	1.91	0.54	2	0.45

The additional 11 trends added during Q1 were ranked for the first time during Q2 on a four point Likert scale where:

- 1 = Insignificant (INS),
- 2 = Minimally Significant (MINSIG),
- 3 = Moderately Significant (MODSIG), and
- 4 = Extremely Significant (EXTSIG)

Table 14 illustrates the results of the Q2 ranking by mean score values and the level of significance of each trend as indicated by the mean score sorted from highest mean score to lowest mean score.

Table 14: Q2 Survey Results for the Additional Eleven Trends Sorted by Mean Score

Eleven (11) Additional Trends Identified from Delphi Survey Q1	Mean	StanDev
<i>Table 14 Continued</i>		
1. Need for more leadership development in managing diverse workforce.	3.45	0.52
2. Increased union activity particularly related to part-time, adjunct employees.	2.36	0.67
3. Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	2.91	0.83
4. Public funding/support for higher education.	3.45	0.82

Eleven (11) Additional Trends Identified from Delphi Survey Q1	Mean	StanDev
<i>Table 14 Continued</i>		
5. Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	2.91	0.7
6. Moving HR from transactional to strategic in the academic environment.	3.36	0.67
7. The decentralized nature of the academy is unsustainable.	2.33	1
8. The increase in litigation.	3	0.94
9. Immigration labor relations. (Students who do not use English as their primary language)	2.45	0.69
10. Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	2.82	0.4
11. Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	2.27	0.65

The additional eleven trends as illustrated in Table 14, provided the researcher some indication of the level of significance from the Delphi expert CHRO panel regarding these trends. These trends were reconsidered along with the trend regarding Identity theft in the Q3 survey round.

Results of Questionnaire Three Q3

The third questionnaire (Q3) was administered via Qualtrics.com to the 11 CHRO's expert panel who completed the Q2 survey round. All of the eleven panelists completing Q2 continued on to complete the Q3 survey round. These eleven (11) CHRO panelists who completed the Q3 Delphi survey were asked to do 4 things:

1. REVIEW the Round Two (Q2) Survey results of the trends, where CONCENSUS/STABILITY IS NOT REACHED, please RATE the TREND(S). Please note: Where CONCENSUS/STABILITY in responses on the trends has been REACHED there is NO NEED to RATE the trends any further.

2. REVIEW ISSUES for Each TREND as identified on Round Two Questionnaire Q2
3. Please RATE and RECORD the Issues as identified below. Note: Please Indicate and Prioritize the level of significance that you perceive each of the listed issues,
 - 1 = Insignificant (Ins),
 - 2 = Minimally Significant (MinSig),
 - 3 = Moderately Significant (ModSig), and
 - 4 = Extremely Significant (ExtSig).
4. COMPLETE this questionnaire in its entirety.

All eleven CHRO panelists completed the Q3 survey in its entirety. The Q3 survey represents the first time the issues related to the trends were rated during the study. The results of the Q3 survey round including the raw Likert scale data, mean scores and standard deviation scores regarding trends are provided in Table 15.

Table 15: Q3 Raw Likert Scale Trend Data Results

EMERGENT TRENDS (n=11)	Q3 Raw Likert Scale Data				Mean	StanDev
<i>Table 15 continued</i>	Ins	MinSig	ModSig	ExtSig		
Identity theft.	0	4	5	2	2.82	0.75
Need for more leadership development in managing diverse workforce.	0	1	6	4	3.27	0.65
Increased union activity particularly related to part-time, adjunct employees.	0	8	3	0	2.27	0.47
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	0	4	4	3	2.91	0.83
Public funding/support for higher education.	0	1	3	7	3.55	0.69
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12	0	3	6	2	2.91	0.7

EMERGENT TRENDS (n=11)	Q3 Raw Likert Scale Data				Mean	StanDev
<i>Table 15 continued</i>	Ins	MinSig	ModSig	ExtSig		
failures in producing college ready students.						
Moving HR from transactional to strategic in the academic environment.	0	0	6	5	3.45	0.52
The decentralized nature of the academy is unsustainable.	0	4	5	2	2.82	0.75
The increase in litigation.	0	2	4	5	3.27	0.79
Immigration labor relations. (Students who do not use English as their primary language)	0	10	1	0	2.09	0.3
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	0	2	9	0	2.82	0.4
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	1	6	4	0	2.27	0.65

The Q3 survey data where ($n = 11$) was then sorted by mean score in order to display the trend data in accordance with the level of significance as identified by the Delphi panel of CHRO experts. *Table 16* presents the Q3 survey data ($n = 11$) results sorted by mean score.

Table 16: Q3 Survey Data Sorted by Mean Score

EMERGENT TRENDS (n=11)	Q3 Raw Likert Scale Data				Mean	StanDev
<i>Table 16 continued</i>	Ins	MinSig	ModSig	ExtSig		
Public funding/support for higher education.	0	1	3	7	3.55	0.69
Moving HR from transactional to strategic in the academic environment.	0	0	6	5	3.45	0.52

EMERGENT TRENDS (n=11)	Q3 Raw Likert Scale Data				Mean	StanDev
<i>Table 16 continued</i>	Ins	MinSig	ModSig	ExtSig		
Need for more leadership development in managing diverse workforce.	0	1	6	4	3.27	0.65
The increase in litigation.	0	2	4	5	3.27	0.79
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	0	4	4	3	2.91	0.83
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	0	3	6	2	2.91	0.7
Identity theft.	0	4	5	2	2.82	0.75
The decentralized nature of the academy is unsustainable.	0	4	5	2	2.82	0.75
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	0	2	9	0	2.82	0.4
Increased union activity particularly related to part-time, adjunct employees.	0	8	3	0	2.27	0.47
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	1	6	4	0	2.27	0.65
Immigration labor relations. (Students who do not use English as their primary language)	0	10	1	0	2.09	0.3

At the completion of the Q3 survey round, the aggregate mean difference and percent change was then calculated between the Q2 and Q3 surveys in order to determine which of the remaining trends reached consensus where the CHRO panelist ratings reached stability.

Following the Scheibe et al. (1975) model, in this research, using the 15% change level to represent a state of equilibrium, any two successive rounds that resulted in marginal change of less than 15% were considered to have reached stability. The results of the percent change calculations are provided in *Table 17*.

Table 17: Percent Change Results for Trends between Q2 and Q3 Survey Rounds

Emergent Trend (n=11)	Mean Scores		AMD	% Change
	Q2	Q3		
<i>Table 17 continued</i>				
Need for more leadership development in managing diverse workforce.	3.45	3.27	-0.18	-5.22%
Increased union activity particularly related to part-time, adjunct employees.	2.36	2.27	-0.09	-3.81%
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	2.91	2.64	-0.27	-9.28%
Public funding/support for higher education.	3.45	3.55	0.1	2.90%
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	2.91	2.91	0	0.00%
Moving HR from transactional to strategic in the academic environment.	3.36	3.45	0.09	2.68%
The decentralized nature of the academy is unsustainable.	2.33	2.82	0.49	21.03%
The increase in litigation.	2.91	3.27	0.36	12.37%
Immigration labor relations. (Students who do not use English as their primary language)	2.45	2.09	-0.36	-14.69%

Emergent Trend (n=11)	Mean Scores			
<i>Table 17 continued</i>	Q2	Q3	AMD	% Change
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	2.82	2.64	-0.18	-6.38%
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	2.27	2.27	0	0.00%
Identity theft.	2.91	2.82	-0.09	-3.09%

Of the twelve trends, eleven reached consensus with less than 15% percent change between round Q2 and Q3. There was one trend, *the decentralized nature of the academy is unsustainable*, that did not reach consensus revealing a percent change score of 21.03%. This one item was continued to the subsequent Delphi round to be re-considered by the panelist during the fourth questionnaire (Q4) survey round. Of the total 61 trends, 60 trends have reached consensus with less than 15% change between two successive rounds during the first three survey rounds from Q1, Q2 and Q3.

Results of Questionnaire Four Q4

The last and final round of four successive survey rounds was used to enable the CHRO panelists to reconsider the final trend in effort to reach stability and consensus on the level of significance. The final trend, *the decentralized nature of the academy is unsustainable*, rated during Q2 and Q3 where n=11 resulted in 21.03% change. Of the eleven CHRO panelists who completed the Q3 survey, only 8 CHROs completed the Q4 survey during the fourth round. As a result, only those 8 CHRO panelist scores were used to ensure comparable data between each round. For the purposes of calculating the percent

change, the raw Likert scale data for Q3 was filtered where n=8. *Table 18* represents the Q3 filtered survey data for the final trend comparable data to the Q4 trend data.

Table 18: Q3 Filtered Trend Data (n=8)

EMERGENT TRENDS (n=8)	Q3 Raw Likert Scale Data				Mean	StanDev
	Ins	MinSig	ModSig	ExtSig		
The decentralized nature of the academy is unsustainable.	0	3	3	2	2.88	0.83

The Q4 survey round represents the third successive round for this trend. Wilhelm (2001) stated that in many Delphi studies attempting to reach consensus using rankings, the communication process reaches a point of diminishing marginal returns beyond three iterations. *Table 19* illustrates the raw Likert scale data for the third iterative ranking for this trend.

Table 19: Q4 Trend Survey Raw Data

EMERGENT TRENDS (n=8)	Q4 Raw Likert Scale Data				Mean	StanDev
	Ins	MinSig	ModSig	ExtSig		
The decentralized nature of the academy is unsustainable.	0	1	7	0	2.88	0.35

The final percent change calculation for this final trend between Q3 and Q4 is shown in *Table 20*. Where this final trend has reached consensus with 2.13% change between Q3 and Q4 survey rounds. This finding however may not meet the same standard of reliability as the other sixty trends given the low number of CHRO survey respondents where n=8. However,

the general standard used in this research was a minimum of 5-10 people from a heterogeneous group (Clayton, 1997b).

Table 20: Q3 and Q4 Percent Change Data

Emergent Trend (n=8)	Mean Scores		AMD	% Change
	Q2	Q3		
The decentralized nature of the academy is unsustainable.	2.82	2.88	0.06	2.13%

Detailed Findings for Research Question One

Research question one asked to identify emerging trends in HEHR over the next ten years has been answered by the data collection and analysis processes as described in the preceding content of chapter four. This research, through a set of four iterative Delphi survey rounds, has identified and ranked sixty-one emerging trends that will impact HEHR over the next ten years as indicated by the higher education CHRO expert Delphi panel. *Table 21* details the total list of emerging trends sorted by their respective mean score at which consensus and stability was achieved indicating the level of significance for each trend in descending rank order.

Table 21: Final Emerging Trend Rank Data by Consensus Mean Score and Significance Level

FINAL EMERGENT TRENDS RANK DATA	Consensus Mean	Significance Ranking
<i>Table 21 continued</i>		
The continuing impact of the economy on budgets, hiring and HR strategies.	4	Extremely Significant
Rising health care costs.	3.73	Extremely Significant
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	3.64	Extremely Significant

FINAL EMERGENT TRENDS RANK DATA	Consensus Mean	Significance Ranking
<i>Table 21 continued</i>		
Unprecedented budgetary constraints.	3.55	Extremely Significant
Public funding/support for higher education.	3.55	Extremely Significant
Regulations and reporting: new responsibilities require more transparency.	3.45	Extremely Significant
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...)	3.45	Extremely Significant
Moving HR from transactional to strategic in the academic environment.	3.45	Extremely Significant
Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)	3.36	Moderately Significant
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	3.36	Moderately Significant
Access and affordability – unsustainable rising tuition costs faster than inflation.	3.36	Moderately Significant
Attracting and retaining talented faculty.	3.36	Moderately Significant
Succession planning and talent management.	3.36	Moderately Significant
Work intensification as employers try to increase productivity with fewer employees.	3.27	Moderately Significant
Enterprise systems – their functionality and the impact on institutional effectiveness.	3.27	Moderately Significant
Vulnerability of technology to attack or disaster.	3.27	Moderately Significant
Need for more leadership development in managing diverse workforce.	3.27	Moderately Significant
The increase in litigation.	3.27	Moderately Significant
Aging technology systems.	3.18	Moderately Significant
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	3.18	Moderately Significant
Flexibility – flexible work arrangements.	3.09	Moderately Significant
Threat of increased health care/medical costs on U.S. competitiveness.	3.09	Moderately Significant
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	3.09	Moderately Significant

FINAL EMERGENT TRENDS RANK DATA	Consensus Mean	Significance Ranking
<i>Table 21 continued</i>		
The need for skilled employees in spite of high unemployment rates.	3.09	Moderately Significant
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	3	Moderately Significant
Wellness initiatives and safety issues both to comply with regulations and save costs.	3	Moderately Significant
Social networking, especially as it relates to recruiting faculty and staff.	3	Moderately Significant
High tech, high touch services such as one-stop services and no-stop services.	3	Moderately Significant
Growing rates of obesity and diabetes and their impact on disability claims.	2.91	Moderately Significant
Social and digital media influence on HR service delivery.	2.91	Moderately Significant
Baby boomer faculty & staff maintaining employment longer than expected.	2.91	Moderately Significant
Declining high school graduate population - student recruitment and retention strategies increasing competition between institutions.	2.91	Moderately Significant
Linking programs to outcomes: where training and market demand intersect.	2.91	Moderately Significant
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	2.91	Moderately Significant
Concerns about the ability of the U.S. education system to produce skilled workers needed for future.	2.91	Moderately Significant
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	2.91	Moderately Significant
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	2.91	Moderately Significant
The decentralized nature of the academy is unsustainable.	2.88	Moderately Significant
Identity theft.	2.82	Moderately Significant

FINAL EMERGENT TRENDS RANK DATA	Consensus Mean	Significance Ranking
<i>Table 21 continued</i>		
Generational needs – wider variation in needs, skills, and values.	2.82	Moderately Significant
Retirement of large numbers of baby boomers.	2.82	Moderately Significant
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	2.82	Moderately Significant
Consumer-driven flexible learning options.	2.73	Moderately Significant
Individual development – wellness focused on individual development plans.	2.64	Minimally Significant
A widening range of student and employee abilities, preparedness, background, and motivation.	2.64	Minimally Significant
Increased challenge in setting strategic priorities.	2.55	Minimally Significant
A sustainable future: enhancing environmental performance.	2.55	Minimally Significant
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	2.45	Minimally Significant
Move toward competency –based certification.	2.45	Minimally Significant
Rethinking infrastructure: a renewed focus on asset optimization.	2.45	Minimally Significant
Massively Open On-line Courses (MOOC's).	2.45	Minimally Significant
Rise in the number of individuals and families without health insurance.	2.36	Minimally Significant
Sustainability push that will encourage less commuting.	2.27	Minimally Significant
Increased union activity particularly related to part-time, adjunct employees.	2.27	Minimally Significant
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	2.27	Minimally Significant
Employees interested in multiple careers versus multiple employers.	2.18	Minimally Significant
Globalization and market interdependence leading to greater economic volatility.	2.09	Minimally Significant

FINAL EMERGENT TRENDS RANK DATA	Consensus Mean	Significance Ranking
<i>Table 21 continued</i>		
Immigration labor relations. (Students who do not use English as their primary language)	2.09	Minimally Significant
Outsourcing.	2	Insignificant
Emerging use of predictive testing to make employment decisions.	1.91	Insignificant
Increased use of off-shoring.	1.55	Insignificant

Table 21 exhibits the final emergent trend data findings for the sixty-one emergent trends identified and ranked by the CHRO Delphi expert panel from highest to lowest mean score per item in the final Q2, Q3, and Q4 survey rounds. The CHRO expert panel ranked eight of the sixty-one trends as *Extremely Significant* with mean scores greater than 3.4 but less than or equal to 4, 35 of the sixty-one trends ranked as *Moderately Significant* with mean scores greater than 2.7 but less than or equal to 3.4, fifteen of the sixty-one trends were ranked as *Minimally Significant* with mean scores greater than 2 but less than or equal to 2.7, and three of the sixty-one trends were ranked as *Insignificant* with mean scores greater than 0 but less than or equal to 2.0.

These findings suggest that 58 of the sixty-one trends will have either an extreme, moderate or minimum perceived level of significance in HEHR over the next ten years and the remaining three are perceived as insignificant in HEHR over the next ten years. Given the consensus on the level of significance on all of the trends, no further exploration of issues or strategies were addressed by the CHRO expert panel during the subsequent survey rounds for the following three *Insignificant* trends:

1. Increased use of off-shoring,

2. Emerging use of predictive testing to make employment decisions, and
3. Outsourcing.

Although the CHRO panel of experts arrived at consensus on these three trends as *Insignificant*, the literature review indicated both *Increased use of off-shoring* (W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008) and *Outsourcing* (Black, 2011) as trends for human resource professionals to prepare for in the future. As such, it is important to consider that while the CHRO expert panel obtained consensus on the level of significance on both items, the reviewed literature suggest otherwise. In addition, the researcher noted that while the trends of *Immigration and labor relations. (students who do not use English as the primary language)* and *Globalization and market interdependence leading to greater economic volatility* were both ranked as *Minimally Significant* by the CHRO panelists, the emphasis and level of significance surrounding the trend of *workforce demographics changes and their impact on workforce diversity, equity, inclusion and labor availability* was ranked as *Moderately Significant*. This would suggest that the focus of CHROs in general is not directly on immigration or globalization but rather the effects of both on the changing demographics of the higher education workforce and the impact on the higher education workforce strategy.

Of the thirty-five trends ranked *Moderately Significant*, there were five trends with the top ranking and consensus mean score of 3.36 they were:

1. Blurred lines of “work” time and “off” time (due to technology, expectations, employee values, etc.)
2. Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.
3. Access and Affordability – unsustainable rising tuition costs faster than inflation.

4. Attracting and retaining talented faculty. And,
5. Succession planning and talent management.

These five trends are largely focused on the macro trends of diversity awareness, costs containment, talent management, and technology. Following this top ranked *Moderately Significant* grouping was a grouping of five trends with the second highest consensus mean score of 3.27 highlighting:

1. Work intensification as employers try to increase productivity with fewer employees.
2. Enterprise systems – their functionality and the impact on institutional effectiveness.
3. Vulnerability of technology to attack or disaster.
4. Need for more leadership development in managing a diverse workforce. And,
5. The increase in litigation.

These five trends are focused on workforce management efficiency, technology, diversity awareness, and risk management.

There are three distinct *Moderately Significant* groupings each with four trends with consensus mean scores of 3.09, 3.0, and 2.82 respectively. However, the largest grouping of *Moderately Significant* trends was seen at the consensus mean score of 2.91. There are a total of nine trends with a 2.91 consensus mean score. They are:

1. Growing rate of obesity and diabetes and their impact on disability claims.
2. Social and digital media influence on HR service delivery.
3. Baby boomer faculty and staff maintaining employment longer than expected.
4. Declining high school graduate population – student recruitment and retention strategies increasing competition between institutions.
5. Linking program to outcomes: where training and market demand intersect.

6. The incorporation of sustainability and social responsibility practices into both strategy and everyday business.
7. Concerns about the ability of the U.S. education system to produce skilled workers needed for the future.
8. Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc. And,
9. Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.

The general areas of focus for this large group of trends are student recruitment, wellness initiatives and awareness, workforce demographic shifts and implications, technology and faculty retirement and tenure. Overall, the trends ranked as *Moderately Significant* have a broad reach across several macrotrends and microtrends as reviewed in the literature presented in chapter two of this study. Emerging themes that seem to appear across all levels of significance from *Extremely Significant* to *Minimally Significant* are budget constraints, technology, shifting demographics, employee wellness and healthcare, faculty retirement and tenure, and HR transformation.

Of the remaining 58 trends where the consensus mean has indicated the respective level of significance for each trend, there are a total of 8 trends identified as *Extremely Significant* for HEHR over the next ten years. The eight trends ranked as *Extremely Significant* are consistent with current HEHR CHRO challenges and discussions nationwide (Glazer, 2002; Rodriguez & Vaillancourt, 2014-15; Sledge & Fishman, 2014). A CHRO's ability to effectively address these trends will have a significant impact on the perception of the HR

functions' efficacy and or performance scorecard amongst its higher education and campus constituents and stakeholders. These eight *Extremely Significant* trends, as identified by the CHRO panel of experts, can be categorized into three major sub-headings of 1) *Budget Implications*, 2) *Public Policy/Regulatory Compliance Matters*, and 3) *HR Transformation* as follows:

1. Budget Implications

1. The continuing impact of the economy on budgets, hiring and HR strategies.
2. Unprecedented budgetary constraints.
3. Public funding/support for higher education.

2. Public Policy/Regulatory Compliance Matters

1. Rising health care costs.
2. Regulations and reporting: new responsibilities require more transparency.
3. Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc.

3. HR Transformation

1. Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.
2. Moving HR from transactional to strategic in the academic environment.

The researcher noted that issues surrounding the impact of local and global economy on HEHR budgets and resource allocations definitely affect HR strategic priorities and hiring. The national debate of healthcare costs and recent legislation (Affordable Care Act) should be at the forefront of the CHRO's strategic planning agenda for institutions of higher education navigating public policy and government relations. The trending of transforming

HEHR functions from the perceived '*administrative impediment*' to that of a strategic partner, campus ally and trusted advisor/resource is essential to the future success of HEHR, particularly in the higher education academic environment. Given the fact that these trends cut across all facets of higher education institutions, it is imperative that CHRO's be engaged in the systemic analysis and collaborative approaches to addressing these trends. These findings offer CHRO's validation and support for addressing these trends more effectively with intentionality and as a central part of the institution's leadership team.

In comparison to the six trends as suggested by W. J. Rothwell et al. (1998); (W. J. P. Rothwell, Robert K.; Taylor, Maria W., 2008) for non-education based organizations:

1. Changing technology
2. Increasing globalization
3. Continuing cost containment
4. Increasing speed in market change
5. Growing importance of knowledge capital
6. Increasing rate and magnitude of change,

differences emerge from this study that suggests while similarities exists with respect to the significance of changing technology, continuing cost containment and increasing rate and magnitude of change viewed as moderately to extremely significant, the trends of increasing globalization and increased knowledge capital do not necessarily come forth as significant trends for CHRO's in HEHR over the next ten years. These are puzzling findings given the significant attention that many institutions of higher education, particularly, when research institutions are emphasizing increasing globalization and the interdependence of global economies and basic as well as applied research. Similarly, the exponential increase in

knowledge capital has far reaching effects for HEHR in particular and institutions of higher education in general. Inference can be however, to focuses on changing demographics and retirements of baby boomers as similarly situated emergent trends for CHRO's.

One major difference emerged as findings from this study were compared to the SHRM Workplace Forecast that listed the following trends at the forefront for non-education specific organizations:

1. Rising health care costs.
2. Increased use of off shoring.
3. Threat of increased health care/medical costs on U.S. competitiveness.
4. Increased demand for work-life balance.
5. Retirement of large numbers of baby boomers.
6. New attitudes toward aging and retirement as baby boomers reach retirement age.
7. Rise in the number of individuals and families without health insurance.
8. Increase in identity theft.
9. Work intensification as employers try to increase productivity with fewer employees.
and,
10. Vulnerability of technology to attack or disaster (2008, p. 94).

The CHRO panelists rated *Increased use of off shoring* as *Insignificant*, whereas the ranking for all other trends are more consistent with the SHRM Workplace Forecast trends as the foremost future trends. Conversely, the literature as reviewed focused on the higher education industry, specifically from SEM Works:

1. Social and Digital Media inclusive of, but not limited to, privacy issues, sexting, cyber bullying, depression, relationship depth and breadth, illegal file sharing, access

- to all human knowledge, validation of information, plagiarism, a culture of immediacy, and classroom behaviors.
2. The eBook Revolution including the emergence and evolution of iPads, eBooks, Kindles, digitized library books and bookless libraries, and the next generation of textbooks.
 3. Consumer-Driven Flexible Learning Options.
 4. High Tech, High Touch Services such as one-stop services and no-stop Services.
 5. Outsourcing.
 6. A widening range of student abilities, preparedness, background, and motivation.
 7. Financial constraints relative to current and future undetermined US college cost trends and federal/state funding cuts (Black, 2011).

This focus suggested greater similarity to the ranking of trends and their perceived significance in HEHR as viewed by CHRO's. Of the seven trends listed, *Outsourcing* was noticeably ranked as *Insignificant* by the CHRO panelists in HEHR. However, where institutions outsource many of their existing services, e.g. food services, grounds maintenance, housing, etc., there are significant transitions as well as ongoing personnel issues that must be attended to by HEHR. This ranking may be explained given that CHROs may have viewed the functions of HEHR as less likely to be outsourced given the complexities of the organizational structures, politics and infrastructures within institutions of higher education. While *Outsourcing* has been seen in various areas for higher education such as auxiliary functions, food services, housing, facilities, technology, academics, etc.. *Outsourcing* as presented by SEMWorks, referred to similar functions, not the HEHR function itself. When the complexities of the academy with people issues and employment

matters involving tenured faculty and dual positions of faculty and administrator/staff positions are the norm in higher education, *Outsourcing* the HR function that deals with the unique higher education workforce may be viewed as less significant over the next ten years by CHROs in HEHR. Clarity on this trend may be a consideration for future review. Lastly, the ten most pressing issues facing institutions in higher education as identified by Deloitte in chapter 2:

1. Over budget and underfunded: As funding declines, cost management is key,
2. The rivalry intensifies: Competition to attract the best students increases,
3. Setting priorities: The danger of making decisions in the dark,
4. Moving at the speed of cyberspace: Technology upgrades are needed across the board,
5. Rethinking infrastructure: A renewed focus on asset optimization,
6. Linking programs to outcomes: Where training and market demand intersect,
7. The best and the brightest: Attracting and retaining talented faculty,
8. A sustainable future: Enhancing environmental performance,
9. Education for all: Tackling diversity, accessibility, and affordability, and
10. Regulations and reporting: New responsibilities require better disclosure.

All ten of these trends as listed were ranked by the CHRO panelists as having a level of significance for HEHR over the next ten years. These findings indicate that the limited amount of literature relative to higher education trends, although not peer reviewed journals, more accurately identified trends that resonated with the CHRO expert panel more than the non-higher education HR related literature.

Upon finalizing the findings for research question one in which the final fifty-eight trends, as identified, reached consensus and stability, the researcher move forward to address the next research question. Of the remaining 58 trends where the consensus mean has indicated the respective level of significance for each trend, there are a total of 8 trends identified as *Extremely Significant* for HEHR over the next ten years. Next, the CHRO panel of experts were asked to identify issues associated with these emerging trends for CHRO's where stability and consensus were reached.

Research Question Two

The second research question asked CHRO's to identify the issues associated with these emerging trends for CHRO's. Utilizing the same methodology for addressing research question one, the CHRO expert panel was asked to identify issues regarding each of the emerging trends identified during the first survey round. In order to answer this research question, the Delphi panel reviewed the remaining 58 of 61 emergent trends which ranked as *minimally significant, moderately significant, and extremely significant* over the Q1, Q2, Q3 and Q4 successive survey rounds during this Delphi study. Utilizing the Q2 survey, the CHRO expert panel identified a total of 128 issues associated with the 58 trends previously identified in the Q1 and Q2 research questionnaire.

Results of Questionnaire Three Q3

The Delphi panel was then asked to indicate the level of significance that these issues were perceived to have on CHRO's in higher education over the next ten years relative to each of the aforementioned emergent trends. The Q3 survey provided the opportunity for the CHRO's to provide their ranking of the 128 issues resulting from the Q2 survey. The third questionnaire (Q3) was administered via Qualtrics.com to the initial 11 CHRO's expert panel

who completed the Q2 survey round. Of the eleven panelists, there were a total eleven (11) CHRO panelists who completed the Q3 questionnaire. These eleven (11) CHRO panelists who completed the Q3 Delphi survey were asked to do 4 things:

1. REVIEW the Round Two (Q2) Survey results of the trends, where
CONCENSUS/STABILITY IS NOT REACHED, please RATE the TREND(S). Please note:
Where CONCENSUS/STABILITY in responses on the trends has been REACHED there is
NO NEED to RATE the trends any further.
2. REVIEW ISSUES for Each TREND as identified on Round Two Questionnaire Q2
3. Please RATE and RECORD the Issues as identified below. Note: Please Indicate and
Prioritize the level of significance that you perceive each of the listed issues, will have on
CHRO's in higher education over the next ten years,
1 = Insignificant (Ins),
2 = Minimally Significant (MinSig),
3 = Moderately Significant (ModSig), and
4 = Extremely Significant (ExtSig).
4. COMPLETE this questionnaire in its entirety.

All eleven CHRO panelists completed the Q3 survey in its entirety. The Q3 survey represents the first time the issues related to the trends were rated during the study. The results of the Q3 survey round including the initial raw Likert scale data ($n=11$), mean scores and standard deviation scores for each of the identified issues are provided in *Table 22*.

These data are categorized and sorted by each correlating emergent trend (i.e... Work life Balance has four issues listed below the related trend (Issue#1, Issue#2, Issue#3, and Issue#4)). This format is followed in *Table 22* for each of the 58 emergent trends and 128 related issues. For the one trend where consensus had not be reached and the additional eleven trends added during the first round questionnaire Q1, the Q3 questionnaire was

comprised of at least two concurrent Likert scale ratings, one for each non-consensus emergent trend, and one Likert scale for each issue identified for that particular trend.

Table 22: Q3 Identified Issues Survey Data (n=11)

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
T1 - Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.						
<i>Issue #1:</i> Work related policies regarding work life balance may have to be established.	0	3	8	0	2.73	0.47
<i>Issue #2:</i> Work productivity and performance may be negatively impacted with a lack of work-life balance.	0	3	7	1	2.82	0.6
<i>Issue #3:</i> Employee expectations of organization support and flexibility may exceed the employer's capacity to provide the expected support and flexibility.	0	3	5	3	3	0.77
<i>Issue #4:</i> The use of technology (telecommuting) may create a 24/7 mentality for employees.	0	2	7	2	3	0.63
T2 - Wellness initiatives and safety issues both to comply with regulations and save costs.						
<i>Issue #1:</i> Possible limits and reduction in health care dollars being spent on preventable health conditions.	0	2	8	1	2.91	0.54
<i>Issue #2:</i> Too much conflicting data on ROI for wellness....balancing and using resources effectively is the challenge.	1	4	5	1	2.55	0.82
T3 - Individual development – wellness focused on individual development plans.						
<i>Issue #1:</i> Employee engagement and employee responsibility for wellness.	0	3	4	4	3.09	0.83
<i>Issue #2:</i> Incorporating individual wellness into employee development plans equitably.	1	6	4	0	2.27	0.65
T4 - Work intensification as employers try to increase productivity with fewer employees.						
<i>Issue #1:</i> Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.	0	3	6	2	2.91	0.7
<i>Issue #2:</i> Shrinking budgets and growing customer demands and organizational expectations may be misaligned.	0	1	6	4	3.27	0.65

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.	1	4	5	1	2.55	0.82
T5 - Growing rates of obesity and diabetes and their impact on disability claims.						
Issue #1: Negative impact on health care costs, absenteeism and productivity.	0	2	7	2	3	0.63
Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.	0	6	5	0	2.45	0.52
Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.	0	4	5	2	2.82	0.75
T6 - Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)						
Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.	0	5	5	1	2.64	0.67
Issue #2: Employees being tethered to their work may cause an imbalance between work and family.	0	3	5	3	3	0.77
Issue #3: Getting employees, supervisors, and managers to recognize boundaries.	0	4	2	5	3.09	0.94
T7 - Flexibility – flexible work arrangements.						
Issue #1: Managers and senior executive may not understand the importance of flexibility.	1	1	6	3	3	0.89
Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.	0	1	8	2	3.09	0.46
T8 - The continuing impact of the economy on budgets, hiring and HR strategies.						
Issue #1: Staffing levels continue to lag behind needs.	0	1	5	5	3.36	0.67
Issue #2: HR is required to provide more strategic support placing a huge demand on time.	0	1	4	6	3.45	0.69
Issue #3: Developing alternative income streams effectively.	1	0	3	7	3.45	0.93
Issue #4: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.	0	1	4	6	3.45	0.69

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
T9 - Regulations and reporting: new responsibilities require more transparency.						
<i>Issue #1:</i> Increased demands and resources required to adapt and comply to the changing regulations may create additional staffing needs.	0	0	7	4	3.36	0.5
<i>Issue #2:</i> Increased requirements may impact HR ability to provide high touch services.	0	2	6	3	3.09	0.7
T10 - Rising health care costs.						
<i>Issue #1:</i> HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.	0	3	1	7	3.63	0.92
<i>Issue #2:</i> The impact of the New Affordable Health Care law on costs.	0	2	4	5	3.27	0.79
<i>Issue #3:</i> The impact on institution ability to increase investments in retirement.	0	5	5	1	2.64	0.67
T11 - Threat of increased health care/medical costs on U.S. competitiveness.						
<i>Issue #1:</i> The possible threat of quality of services being sacrificed by costs.	0	6	3	2	2.64	0.81
T12 - Rise in the number of individuals and families without health insurance.						
T13 - Unprecedented budgetary constraints.						
<i>Issue #1:</i> Inability to hold tenured faculty accountable to being high performing contributors.	0	2	4	5	3.27	0.79
<i>Issue #2:</i> Development and management of sound financial / business plans.	0	1	5	5	3.36	0.67
<i>Issue#3:</i> Increased strain on organizations may require restructuring performance management systems.	1	2	7	1	2.73	0.79
T14 - Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...						
<i>Issue #1:</i> The additional burden created by new legislative changes on staffing levels creating more work.	0	0	6	5	3.45	0.52
<i>Issue #2:</i> The ability of professional HR associations to use their resources to influence regulations.	0	4	5	2	2.82	0.75
<i>Issue #3:</i> Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.	0	1	6	4	3.27	0.65
T15 - Outsourcing - Insignificant						

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
T16 - Globalization and market interdependence leading to greater economic volatility.						
<i>Issue #1:</i> Workforce diversity.	0	5	3	3	2.82	0.87
<i>Issue #2:</i> The diminishing role of US as a global leader.	0	5	6	0	2.55	0.52
<i>Issue #3:</i> Creating an education model that prepares students for global economy and leverages opportunities to market to international students.	0	2	6	3	3.09	0.7
T17 - Increase us of Off-Shoring - Insignificant						
T18 - Social networking, especially as it relates to recruiting faculty and staff.						
<i>Issue #1:</i> Public expectation to provide will force institutions to implement and manage social media.	0	3	7	1	2.82	0.6
<i>Issue #2:</i> Adapting to changes in social media and remaining relevant as employer of choice.	0	3	4	4	3.09	0.83
<i>Issue #3:</i> Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.	0	2	4	5	3.27	0.79
T19 - Social and digital media influence on HR service delivery.						
<i>Issue #1:</i> Keeping up with technological changes to meet employee expectations for HR.	0	1	7	3	3.18	0.6
T20 - The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.						
<i>Issue #1:</i> The evolving structure of libraries and the impact on library service delivery.	0	3	7	1	2.82	0.6
T21 - High tech, high touch services such as one-stop services and no-stop services.						
<i>Issue #1:</i> May require some offering of early retirement or management of “graceful” exit strategies for long serving staff in student services who are unable to make the shift.	0	5	5	1	2.64	0.67
<i>Issue #2:</i> Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.	0	3	7	1	2.82	0.6
<i>Issue #3:</i> HR will need to establish exceptional online self-service and	0	1	6	4	3.27	0.65

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
exceptional face-to-face customer services as well.						
T22 - Enterprise systems – their functionality and the impact on institutional effectiveness.						
<i>Issue #1:</i> Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.	0	1	4	6	3.45	0.69
<i>Issue #2:</i> ERP systems require costly major customization in order to meet campus needs – not efficient or very effective.	0	1	6	4	3.27	0.65
<i>Issue #3:</i> HRIS ensuring consistency of HR practices and providing the right information at the right time.	0	1	4	6	3.45	0.69
T23 - Aging technology systems.						
<i>Issue #1:</i> Impact on productivity.	0	0	8	3	3.27	0.47
<i>Issue #2:</i> Budget limitations to keep technology current.	0	0	7	4	3.36	0.5
<i>Issue #3:</i> Keeping up with the evolution of technology is difficult.	0	0	8	3	3.27	0.47
T24 - Vulnerability of technology to attack or disaster.						
<i>Issue #1:</i> Keeping data secure – avoiding breaches that affect employee trust.	0	0	4	7	3.64	0.5
<i>Issue #2:</i> Lack of proactive IT departments.	0	1	7	3	3.18	0.6
T25 - Emerging use of predictive testing to make employment decisions.- Insignificant						
T26- Identity Theft						
<i>Issue #1:</i> Vulnerability of technology to attack or disaster.	0	2	5	4	3.18	0.75
<i>Issue #2:</i> Inadequate data security and control.	0	2	6	3	3.09	0.7
T27 - Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.						
<i>Issue #1:</i> Current managers/supervisors are not culturally competent and aware – lack of professional development.	0	5	3	3	2.82	0.87
<i>Issue #2:</i> Four generational work-life perspectives will create challenges.	0	6	4	1	2.55	0.69
T28 -Generational needs – wider variation in needs, skills, and values.						
<i>Issue #1:</i> Changing jobs which require much broader range of skills/competencies.	0	3	4	4	3.09	0.83
T29 - Retirement of large numbers of baby boomers.						

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
Issue #1: May require the Reconfiguration of academic departments.	0	6	2	3	2.73	0.9
Issue #2: Lack of faculty baby boomer retirements.	0	4	6	1	2.73	0.65
Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.	0	4	7	0	2.64	0.5
T30 - Baby boomer faculty & staff maintaining employment longer than expected.						
Issue #1: Insufficient retirement savings for individuals.	0	2	6	3	3.09	0.7
Issue #2: Difficulty with ending social relationships in the workplace.	1	4	5	1	2.55	0.82
Issue #3: Increased pressures on compensation systems – longevity often equals higher base pay.	0	2	7	2	3	0.63
T31 - A widening range of student and employee abilities, preparedness, background, and motivation.						
Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.	0	3	7	1	2.82	0.6
T32 - Employees interested in multiple careers versus multiple employers.						
Issue #1: Ability to manage and retain top talent while “managing out” the deadwood and non-contributors.	1	3	6	1	2.64	0.81
Issue #2: Possibility of high turnover.	0	5	5	1	2.64	0.67
T33 - Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.						
Issue #1: Ongoing debate about role and status of adjunct faculty.	0	3	6	2	2.91	0.7
T34 - Access and affordability – unsustainable rising tuition costs faster than inflation.						
Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (i.e., nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).	0	2	4	5	3.27	0.79
Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.	0	1	4	6	3.45	0.69
T35 - An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).						

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
Issue #1: Getting the “right” measures that really match organizational effectiveness for HR function.	0	1	7	3	3.18	0.6
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	0	3	4	4	3.09	0.83
Issue #3: Ability to reflect on data and having consistent metrics.	0	1	9	1	3	0.45
T36 - Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.						
Issue #1: Continuous Process Improvements.	0	3	4	4	3.09	0.83
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	0	3	5	3	3	0.77
Issue #3: Topic avoidance due to possible Inherent change to culture and foundational structures.	0	3	6	2	2.91	0.7
Issue #4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.	0	1	6	4	3.27	0.65
T37 - Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.						
Issue #1: Challenges for recruitment and retention of current and future students.	0	1	6	4	3.27	0.65
Issue #2: Open enrollment versus highly selective institutions for admissions.	0	5	5	1	2.64	0.67
T38 - Increased challenge in setting strategic priorities.						
Issue #1: Managing competing priorities due to external and internal forces.	0	1	8	2	3.09	0.54
T39 - Move toward competency –based certification.						
Issue #1: Recruiting employees with necessary competency-based certification.	0	5	5	1	2.64	0.67
Issue #2: Supporting current employee achievement of competency-based certification.	0	6	4	1	2.55	0.69
T40 - Rethinking infrastructure: a renewed focus on asset optimization.						
Issue #1: Modifying faculty perceptions of traditional class schedules.	1	2	7	1	2.73	0.79
Issue #2: Modifying staff perceptions of traditional work week and time schedules.	1	3	7	0	2.55	0.69
Issue #3: Allowing an organization to broaden the usage range of its assets.	0	5	5	1	2.64	0.67
T41 - Linking programs to outcomes: where training and market demand intersect.						

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
Issue #1: Effectively communicating the need for a linkage between training and market demand.	0	5	6	0	2.55	0.52
Issue #2: Building linkages between training and market demand.	0	5	6	0	2.55	0.52
T42 - A sustainable future: enhancing environmental performance.						
Issue #1: Commitment to environmental efficiency.	0	5	5	1	2.64	0.67
Issue #2: Creating a strategy to improve environmental efficiency.	0	5	5	1	2.64	0.67
Issue #3: Practicing environmental efficiency in everyday business.	0	5	5	1	2.64	0.67
T43 - The incorporation of sustainability and social responsibility practices into both strategy and everyday business.						
Issue #1: Commitment to environmental efficiency and social responsibility practices.	0	5	5	1	2.64	0.67
Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.	0	4	6	1	2.73	0.65
T44 - Consumer-driven flexible learning options.						
Issue #1: Modifying faculty perceptions of “traditional” learning options.	0	3	8	0	2.73	0.47
Issue #2: Helping faculty understand the “business” of education.	0	3	6	2	2.91	0.7
T45 - Attracting and retaining talented faculty.						
Issue #1: Competitive compensation.	0	1	5	5	3.36	0.67
Issue #2: Competitive work-life balance programs.	0	4	6	1	2.73	0.65
Issue #3: Maintaining high organization presence.	0	2	7	2	3	0.63
Issue #4: Maintaining high organization desirability.	0	1	6	4	3.27	0.65
T46 - The need for skilled employees in spite of high unemployment rates.						
Issue #1: Attracting highly competent employees.	0	1	6	4	3.27	0.65
Issue #2: Maintaining high selectivity in the hiring process.	0	1	6	4	3.27	0.65
T47 - Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.						
Issue #1: Providing learning environments that are inclusive	0	5	3	3	2.82	0.87

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
Issue #2: Providing learning environments that are relevant to the needs of the future.	0	1	8	2	3.09	0.54
T48 - Massively Open On-line Courses (MOOC's).						
Issue #1: An organization's ability to provide on-line options.	1	4	4	2	2.64	0.92
T49 - Succession planning and talent management.						
Issue #1: Developing within the organization.	0	2	8	1	2.91	0.54
Issue #2: Creating growth positions within the organization.	1	1	8	1	2.82	0.75
T50 - Sustainability push that will encourage less commuting.						
Issue #1: Infrastructure of the surrounding metropolitan area.	1	1	9	0	2.73	0.65
T51 - Need for more leadership development in managing diverse workforce.						
Issue #1: Cost of training programs.	0	4	3	4	3	0.89
Issue #2: Supervisory support of training programs.	0	1	6	4	3.27	0.65
Issue #3: Defining the types of training programs necessary.	0	0	8	3	3.27	0.47
T52 - Increased union activity particularly related to part-time, adjunct employees.						
Issue #1: Time consuming.	2	5	3	1	2.27	0.9
Issue #2: Impact larger on private sector as opposed to public sector organizations.	3	3	5	0	2.18	0.87
T53 - Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.						
Issue #1: The role of tenure in an organization.	1	2	6	2	2.82	0.87
Issue #2: Management of incentive packages.	0	1	9	1	3	0.45
T54 - Public funding/support for higher education.						
Issue #1: The continued decline of public funding/support for higher education.	0	1	4	6	3.45	0.69
Issue #2: Finding alternative sources for funding/support of higher education.	0	0	3	8	3.73	0.47
T55 - Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.						
Issue #1: The continued decline of public funding/support of education at all levels.	0	0	5	6	3.55	0.52
Issue #2: Higher education resource redirection may not remedy K-12 failures.	0	1	7	3	3.18	0.6

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	Min Sig	Mod Sig	Ext Sig	Q3	Q3
<i>Table 22 continued</i>						
T56 - Moving HR from transactional to strategic in the academic environment.						
Issue #1: Making the transactional appear effortless.	0	0	9	2	3.18	0.4
Issue #2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	0	0	7	4	3.36	0.5
T57 - Decentralized Nature of Academy						
Issue #1: Academy functions have to evolve.	0	2	9	0	2.82	0.4
T58 - The increase in litigation.						
Issue #1: Limited staff resources to split between litigation and daily.	0	4	2	5	3.09	0.94
Issue #2: Ensuring efficient systems for better compliance outcomes.	0	2	6	3	3.09	0.7
T59 - Immigration labor relations. (Students who do not use English as their primary language).						
Issue #1: Demonstration of sufficiency in English by both students and faculty.	0	6	5	0	2.45	0.52
Issue #2: Creation of “transition” programs to assist international students and faculty.	0	7	4	0	2.36	0.5
T60 - Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.						
Issue #1: Establishment of phased retirement programs.	0	3	8	0	2.73	0.47
T61 - Privacy issues, especially covert recording of meetings, classes, and 'off the record'						

These Q3 mean score and standard deviation findings provided an initial reference point from which to draw comparisons in the results over the subsequent survey rounds. It was essential to ensure that comparisons of the mean score and standard deviation data was comparable to the same number of participants between each survey round. Of the eleven CHRO panelists who completed the Q3 survey, only 8 CHROs completed the Q4 survey

during the fourth round. As a result, only those 8 CHRO panelists scores were used to ensure comparable data between each Q3 and Q4 round. Table 23 represents the filtered raw data for the identified issues where n=8 for the Q3 survey data.

Table 23: Q3 Filtered Raw Data for Identified Issues (n=8)

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
T1 - Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.						
Issue#1: Work related policies regarding work life balance may have to be established.	0	3	5	0	2.63	0.52
Issue #2: Work productivity and performance may be negatively impacted with a lack of work-life balance.	0	3	5	0	2.63	0.52
Issue #3: Employee expectations of organization support and flexibility may exceed the employer's capacity to provide the expected support and flexibility.	0	1	4	3	3.25	0.71
Issue #4: The use of technology (telecommuting) may create a 24/7 mentality for employees.	0	2	5	1	2.88	0.64
T2 - Wellness initiatives and safety issues both to comply with regulations and save costs.						
Issue #1: Possible limits and reduction in health care dollars being spent on preventable health conditions.	0	2	5	1	2.88	0.54
Issue #2: Too much conflicting data on ROI for wellness....balancing and using resources effectively is the challenge.	0	4	3	1	2.63	0.74
T3 - Individual development – wellness focused on individual development plans.						
Issue #1: Employee engagement and employee responsibility for wellness.	0	3	3	2	2.88	0.83
Issue #2: Incorporating individual wellness into employee development plans equitably.	1	4	3	0	2.25	0.71
T4 - Work intensification as employers try to increase productivity with fewer employees.						

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #1: Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.	0	2	4	2	3	0.76
Issue #2: Shrinking budgets and growing customer demands and organizational expectations may be misaligned.	0	1	4	3	3.25	0.71
Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.	0	2	5	1	2.88	0.64
T5 - Growing rates of obesity and diabetes and their impact on disability claims.						
Issue #1: Negative impact on health care costs, absenteeism and productivity.	0	2	5	1	2.88	0.64
Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.	0	5	3	0	2.38	0.52
Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.	0	3	4	1	2.75	0.71
T6 - Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)						
Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.	0	4	3	1	2.63	0.74
Issue #2: Employees being tethered to their work may cause an imbalance between work and family.	0	3	3	2	2.88	0.83
Issue #3: Getting employees, supervisors, and managers to recognize boundaries.	0	3	1	4	3.13	0.99
T7 - Flexibility – flexible work arrangements.						
Issue #1: Managers and senior executive may not understand the importance of flexibility.	0	1	4	3	3.25	0.71
Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.	0	0	6	2	3.25	0.46
T8 - The continuing impact of the economy on budgets, hiring and HR strategies.						

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #1: Staffing levels continue to lag behind needs.	0	0	4	4	3.5	0.53
Issue #2: HR is required to provide more strategic support placing a huge demand on time.	0	1	2	5	3.5	0.76
Issue #3: Developing alternative income streams effectively.	0	0	2	6	3.75	0.46
Issue #4: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.	0	0	3	5	3.63	0.52
T9 - Regulations and reporting: new responsibilities require more transparency.						
Issue #1: Increased demands and resources required to adapt and comply with the changing regulations may create additional staffing needs.	0	0	5	3	3.38	0.52
Issue #2: Increased requirements may impact HR ability to provide high touch services.	0	1	4	3	3.25	0.71
T10 - Rising health care costs.						
Issue #1: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.	0	1	1	6	3.62	0.74
Issue #2: The impact of the New Affordable Health Care law on costs.	0	1	2	5	3.5	0.76
Issue #3: The impact on institution ability to increase investments in retirement.	0	3	4	1	2.75	0.71
T11 - Threat of increased health care/medical costs on U.S. competitiveness.						
Issue #1: The possible threat of quality of services being sacrificed by costs.	0	4	2	2	2.75	0.89
T12 - Rise in the number of individuals and families without health insurance.						
T13 - Unprecedented budgetary constraints.						
Issue #1: Inability to hold tenured faculty accountable to being high performing contributors.	0	1	3	4	3.38	0.74

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #2: Development and management of sound financial / business plans.	0	0	4	4	3.5	0.53
Issue#3: Increased strain on organizations may require restructuring performance management systems.	1	1	5	1	2.75	0.89
T14 - Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...						
Issue #1: The additional burden created by new legislative changes on staffing levels creating more work.	0	0	4	4	3.5	0.53
Issue #2: The ability of professional HR associations to use their resources to influence regulations.	0	3	3	2	2.88	0.83
Issue #3: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.	0	1	3	4	3.38	0.74
T15 - Outsourcing - Insignificant						
T16 - Globalization and market interdependence leading to greater economic volatility.						
Issue#1: Workforce diversity.	0	3	3	2	2.88	0.83
Issue #2: The diminishing role of US as a global leader.	0	4	4	0	2.5	0.53
Issue #3: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.	0	1	5	2	3.13	0.64
T17 - Increase us of Off-Shoring - Insignificant						
T18 - Social networking, especially as it relates to recruiting faculty and staff.						
Issue #1: Public expectation to provide will force institutions to implement and manage social media.	0	2	5	1	2.88	0.64
Issue #2: Adapting to changes in social media and remaining relevant as employer of choice.	0	2	3	3	3.13	0.83
Issue #3: Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.	0	1	2	5	3.5	0.76

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
T19 - Social and digital media influence on HR service delivery.						
Issue #1: Keeping up with technological changes to meet employee expectations for HR.	0	1	5	2	3.13	0.64
T20 - The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.						
Issue #1: The evolving structure of libraries and the impact on library service delivery.	0	2	5	1	2.88	0.64
T21 - High tech, high touch services such as one-stop services and no-stop services.						
Issue #1: May require some offering of early retirement or management of “graceful” exit strategies for long serving staff in student services who are unable to make the shift.	0	3	4	1	2.75	0.71
Issue #2: Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.	0	2	5	1	2.88	0.64
Issue #3: HR will need to establish exceptional online self-service and exceptional face-to-face customer services as well.	0	0	5	3	3.38	0.52
T22 - Enterprise systems – their functionality and the impact on institutional effectiveness.						
Issue #1: Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.	0	1	2	5	3.5	0.76
Issue #2: ERP systems require costly major customization in order to meet campus needs – not efficient or very effective.	0	1	4	3	3.25	0.71
Issue #3: HRIS ensuring consistency of HR practices and providing the right information at the right time.	0	1	3	4	3.38	0.74
T23 - Aging technology systems.						
Issue #1: Impact on productivity.	0	0	5	3	3.38	0.52
Issue #2: Budget limitations to keep technology current.	0	0	4	4	3.5	0.53
Issue #3: Keeping up with the evolution of technology is difficult.	0	0	5	3	3.38	0.52

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
T24 - Vulnerability of technology to attack or disaster.						
Issue #1: Keeping data secure – avoiding breaches that affect employee trust.	0	0	2	6	3.75	0.46
Issue #2: Lack of proactive IT departments.	0	0	6	2	3.25	0.46
T25 - Emerging use of predictive testing to make employment decisions.- Insignificant						
T26- Identity Theft						
Issue #1: Vulnerability of technology to attack or disaster.	0	1	4	3	3.25	0.71
Issue #2: Inadequate data security and control.	0	1	4	3	3.25	0.71
T27 - Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.						
Issue #1: Current managers/supervisors are not culturally competent and aware – lack of professional development.	0	3	3	2	2.88	0.83
Issue #2: Four generational work-life perspectives will create challenges.	0	3	4	1	2.75	0.71
T28 -Generational needs – wider variation in needs, skills, and values.						
Issue #1: Changing jobs which require much broader range of skills/competencies.	0	1	4	3	3.25	0.71
T29 - Retirement of large numbers of baby boomers.						
Issue #1: May require the Reconfiguration of academic departments.	0	4	1	3	2.88	0.99
Issue #2: Lack of faculty baby boomer retirements.	0	2	5	1	2.88	0.64
Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.	0	3	5	0	2.63	0.52
T30 - Baby boomer faculty & staff maintaining employment longer than expected.						
Issue #1: Insufficient retirement savings for individuals.	0	2	4	2	3	0.76
Issue #2: Difficulty with ending social relationships in the workplace.	1	4	3	0	2.25	0.71

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #3: Increased pressures on compensation systems – longevity often equals higher base pay.	0	2	4	2	3	0.76
T31 - A widening range of student and employee abilities, preparedness, background, and motivation.						
Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.	0	2	5	1	2.88	0.64
T32 - Employees interested in multiple careers versus multiple employers.						
Issue #1: Ability to manage and retain top talent while “managing out” the deadwood and non-contributors.	0	2	5	1	2.88	0.64
Issue #2: Possibility of high turnover.	0	3	5	0	2.63	0.52
T33 - Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.						
Issue #1: Ongoing debate about role and status of adjunct faculty.	0	3	4	1	2.75	0.71
T34 - Access and affordability – unsustainable rising tuition costs faster than inflation.						
Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (i.e., nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).	0	1	4	3	3.25	0.71
Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.	0	0	3	5	3.63	0.52
T35 - An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).						
Issue #1: Getting the “right” measures that really match organizational effectiveness for HR function.	0	1	5	2	3.13	0.64
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	0	2	4	2	3	0.76
Issue #3: Ability to reflect on data and having consistent metrics.	0	1	6	1	3	0.53

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
T36 - Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.						
Issue #1: Continuous Process Improvements.	0	2	2	4	3.25	0.89
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	0	2	4	2	3	0.76
Issue #3: Topic avoidance due to possible Inherent change to culture and foundational structures.	0	2	4	2	3	0.76
Issue #4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.	0	1	3	4	3.38	0.74
T37 - Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.						
Issue #1: Challenges for recruitment and retention of current and future students.	0	2	4	2	3	0.76
Issue #2: Open enrollment versus highly selective institutions for admissions.	0	4	4	0	2.5	0.53
T38 - Increased challenge in setting strategic priorities.						
Issue #1: Managing competing priorities due to external and internal forces.	0	0	7	1	3.13	0.35
T39 - Move toward competency –based certification.						
Issue #1: Recruiting employees with necessary competency-based certification.	0	3	5	0	2.63	0.52
Issue #2: Supporting current employee achievement of competency-based certification.	0	3	4	1	2.75	0.71
T40 - Rethinking infrastructure: a renewed focus on asset optimization.						
Issue #1: Modifying faculty perceptions of traditional class schedules.	1	1	5	1	2.75	0.89
Issue #2: Modifying staff perceptions of traditional work week and time schedules.	1	2	5	0	2.5	0.76
Issue #3: Allowing an organization to broaden the usage range of its assets.	0	3	4	1	2.75	0.71
T41 - Linking programs to outcomes: where training and market demand intersect.						

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #1: Effectively communicating the need for a linkage between training and market demand.	0	4	4	0	2.5	0.53
Issue #2: Building linkages between training and market demand.	0	3	5	0	2.63	0.52
T42 - A sustainable future: enhancing environmental performance.						
Issue #1: Commitment to environmental efficiency.	0	5	3	0	2.38	0.52
Issue #2: Creating a strategy to improve environmental efficiency.	0	5	3	0	2.38	0.52
Issue #3: Practicing environmental efficiency in everyday business.	0	5	3	0	2.38	0.52
T43 - The incorporation of sustainability and social responsibility practices into both strategy and everyday business.						
Issue #1: Commitment to environmental efficiency and social responsibility practices.	0	4	4	0	2.5	0.53
Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.	0	3	5	0	2.63	0.52
T44 - Consumer-driven flexible learning options.						
Issue #1: Modifying faculty perceptions of “traditional” learning options.	0	2	6	0	2.75	0.46
Issue #2: Helping faculty understand the “business” of education.	0	1	6	1	3	0.53
T45 - Attracting and retaining talented faculty.						
Issue #1: Competitive compensation.	0	0	5	3	3.38	0.52
Issue #2: Competitive work-life balance programs.	0	3	4	1	2.75	0.71
Issue #3: Maintaining high organization presence.	0	1	5	2	3.13	0.64
Issue #4: Maintaining high organization desirability.	0	0	5	3	3.38	0.52
T46 - The need for skilled employees in spite of high unemployment rates.						

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #1: Attracting highly competent employees.	0	1	4	3	3.25	0.71
Issue #2: Maintaining high selectivity in the hiring process.	0	0	6	2	3.25	0.46
T47 - Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.						
Issue #1: Providing learning environments that are inclusive	0	3	2	3	3	0.93
Issue #2: Providing learning environments that are relevant to the needs of the future.	0	0	6	2	3.25	0.46
T48 - Massively Open On-line Courses (MOOC's).						
Issue #1: An organization's ability to provide on-line options.	1	2	3	2	2.75	1.04
T49 - Succession planning and talent management.						
Issue #1: Developing within the organization.	0	1	6	1	3	0.53
Issue #2: Creating growth positions within the organization.	1	0	6	1	2.88	0.83
T50 - Sustainability push that will encourage less commuting.						
Issue #1: Infrastructure of the surrounding metropolitan area.	0	1	7	0	2.88	0.35
T51 - Need for more leadership development in managing diverse workforce.						
Issue #1: Cost of training programs.	0	3	2	3	3	0.93
Issue #2: Supervisory support of training programs.	0	1	5	2	3.13	0.64
Issue #3: Defining the types of training programs necessary.	0	0	6	2	3.25	0.46
T52 - Increased union activity particularly related to part-time, adjunct employees.						
Issue #1: Time consuming.	1	4	2	1	2.38	0.92
Issue #2: Impact larger on private sector as opposed to public sector organizations.	2	2	4	0	2.25	0.89
T53 - Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.						

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
Issue #1: The role of tenure in an organization.	0	2	4	2	3	0.76
Issue #2: Management of incentive packages.	0	1	6	1	3	0.53
T54 - Public funding/support for higher education.						
Issue #1: The continued decline of public funding/support for higher education.	0	0	3	5	3.63	0.52
Issue #2: Finding alternative sources for funding/support of higher education.	0	0	2	6	3.75	0.46
T55 - Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.						
Issue #1: The continued decline of public funding/support of education at all levels.	0	0	4	4	3.5	0.53
Issue #2: Higher education resource redirection may not remedy K-12 failures.	0	1	6	1	3	0.53
T56 - Moving HR from transactional to strategic in the academic environment.						
Issue #1: Making the transactional appear effortless.	0	0	6	2	3.25	0.46
Issue #2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	0	0	5	3	3.38	0.52
T57 - Decentralized Nature of Academy						
Issue #1: Academy functions have to evolve.	0	1	7	0	2.88	0.35
T58 - The increase in litigation.						
Issue #1: Limited staff resources to split between litigation and daily.	0	3	0	5	3.25	1.04
Issue #2: Ensuring efficient systems for better compliance outcomes.	0	2	3	3	3.13	0.83
T59 - Immigration labor relations. (Students who do not use English as their primary language).						
Issue #1: Demonstration of sufficiency in English by both students and faculty.	0	4	4	0	2.5	0.53
Issue #2: Creation of "transition" programs to assist international students and faculty.	0	6	2	0	2.25	0.46

Identified Issues Related to Trends (n=8)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
<i>Table 23 Continued</i>						
T60 - Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.						
Issue #1: Establishment of phased retirement programs.	0	1	7	0	2.88	0.35
T61 - Privacy issues, especially covert recording of meetings, classes, and 'off the record'						

The findings of the Q3 raw data ($n=11$) compared to the findings of the Q3 filtered data ($n=8$) revealed no substantive change in the overall significance ratings for each issue. For example, the third round unfiltered Q3 raw data ($n=11$) results in Table 24 identified for *Trend 1 – Work/life balance... Issue#1 Work related policies regarding work life balance* revealed a nominal change in the mean score from 2.73 to 2.63 and standard deviation score from 0.47 to .052 which support the reliability of the Q3 filtered data where $n=8$ comparatively to the raw data where $n=11$.

Table 24: Q3 Raw Issue (n=11) Data versus Filtered Issue (n=8) Data Comparison

Identified Issues Related to Trends (n=11)	Q3 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q3	Q3
T1 - Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.						
Issue#1: Work related policies regarding work life balance may have to be established.	0	3	8	0	2.73	0.47
Identified Issues Related to Trends (n=8)	Ins	MinSig	ModSig	ExtSig	Q3	Q3
Issue#1: Work related policies regarding work life balance may have to be established.	0	3	5	0	2.63	0.52

These findings of issue significance were consistent from the raw data and the filtered data of the Q3 survey which further supported the reliability of the filtered data as comparable during the fourth and final Q4 survey.

Results for Questionnaire Four (Q4)

In order to enable the CHRO panel to establish consensus and stability around the Q3 findings for the identified issues related to the trends, a subsequent Q4 survey was administered to the CHRO panelists. Of the eleven CHRO panelists who completed the Q3 survey, only 8 CHROs completed the Q4 survey during the fourth round. This attrition of CHRO between round three and four was attributed to survey apathy of panelists and time constraints for participants. The eight CHRO panelists completing the Q4 survey round were asked to 5 things:

1. REVIEW the Round Three (Q3) Survey results of the issues,
2. REVIEW ISSUES for Each TREND as identified on Round Three Questionnaire Q3:
3. Please RE- RATE and RECORD the Issues as identified below: Note: Please Indicate and Prioritize the level of significance that you perceive each of the listed issues,
 - 1 = Insignificant (Ins),
 - 2 = Minimally Significant (MinSig),
 - 3 = Moderately Significant (ModSig), and
 - 4 = Extremely Significant (ExtSig)
4. SUGGEST Strategies for addressing each Identified Issue, and
5. COMPLETE this questionnaire in its entirety.

The CHRO expert panel was provided the previous results and ratings for each issue rated in the Q3 survey and given the opportunity to reconsider their previous ratings as compared to the aggregate ratings for each issue.

In keeping with the Delphi methodology, the results of Q3 were provided to the each CHRO panelist for review during the Q4 survey. For example, the first issue of work related policies regarding trend one pertaining to work life balance was stated again in Q4 and the Q3 aggregate ratings were provided as listed:

Issue #1: Work related policies regarding work/life balance may have to be established.

The aggregate results for Q3 were provided in great detail:

Of the 11 CHROs responding, 3 rated this item as Minimally Significant and 8 rated it as Moderately Significant with a Mean Score of 2.73 and a Standard Deviation of 0.47.

Each issue was then re-examined whereby each CHRO panelist was given an opportunity to reconsider their previous responses once the aggregate results were provided for each issue. The results of the Q4 survey round including the initial raw Likert scale data ($n=8$), mean scores and standard deviation scores for each of the identified issues are provided in *Table 25*.

Table 25: Q4 Identified Issues Likert Scale Data Results (n=8)

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
T1 - Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.						

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue#1: Work related policies regarding work life balance may have to be established.	0	2	6	0	2.75	0.46
Issue #2: Work productivity and performance may be negatively impacted with a lack of work-life balance.	0	1	6	1	3	0.53
Issue #3: Employee expectations of organization support and flexibility may exceed the employer's capacity to provide the expected support and flexibility.	0	1	5	2	3.13	0.64
Issue #4: The use of technology (telecommuting) may create a 24/7 mentality for employees.	0	2	6	0	2.75	0.46
T2 - Wellness initiatives and safety issues both to comply with regulations and save costs.						
Issue #1: Possible limits and reduction in health care dollars being spent on preventable health conditions.	0	3	5	0	2.63	0.52
Issue #2: Too much conflicting data on ROI for wellness....balancing and using resources effectively is the challenge.	0	1	7	0	2.88	0.35
T3 - Individual development – wellness focused on individual development plans.						
Issue #1: Employee engagement and employee responsibility for wellness.	0	3	4	1	2.75	0.71
Issue #2: Incorporating individual wellness into employee development plans equitably.	0	6	2	0	2.25	0.46
T4 - Work intensification as employers try to increase productivity with fewer employees.						
Issue #1: Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.	0	2	6	0	2.75	0.46
Issue #2: Shrinking budgets and growing customer demands and organizational expectations may be misaligned.	0	1	5	2	3.13	0.64
Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.	0	3	5	0	2.63	0.52
T5 - Growing rates of obesity and diabetes and their impact on disability claims.						

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #1: Negative impact on health care costs, absenteeism and productivity.	0	0	7	1	3.13	0.35
Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.	0	7	1	0	2.13	0.35
Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.	0	2	6	0	2.75	0.46
T6 - Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)						
Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.	0	5	2	1	2.5	0.76
Issue #2: Employees being tethered to their work may cause an imbalance between work and family.	0	1	6	1	3	0.53
Issue #3: Getting employees, supervisors, and managers to recognize boundaries.	0	0	6	2	3.25	0.46
T7 - Flexibility – flexible work arrangements.						
Issue #1: Managers and senior executive may not understand the importance of flexibility.	1	1	6	0	2.63	0.74
Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.	0	1	7	0	2.88	0.35
T8 - The continuing impact of the economy on budgets, hiring and HR strategies.						
Issue #1: Staffing levels continue to lag behind needs.	0	0	7	1	3.13	0.35
Issue #2: HR is required to provide more strategic support placing a huge demand on time.	0	1	4	3	3.25	0.71
Issue #3: Developing alternative income streams effectively.	0	2	4	2	3	0.76
Issue #4: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.	0	0	5	3	3.38	0.52

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
T9 - Regulations and reporting: new responsibilities require more transparency.						
Issue #1: Increased demands and resources required to adapt and comply with the changing regulations may create additional staffing needs.	0	1	2	5	3.5	0.76
Issue #2: Increased requirements may impact HR ability to provide high touch services.	0	0	8	0	3	0
T10 - Rising health care costs.						
Issue #1: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.	1	0	2	5	3.38	1.06
Issue #2: The impact of the New Affordable Health Care law on costs.	0	0	4	4	3.5	0.53
Issue #3: The impact on institution ability to increase investments in retirement.	0	3	5	0	2.63	0.52
T11 - Threat of increased health care/medical costs on U.S. competitiveness.						
Issue #1: The possible threat of quality of services being sacrificed by costs.	1	4	2	1	2.38	0.92
T12 - Rise in the number of individuals and families without health insurance.						
T13 - Unprecedented budgetary constraints.						
Issue #1: Inability to hold tenured faculty accountable to being high performing contributors.	0	2	2	4	3.25	0.89
Issue #2: Development and management of sound financial / business plans.	0	2	4	2	3	0.76
Issue#3: Increased strain on organizations may require restructuring performance management systems.	0	1	6	1	3	0.53
T14 - Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...						
Issue #1: The additional burden created by new legislative changes on staffing levels creating more work.	0	0	4	4	3.5	0.53

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #2: The ability of professional HR associations to use their resources to influence regulations.	0	1	6	1	3	0.53
Issue #3: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.	0	0	6	2	3.25	0.46
T15 - Outsourcing - Insignificant						
T16 - Globalization and market interdependence leading to greater economic volatility.						
Issue#1: Workforce diversity.	0	3	2	3	3	0.93
Issue #2: The diminishing role of US as a global leader.	0	4	4	0	2.5	0.53
Issue #3: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.	0	0	7	1	3.13	0.35
T17 - Increase us of Off-Shoring - Insignificant						
T18 - Social networking, especially as it relates to recruiting faculty and staff.						
Issue #1: Public expectation to provide will force institutions to implement and manage social media.	0	1	7	0	2.88	0.35
Issue #2: Adapting to changes in social media and remaining relevant as employer of choice.	0	3	5	0	2.63	0.52
Issue #3: Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.	0	1	7	0	2.88	0.35
T19 - Social and digital media influence on HR service delivery.						
Issue #1: Keeping up with technological changes to meet employee expectations for HR.	0	0	7	1	3.13	0.35
T20 - The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.						
Issue #1: The evolving structure of libraries and the impact on library service delivery.	0	2	6	0	2.75	0.46

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
T21 - High tech, high touch services such as one-stop services and no-stop services.						
Issue #1: May require some offering of early retirement or management of “graceful” exit strategies for long serving staff in student services who are unable to make the shift.	0	3	5	0	2.63	0.52
Issue #2: Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.	0	0	8	0	3	0
Issue #3: HR will need to establish exceptional online self - service and exceptional face-to-face customer services as well.	0	0	7	1	3.13	0.35
T22 - Enterprise systems – their functionality and the impact on institutional effectiveness.						
Issue #1: Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.	0	0	3	5	3.63	0.52
Issue #2: ERP systems require costly major customization in order to meet campus needs – not efficient or very effective.	0	0	7	1	3.13	0.35
Issue #3: HRIS ensuring consistency of HR practices and providing the right information at the right time.	0	0	3	5	3.63	0.52
T23 - Aging technology systems.						
Issue #1: Impact on productivity.	0	0	7	1	3.13	0.35
Issue #2: Budget limitations to keep technology current.	0	0	4	4	3.5	0.53
Issue #3: Keeping up with the evolution of technology is difficult.	0	0	6	2	3.25	0.46
T24 - Vulnerability of technology to attack or disaster.						
Issue #1: Keeping data secure – avoiding breaches that affect employee trust.	0	0	0	8	4	0
Issue #2: Lack of proactive IT departments.	0	0	6	2	3.25	0.46
T25 - Emerging use of predictive testing to make employment decisions.- Insignificant						
T26- Identity Theft						

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #1: Vulnerability of technology to attack or disaster.	0	0	6	2	3.25	0.46
Issue #2: Inadequate data security and control.	0	1	6	1	3	0.53
T27 - Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.						
Issue #1: Current managers/supervisors are not culturally competent and aware – lack of professional development.	0	2	3	3	3.13	0.83
Issue #2: Four generational work-life perspectives will create challenges.	0	5	3	0	2.38	0.52
T28 -Generational needs – wider variation in needs, skills, and values.						
Issue #1: Changing jobs which require much broader range of skills/competencies.	0	1	6	1	3	0.53
T29 - Retirement of large numbers of baby boomers.						
Issue #1: May require the Reconfiguration of academic departments.	0	5	2	1	2.5	0.76
Issue #2: Lack of faculty baby boomer retirements.	0	1	7	0	2.88	0.35
Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.	0	3	5	0	2.63	0.52
T30 - Baby boomer faculty & staff maintaining employment longer than expected.						
Issue #1: Insufficient retirement savings for individuals.	0	1	7	0	2.88	0.35
Issue #2: Difficulty with ending social relationships in the workplace.	0	5	3	0	2.38	0.52
Issue #3: Increased pressures on compensation systems – longevity often equals higher base pay.	0	0	8	0	3	0
T31 - A widening range of student and employee abilities, preparedness, background, and motivation.						
Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.	0	2	6	0	2.75	0.46
T32 - Employees interested in multiple careers versus multiple employers.						

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #1: Ability to manage and retain top talent while “managing out” the deadwood and non-contributors.	0	0	7	1	3.13	0.35
Issue #2: Possibility of high turnover.	0	2	6	0	2.75	0.46
T33 - Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.						
Issue #1: Ongoing debate about role and status of adjunct faculty.	0	3	4	1	2.75	0.71
T34 - Access and affordability – unsustainable rising tuition costs faster than inflation.						
Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (i.e., nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).	0	2	4	2	3	0.76
Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.	0	1	4	3	3.25	0.71
T35 - An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).						
Issue #1: Getting the “right” measures that really match organizational effectiveness for HR function.	0	1	4	3	3.25	0.71
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	0	1	5	2	3.13	0.64
Issue #3: Ability to reflect on data and having consistent metrics.	0	0	8	0	3	0
T36 - Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.						
Issue #1: Continuous Process Improvements.	0	1	4	3	3.25	0.71
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	0	1	5	2	3.13	0.64
Issue #3: Topic avoidance due to possible Inherent change to culture and foundational structures.	0	3	5	0	2.63	0.52

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.	0	0	7	1	3.13	0.35
T37 - Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.						
Issue #1: Challenges for recruitment and retention of current and future students.	0	0	6	2	3.25	0.46
Issue #2: Open enrollment versus highly selective institutions for admissions.	0	5	3	0	2.38	0.52
T38 - Increased challenge in setting strategic priorities.						
Issue #1: Managing competing priorities due to external and internal forces.	0	0	6	2	3.25	0.46
T39 - Move toward competency –based certification.						
Issue #1: Recruiting employees with necessary competency-based certification.	0	3	5	0	2.63	0.52
Issue #2: Supporting current employee achievement of competency-based certification.	0	4	4	0	2.5	0.53
T40 - Rethinking infrastructure: a renewed focus on asset optimization.						
Issue #1: Modifying faculty perceptions of traditional class schedules.	1	0	4	3	3.13	0.99
Issue #2: Modifying staff perceptions of traditional work week and time schedules.	0	1	6	1	3	0.53
Issue #3: Allowing an organization to broaden the usage range of its assets.	0	0	8	0	3	0
T41 - Linking programs to outcomes: where training and market demand intersect.						
Issue #1: Effectively communicating the need for a linkage between training and market demand.	0	4	4	0	2.5	0.53
Issue #2: Building linkages between training and market demand.	0	4	4	0	2.5	0.53
T42 - A sustainable future: enhancing environmental performance.						
Issue #1: Commitment to environmental efficiency.	0	3	5	0	2.63	0.52

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #2: Creating a strategy to improve environmental efficiency.	0	3	5	0	2.63	0.52
Issue #3: Practicing environmental efficiency in everyday business.	0	2	6	0	2.75	0.46
T43 - The incorporation of sustainability and social responsibility practices into both strategy and everyday business.						
Issue #1: Commitment to environmental efficiency and social responsibility practices.	0	3	5	0	2.63	0.52
Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.	0	2	6	0	2.75	0.46
T44 - Consumer-driven flexible learning options.						
Issue #1: Modifying faculty perceptions of “traditional” learning options.	0	2	5	1	2.88	0.64
Issue #2: Helping faculty understand the “business” of education.	0	0	8	0	3	0
T45 - Attracting and retaining talented faculty.						
Issue #1: Competitive compensation.	0	0	4	4	3.5	0.53
Issue #2: Competitive work-life balance programs.	0	0	7	1	3.13	0.35
Issue #3: Maintaining high organization presence.	0	0	7	1	3.13	0.35
Issue #4: Maintaining high organization desirability.	0	0	6	2	3.25	0.46
T46 - The need for skilled employees in spite of high unemployment rates.						
Issue #1: Attracting highly competent employees.	0	0	5	3	3.38	0.52
Issue #2: Maintaining high selectivity in the hiring process.	0	0	6	2	3.25	0.46
T47 - Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.						
Issue #1: Providing learning environments that are inclusive	0	2	2	4	3.25	0.89

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #2: Providing learning environments that are relevant to the needs of the future.	0	1	4	3	3.25	0.71
T48 - Massively Open On-line Courses (MOOC's).						
Issue #1: An organization's ability to provide on-line options.	0	3	2	3	3	0.93
T49 - Succession planning and talent management.						
Issue #1: Developing within the organization.	0	2	6	0	2.75	0.46
Issue #2: Creating growth positions within the organization.	0	1	5	2	3.13	0.64
T50 - Sustainability push that will encourage less commuting.						
Issue #1: Infrastructure of the surrounding metropolitan area.	1	0	7	0	2.75	0.71
T51 - Need for more leadership development in managing diverse workforce.						
Issue #1: Cost of training programs.	0	3	3	2	2.88	0.83
Issue #2: Supervisory support of training programs.	0	0	4	4	3.5	0.53
Issue #3: Defining the types of training programs necessary.	0	0	6	2	3.25	0.46
T52 - Increased union activity particularly related to part-time, adjunct employees.						
Issue #1: Time consuming.	2	4	2	0	2	0.76
Issue #2: Impact larger on private sector as opposed to public sector organizations.	3	4	1	0	1.75	0.71
T53 - Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.						
Issue #1: The role of tenure in an organization.	0	0	7	1	3.13	0.35
Issue #2: Management of incentive packages.	0	0	3	0	3	0
T54 - Public funding/support for higher education.						
Issue #1: The continued decline of public funding/support for higher education.	0	0	1	7	3.88	0.35

Identified Issues Related to Trends (n=8)	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 25 continued</i>						
Issue #2: Finding alternative sources for funding/support of higher education.	0	0	0	8	4	0
T55 - Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.						
Issue #1: The continued decline of public funding/support of education at all levels.	0	0	3	5	3.63	0.52
Issue #2: Higher education resource redirection may not remedy K-12 failures.	0	2	5	1	2.88	0.64
T56 - Moving HR from transactional to strategic in the academic environment.						
Issue #1: Making the transactional appear effortless.	0	0	7	1	3.13	0.35
Issue #2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	0	0	7	1	3.13	0.35
T57 - Decentralized Nature of Academy						
Issue #1: Academy functions have to evolve.	0	1	7	0	2.88	0.35
T58 - The increase in litigation.						
Issue #1: Limited staff resources to split between litigation and daily.	0	1	5	2	3.13	0.64
Issue #2: Ensuring efficient systems for better compliance outcomes.	0	0	6	2	3.25	0.46
T59 - Immigration labor relations. (Students who do not use English as their primary language).						
Issue #1: Demonstration of sufficiency in English by both students and faculty.	0	4	4	0	2.5	0.53
Issue #2: Creation of "transition" programs to assist international students and faculty.	0	6	1	1	2.38	0.74
T60 - Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.						
Issue #1: Establishment of phased retirement programs.	0	1	7	0	2.88	0.35
T61 - Privacy issues, especially covert recording of meetings, classes, and 'off the record'						

The results of both Q3 and Q4 identified the mean score and the standard deviation score for each of the identified issues related to each trend as identified by research question one. In order to determine consensus, the researcher examined the percent change (Dajani et al., 1979) between Q3 and Q4 for the mean scores for each of the emergent trends listed. Following the Scheibe et al. (1975) model, in this research, using the 15% change level to represent a state of equilibrium, any two successive rounds that resulted in marginal change of less than 15% were considered to have reached stability. “Successive rounds resulting in a change in excess of 15% were considered to continue to be in an unstable state and were included in subsequent Delphi rounds” (Dajani et al., 1979, p. 87). To compare the distributions of CHRO panelist rankings between rounds, the following steps were implemented:

- Calculated the mean scores for each trend during each survey round;
- Calculated the standard deviation for each trend during each survey round;
- Calculated the aggregate mean difference (AMD) for each trend between successive rounds (i.e... Q3 – Q4,);
- Calculated the aggregate standard deviation (ASD) for each trend between successive rounds (i.e., Q3 – Q4,);
- Calculated the mean score percent change – AMD divided by the previous round mean score $Q3/AMD$
- Calculated the Standard deviation percent change – ASD divided by the previous survey round standard deviation score (i.e., $Q3/ASD$).

The aggregate mean or group mean at the round in which consensus was reached was referred to as “consensus mean”. In this research, all issues have been introduced for

exploration, consideration, and reevaluation two times. The researcher opted to conclude the survey rounds regarding issues given the attrition of the CHRO panelists over the first three consecutive rounds. Wilhelm (2001) states that in many Delphi studies attempting to reach consensus using rankings, the communication process reaches a point of diminishing marginal returns beyond three iterations. If consensus on a trend was not reached after three iterations, it was concluded that consensus was not reached. Table 26 illustrates the calculated percent change and aggregate mean difference (AMD) and aggregate standard deviation difference (ASDD) between Q3 and Q4 for each of the 126 identified issues.

Table 26: Q3 and Q4 Identified Issues Percent Change Calculations (n=8)

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores			% Change	Standard Deviation Scores		
	Q3	Q4	AMD		Q3	Q4	ASD D
<i>Table 26 Continued</i>							
T1 - Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.							
Issue#1: Work related policies regarding work life balance may have to be established.	2.63	2.75	0.12	5%	0.52	0.46	0.06
Issue #2: Work productivity and performance may be negatively impacted with a lack of work-life balance.	2.63	3	0.37	14%	0.52	0.53	-0.01
Issue #3: Employee expectations of organization support and flexibility may exceed the employer's capacity to provide the expected support and flexibility.	3.25	3.13	-0.12	-4%	0.71	0.64	0.07
Issue #4: The use of technology (telecommuting) may create a 24/7 mentality for employees.	2.88	2.75	-0.13	-5%	0.64	0.46	0.18
T2 - Wellness initiatives and safety issues both to comply with regulations and save costs.							
Issue #1: Possible limits and reduction in health care dollars being spent on preventable health conditions.	2.88	2.63	-0.25	-9%	0.64	0.52	0.12

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #2: Too much conflicting data on ROI for wellness....balancing and using resources effectively is the challenge.	2.63	2.88	0.25	10%	0.74	0.35	0.39
T3 - Individual development – wellness focused on individual development plans.							
Issue #1: Employee engagement and employee responsibility for wellness.	2.88	2.75	-0.13	-5%	0.83	0.71	0.12
Issue #2: Incorporating individual wellness into employee development plans equitably.	2.25	2.25	0	0%	0.71	0.46	0.25
T4 - Work intensification as employers try to increase productivity with fewer employees.							
Issue #1: Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.	3	2.75	-0.25	-8%	0.76	0.46	0.3
Issue #2: Shrinking budgets and growing customer demands and organizational expectations may be misaligned.	3.25	3.13	-0.12	-4%	0.71	0.64	0.07
Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.	2.88	2.63	-0.25	-9%	0.64	0.52	0.12
T5 - Growing rates of obesity and diabetes and their impact on disability claims.							
Issue #1: Negative impact on health care costs, absenteeism and productivity.	2.88	3.13	0.25	9%	0.64	0.35	0.29
Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.	2.38	2.13	-0.25	-11%	0.52	0.35	0.17
Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.	2.75	2.75	0	0%	0.71	0.46	0.25
T6 - Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)							
Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.	2.63	2.5	-0.13	-5%	0.74	0.76	-0.02
Issue #2: Employees being tethered to their work may cause an imbalance between work and family.	2.88	3	0.12	4%	0.83	0.53	0.3
Issue #3: Getting employees, supervisors, and managers to recognize boundaries.	3.13	3.25	0.12	4%	0.99	0.46	0.53

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
T7 - Flexibility – flexible work arrangements.							
Issue #1: Managers and senior executive may not understand the importance of flexibility.	3.25	2.63	-0.62	-19%	0.71	0.74	-0.03
Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.	3.25	2.88	-0.37	-11%	0.46	0.35	0.11
T8 - The continuing impact of the economy on budgets, hiring and HR strategies.							
Issue #1: Staffing levels continue to lag behind needs.	3.5	3.13	-0.37	-11%	0.53	0.35	0.18
Issue #2: HR is required to provide more strategic support placing a huge demand on time.	3.5	3.25	-0.25	-7%	0.76	0.71	0.05
Issue #3: Developing alternative income streams effectively.	3.75	3	-0.75	-20%	0.46	0.76	-0.3
Issue #4: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.	3.63	3.38	-0.25	-7%	0.52	0.52	0
T9 - Regulations and reporting: new responsibilities require more transparency.							
Issue #1: Increased demands and resources required to adapt and comply with the changing regulations may create additional staffing needs.	3.38	3.5	0.12	4%	0.52	0.76	-0.24
Issue #2: Increased requirements may impact HR ability to provide high touch services.	3.25	3	-0.25	-8%	0.71	0	0.71
T10 - Rising health care costs.							
Issue #1: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.	3.62	3.38	-0.24	-7%	0.74	1.06	-0.32
Issue #2: The impact of the New Affordable Health Care law on costs.	3.5	3.5	0	0%	0.76	0.53	0.23
Issue #3: The impact on institution ability to increase investments in retirement.	2.75	2.63	-0.12	-4%	0.71	0.52	0.19
T11 - Threat of increased health care/medical costs on U.S. competitiveness.							
Issue #1: The possible threat of quality of services being sacrificed by costs.	2.75	2.38	-0.37	-13%	0.89	0.92	-0.03

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				% Change	Standard Deviation Scores		
	Q3	Q4	AMD			Q3	Q4	ASD D
<i>Table 26 Continued</i>								
T12 - Rise in the number of individuals and families without health insurance.								
T13 - Unprecedented budgetary constraints.								
Issue #1: Inability to hold tenured faculty accountable to being high performing contributors.	3.38	3.25	-0.13		-4%	0.74	0.89	-0.15
Issue #2: Development and management of sound financial / business plans.	3.5	3	-0.5		-14%	0.53	0.76	-0.23
Issue#3: Increased strain on organizations may require restructuring performance management systems.	2.75	3	0.25		9%	0.89	0.53	0.36
T14 - Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...								
Issue #1: The additional burden created by new legislative changes on staffing levels creating more work.	3.5	3.5	0		0%	0.53	0.53	0
Issue #2: The ability of professional HR associations to use their resources to influence regulations.	2.88	3	0.12		4%	0.83	0.53	0.3
Issue #3: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.	3.38	3.25	-0.13		-4%	0.74	0.46	0.28
T15 - Outsourcing - Insignificant								
T16 - Globalization and market interdependence leading to greater economic volatility.								
Issue#1: Workforce diversity.	2.88	3	0.12		4%	0.83	0.93	-0.1
Issue #2: The diminishing role of US as a global leader.	2.5	2.5	0		0%	0.53	0.53	0
Issue #3: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.	3.13	3.13	0		0%	0.64	0.35	0.29
T17 - Off-Shoring - Insignificant								
T18 - Social networking, especially as it relates to recruiting faculty and staff.								
Issue #1: Public expectation to provide will force institutions to implement and manage social media.	2.88	2.88	0		0%	0.64	0.35	0.29
Issue #2: Adapting to changes in social media and remaining relevant as employer of choice.	3.13	2.63	-0.5		-16%	0.83	0.52	0.31

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #3: Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.	3.5	2.88	-0.62	-18%	0.76	0.35	0.41
T19 - Social and digital media influence on HR service delivery.							
Issue #1: Keeping up with technological changes to meet employee expectations for HR.	3.13	3.13	0	0%	0.64	0.35	0.29
T20 - The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.							
Issue #1: The evolving structure of libraries and the impact on library service delivery.	2.88	2.75	-0.13	-5%	0.64	0.46	0.18
T21 - High tech, high touch services such as one-stop services and no-stop services.							
Issue #1: May require some offering of early retirement or management of “graceful” exit strategies for long serving staff in student services who are unable to make the shift.	2.75	2.63	-0.12	-4%	0.71	0.52	0.19
Issue #2: Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.	2.88	3	0.12	4%	0.64	0	0.64
Issue #3: HR will need to establish exceptional online self-service and exceptional face-to-face customer services as well.	3.38	3.13	-0.25	-7%	0.52	0.35	0.17
T22 - Enterprise systems – their functionality and the impact on institutional effectiveness.							
Issue #1: Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.	3.5	3.63	0.13	4%	0.76	0.52	0.24
Issue #2: ERP systems require costly major customization in order to meet campus needs – not efficient or very effective.	3.25	3.13	-0.12	-4%	0.71	0.35	0.36
Issue #3: HRIS ensuring consistency of HR practices and providing the right information at the right time.	3.38	3.63	0.25	7%	0.74	0.52	0.22
T23 - Aging technology systems.							
Issue #1: Impact on productivity.	3.38	3.13	-0.25	-7%	0.52	0.35	0.17
Issue #2: Budget limitations to keep technology current.	3.5	3.5	0	0%	0.53	0.53	0

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #3: Keeping up with the evolution of technology is difficult.	3.38	3.25	-0.13	-4%	0.52	0.46	0.06
T24 - Vulnerability of technology to attack or disaster.							
Issue #1: Keeping data secure – avoiding breaches that affect employee trust.	3.75	4	0.25	7%	0.46	0	0.46
Issue #2: Lack of proactive IT departments.	3.25	3.25	0	0%	0.46	0.46	0
T25 - Predictive Testing - Insignificant							
T26- Identity Theft							
Issue #1: Vulnerability of technology to attack or disaster.	3.25	3.25	0	0%	0.71	0.46	0.25
Issue #2: Inadequate data security and control.	3.25	3	-0.25	-8%	0.71	0.53	0.18
T27 - Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.							
Issue #1: Current managers/supervisors are not culturally competent and aware – lack of professional development.	2.88	3.13	0.25	9%	0.83	0.83	0
Issue #2: Four generational work-life perspectives will create challenges.	2.75	2.38	-0.37	-13%	0.71	0.52	0.19
T28 -Generational needs – wider variation in needs, skills, and values.							
Issue #1: Changing jobs which require much broader range of skills/competencies.	3.25	3	-0.25	-8%	0.71	0.53	0.18
T29 - Retirement of large numbers of baby boomers.							
Issue #1: May require the Reconfiguration of academic departments.	2.88	2.5	-0.38	-13%	0.99	0.76	0.23
Issue #2: Lack of faculty baby boomer retirements.	2.88	2.88	0	0%	0.64	0.35	0.29
Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.	2.63	2.63	0	0%	0.52	0.52	0
T30 - Baby boomer faculty & staff maintaining employment longer than expected.							
Issue #1: Insufficient retirement savings for individuals.	3	2.88	-0.12	-4%	0.76	0.35	0.41

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #2: Difficulty with ending social relationships in the workplace.	2.25	2.38	0.13	6%	0.71	0.52	0.19
Issue #3: Increased pressures on compensation systems – longevity often equals higher base pay.	3	3	0	0%	0.76	0	0.76
T31 - A widening range of student and employee abilities, preparedness, background, and motivation.							
Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.	2.88	2.75	-0.13	-5%	0.64	0.46	0.18
T32 - Employees interested in multiple careers versus multiple employers.							
Issue #1: Ability to manage and retain top talent while “managing out” the deadwood and non-contributors.	2.88	3.13	0.25	9%	0.64	0.35	0.29
Issue #2: Possibility of high turnover.	2.63	2.75	0.12	5%	0.52	0.46	0.06
T33 - Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.							
Issue #1: Ongoing debate about role and status of adjunct faculty.	2.75	2.75	0	0%	0.71	0.71	0
T34 - Access and affordability – unsustainable rising tuition costs faster than inflation.							
Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (i.e., nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).	3.25	3	-0.25	-8%	0.71	0.76	-0.05
Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.	3.63	3.25	-0.38	-10%	0.52	0.71	-0.19
T35 - An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).							
Issue #1: Getting the “right” measures that really match organizational effectiveness for HR function.	3.13	3.25	0.12	4%	0.64	0.71	-0.07
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	3	3.13	0.13	4%	0.76	0.64	0.12
Issue #3: Ability to reflect on data and having consistent metrics.	3	3	0	0%	0.53	0	0.53

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
T36 - Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.							
Issue #1: Continuous Process Improvements.	3.25	3.25	0	0%	0.89	0.71	0.18
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.	3	3.13	0.13	4%	0.76	0.64	0.12
Issue #3: Topic avoidance due to possible Inherent change to culture and foundational structures.	3	2.63	-0.37	-12%	0.76	0.52	0.24
Issue #4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.	3.38	3.13	-0.25	-7%	0.74	0.35	0.39
T37 - Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.							
Issue #1: Challenges for recruitment and retention of current and future students.	3	3.25	0.25	8%	0.76	0.46	0.3
Issue #2: Open enrollment versus highly selective institutions for admissions.	2.5	2.38	-0.12	-5%	0.53	0.52	0.01
T38 - Increased challenge in setting strategic priorities.							
Issue #1: Managing competing priorities due to external and internal forces.	3.13	3.25	0.12	4%	0.35	0.46	-0.11
T39 - Move toward competency –based certification.							
Issue #1: Recruiting employees with necessary competency-based certification.	2.63	2.63	0	0%	0.52	0.52	0
Issue #2: Supporting current employee achievement of competency-based certification.	2.75	2.5	-0.25	-9%	0.71	0.53	0.18
T40 - Rethinking infrastructure: a renewed focus on asset optimization.							
Issue #1: Modifying faculty perceptions of traditional class schedules.	2.75	3.13	0.38	14%	0.89	0.99	-0.1
Issue #2: Modifying staff perceptions of traditional work week and time schedules.	2.5	3	0.5	20%	0.76	0.53	0.23
Issue #3: Allowing an organization to broaden the usage range of its assets.	2.75	3	0.25	9%	0.71	0	0.71
T41 - Linking programs to outcomes: where training and market demand intersect.							

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #1: Effectively communicating the need for a linkage between training and market demand.	2.5	2.5	0	0%	0.53	0.53	0
Issue #2: Building linkages between training and market demand.	2.63	2.5	-0.13	-5%	0.52	0.53	-0.01
T42 - A sustainable future: enhancing environmental performance.							
Issue #1: Commitment to environmental efficiency.	2.38	2.63	0.25	11%	0.52	0.52	0
Issue #2: Creating a strategy to improve environmental efficiency.	2.38	2.63	0.25	11%	0.52	0.52	0
Issue #3: Practicing environmental efficiency in everyday business.	2.38	2.75	0.37	16%	0.52	0.46	0.06
T43 - The incorporation of sustainability and social responsibility practices into both strategy and everyday business.							
Issue #1: Commitment to environmental efficiency and social responsibility practices.	2.5	2.63	0.13	5%	0.53	0.52	0.01
Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.	2.63	2.75	0.12	5%	0.52	0.46	0.06
T44 - Consumer-driven flexible learning options.							
Issue #1: Modifying faculty perceptions of “traditional” learning options.	2.75	2.88	0.13	5%	0.46	0.64	-0.18
Issue #2: Helping faculty understand the “business of education.	3	3	0	0%	0.53	0	0.53
T45 - Attracting and retaining talented faculty.							
Issue #1: Competitive compensation.	3.38	3.5	0.12	4%	0.52	0.53	-0.01
Issue #2: Competitive work-life balance programs.	2.75	3.13	0.38	14%	0.71	0.35	0.36
Issue #3: Maintaining high organization presence.	3.13	3.13	0	0%	0.64	0.35	0.29
Issue #4: Maintaining high organization desirability.	3.38	3.25	-0.13	-4%	0.52	0.46	0.06
T46 - The need for skilled employees in spite of high unemployment rates.							
Issue #1: Attracting highly competent employees.	3.25	3.38	0.13	4%	0.71	0.52	0.19

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				Standard Deviation Scores		
	Q3	Q4	AMD	% Change	Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #2: Maintaining high selectivity in the hiring process.	3.25	3.25	0	0%	0.46	0.46	0
T47 - Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.							
Issue #1: Providing learning environments that are inclusive	3	3.25	0.25	8%	0.93	0.89	0.04
Issue #2: Providing learning environments that are relevant to the needs of the future.	3.25	3.25	0	0%	0.46	0.71	-0.25
T48 - Massively Open On-line Courses (MOOC's).							
Issue #1: An organization's ability to provide on-line options.	2.75	3	0.25	9%	1.04	0.93	0.11
T49 - Succession planning and talent management.							
Issue #1: Developing within the organization.	3	2.75	-0.25	-8%	0.53	0.46	0.07
Issue #2: Creating growth positions within the organization.	2.88	3.13	0.25	9%	0.83	0.64	0.19
T50 - Sustainability push that will encourage less commuting.							
Issue #1: Infrastructure of the surrounding metropolitan area.	2.88	2.75	-0.13	-5%	0.35	0.71	-0.36
T51 - Need for more leadership development in managing diverse workforce.							
Issue #1: Cost of training programs.	3	2.88	-0.12	-4%	0.93	0.83	0.1
Issue #2: Supervisory support of training programs.	3.13	3.5	0.37	12%	0.64	0.53	0.11
Issue #3: Defining the types of training programs necessary.	3.25	3.25	0	0%	0.46	0.46	0
T52 - Increased union activity particularly related to part-time, adjunct employees.							
Issue #1: Time consuming.	2.38	2	-0.38	-16%	0.92	0.76	0.16
Issue #2: Impact larger on private sector as opposed to public sector organizations.	2.25	1.75	-0.5	-22%	0.89	0.71	0.18
T53 - Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.							
Issue #1: The role of tenure in an organization.	3	3.13	0.13	4%	0.76	0.35	0.41

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores				% Change	Standard Deviation Scores		
	Q3	Q4	AMD			Q3	Q4	ASD D
<i>Table 26 Continued</i>								
Issue #2: Management of incentive packages.	3	3	0		0%	0.53	0	0.53
T54 - Public funding/support for higher education.								
Issue #1: The continued decline of public funding/support for higher education.	3.63	3.88	0.25		7%	0.52	0.35	0.17
Issue #2: Finding alternative sources for funding/support of higher education.	3.75	4	0.25		7%	0.46	0	0.46
T55 - Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.								
Issue #1: The continued decline of public funding/support of education at all levels.	3.5	3.63	0.13		4%	0.53	0.52	0.01
Issue #2: Higher education resource redirection may not remedy K-12 failures.	3	2.88	-0.12		-4%	0.53	0.64	-0.11
T56 - Moving HR from transactional to strategic in the academic environment.								
Issue #1: Making the transactional appear effortless.	3.25	3.13	-0.12		-4%	0.46	0.35	0.11
Issue #2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	3.38	3.13	-0.25		-7%	0.52	0.35	0.17
T57 - Decentralized Nature of Academy								
Issue #1: Academy functions have to evolve.	2.88	2.88	0		0%	0.35	0.35	0
T58 - The increase in litigation.								
Issue #1: Limited staff resources to split between litigation and daily.	3.25	3.13	-0.12		-4%	1.04	0.64	0.4
Issue #2: Ensuring efficient systems for better compliance outcomes.	3.13	3.25	0.12		4%	0.83	0.46	0.37
T59 - Immigration labor relations. (Students who do not use English as their primary language).								
Issue #1: Demonstration of sufficiency in English by both students and faculty.	2.5	2.5	0		0%	0.53	0.53	0
Issue #2: Creation of "transition" programs to assist international students and faculty.	2.25	2.38	0.13		6%	0.46	0.74	-0.28
T60 - Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.								

Q3 and Q4 Identified Issues Percent Change Results (n=8)	Mean Scores			% Change	Standard Deviation Scores		
	Q3	Q4	AMD		Q3	Q4	ASD D
<i>Table 26 Continued</i>							
Issue #1: Establishment of phased retirement programs.	2.88	2.88	0	0%	0.35	0.35	0
T61 - Privacy Issues							

Detailed Findings for Research Question Two

The findings from these results as depicted in Table 26, revealed that from a total 126 identified issues the CHRO expert panel reached consensus on the level significance where the percent change between the Q3 and Q4 consecutive rounds was less than 15% for 118 of the identified issues. The CHRO expert panel responses did not reach stability or consensus on 8 of the identified issues as each exceeded the 15% percent change threshold for consensus (Scheibe et al., 1975). The range of percent change for these remaining items was 16% - 22%. These 8 items are highlighted in light blue in the percent change column within Table 26.

The researcher opted to conclude the survey rounds regarding the 8 issues where consensus from the CHRO panel was not reached. This decision was best given the attrition of the CHRO expert panelists over the first three consecutive rounds. The objective is to obtain the most reliable consensus of opinion of a group of experts (Becker et al., 2001). Linstone and Turoff suggested that most commonly, three rounds of questionnaires proved sufficient to attain stability in the responses; further rounds tended to show very little change, and excessive repetition was unacceptable to participants (1975b).

In accordance with the significance rating scale for trends, mean scores were interpreted in the following manner for the identified issues:

- Greater than 0 but less than or equal to 2.0 = Insignificant
- Greater than 2 but less than or equal to 2.7 = Minimally Significant
- Greater than 2.7 but less than or equal to 3.4 = Moderately Significant
- Greater than 3.4 but less than or equal to 4 = Extremely Significant.

As noted above, eight of the 126 identified issues did not reach consensus between the Q3 and Q4 survey rounds. Of the remaining 118 issues, 24 were rated as *Minimally Significant* with mean scores greater than 2 but less than or equal to 2.7, 82 were rated as *Moderately Significant* with mean scores greater than 2.7 but less than or equal to 3.4, and the remaining 12 issues were identified as *Extremely Significant* with means scores greater than 3.4 but less than or equal to 4. Given the interdependence of the trends and issues, mean scores could not be sorted independently of the trends. Accordingly, the identified issues will be reviewed in relation to the level of significance of the corresponding trend.

The researcher presents the findings for the eight *Extremely Significant* trends and their corresponding issues as well as the *Minimally Significant* trends and the corresponding issues. Each of the *Extremely Significant* trends and associated issues were reviewed and sorted by consensus mean score to determine the level of significance as ranked by the CHRO expert panel. Table 27 highlights the eight *Extremely Significant* trends and twenty-three associated issues.

As seen in the Table 27, the identified issues are now ranked in order of significance by mean score under each of the respective trends which are presented in ranked order. The first trend listed is *The Continuing Impact of the Economy on Budgets, Hiring and HR Strategies* which was ranked as *Extremely Significant* with a mean score of 4.0, with each of

the three associated issues: 1) *Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages*, 2) *HR is required to provide more strategic support placing a huge demand on time*, and 3) *Staffing levels continue to lag behind needs*. With consensus mean scores of 3.38, 3.25 and 3.13 respectively all were rated as *Moderately Significant*. It is important to note that there were four initial issues associated with this trend, however the fourth issue did not reach consensus and was omitted from the final list of issues in Table 27. As indicated in Table 27, the issues are tethered to each of the respective trends and are directly related to each trend. Hence, it is important to focus on the individual mean scores of each of the respective grouping of issues tethered to each trend. As noted for issues associated with the trend of *Rising health care costs* the mean scores rankings indicate the *impact of the Affordable Care Act* and *issues of shifting costs to employees and developing a compensation strategy* as *Moderately Significant*, while the issue of *impact on an institution's ability to increase investments in retirement* was rated as *Minimally Significant*. This suggests that the panelists perceived that the rise in health care costs had relatively little impact on an institutions ability to increase investments in retirement. The standard deviation score also is a good indicator for the degree of agreement/disagreement or amount of variance between/among the individual panelist ratings for each issue. As noted for the same trend of *Rising health care costs*, there is a SD of .53 for the *impact of the Affordable Care Act* and 1.06 for *shifting of costs to employees and developing a compensation strategy*. There was greater variation between/among the individual panelists on the level of significance, although consensus was reached overall for the issue. There also appears to be a correlation between the level of significance of the trend with the level of significance of the associated issues. The majority of the associated issues

in Table 27 are ranked as *Extremely Significant* or *Moderately Significant*. All but two of the issues were ranked at 3.00 or higher suggesting subjective concerns about the how issues, which primarily relate to the funding levels (direct and indirect) should be prioritized and addressed.

Table 27: *Extremely Significant Trends and Identified Issues Sorted by Mean Score*

Extremely Significant Trends and Issues Sorted by Consensus Mean	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 27 continued</i>						
T8 - The continuing impact of the economy on budgets, hiring and HR strategies.						
Issue 1: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.	0	0	5	3	3.38	0.52
Issue 2: HR is required to provide more strategic support placing a huge demand on time.	0	1	4	3	3.25	0.71
Issue 3: Staffing levels continue to lag behind needs.	0	0	7	1	3.13	0.35
T10 - Rising health care costs.						
Issue 1: The impact of the New Affordable Health Care law on costs.	0	0	4	4	3.5	0.53
Issue 2: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.	1	0	2	5	3.38	1.06
Issue 3: The impact on institution ability to increase investments in retirement.	0	3	5	0	2.63	0.52
T36 - Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.						
Issue 1: Continuous Process Improvements.	0	1	4	3	3.25	0.71
Issue 2: Insufficient HR FTE allocations increased level of tension in work groups.	0	1	5	2	3.13	0.64
Issue 3: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.	0	0	7	1	3.13	0.35
Issue 4: Topic avoidance due to possible Inherent change to culture and foundational structures.	0	3	5	0	2.63	0.52

Extremely Significant Trends and Issues Sorted by Consensus Mean	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	Ins	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 27 continued</i>						
T13 - Unprecedented budgetary constraints.						
Issue 1: Inability to hold tenured faculty accountable to being high performing contributors.	0	2	2	4	3.25	0.89
Issue 2: Development and management of sound financial / business plans.	0	2	4	2	3	0.76
Issue 3: Increased strain on organizations may require restructuring performance management systems.	0	1	6	1	3	0.53
T54 - Public funding/support for higher education.						
Issue 1: Finding alternative sources for funding/support of higher education.	0	0	0	8	4	0
Issue 2: The continued decline of public funding/support for higher education.	0	0	1	7	3.88	0.35
T9 - Regulations and reporting: new responsibilities require more transparency.						
Issue 1: Increased demands and resources required to adapt and comply with the changing regulations may create additional staffing needs.	0	1	2	5	3.5	0.76
Issue 2: Increased requirements may impact HR ability to provide high touch services.	0	0	8	0	3	0
T14 - Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...						
Issue 1: The additional burden created by new legislative changes on staffing levels creating more work.	0	0	4	4	3.5	0.53
Issue 2: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.	0	0	6	2	3.25	0.46
Issue 3: The ability of professional HR associations to use their resources to influence regulations.	0	1	6	1	3	0.53
T56 - Moving HR from transactional to strategic in the academic environment.						
Issue 1: Making the transactional appear effortless.	0	0	7	1	3.13	0.35
Issue 2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	0	0	7	1	3.13	0.35

The second grouping of trends and associated issues for exploration are those identified by the CHRO expert panel as *Minimally Significant*. There were a total of fifteen trends identified as *Minimally Significant* with a mean score of greater than 2 but less than or equal to 2.7 and twenty-two associated issues. Table 28 illustrates the fifteen *Minimally Significant* trends and the twenty-two associated issues sorted by consensus mean within each trend. As noted in Table 28, of the twenty-two issues, eight issues ranked as minimally significant and six issues ranked just above minimally significant with a mean score of 2.75. Conversely, there are eight issues that were ranked as Moderately Significant with mean scores from 3.0 to 3.25. The aggregate mean score for the 22 issues associated with the *Extremely Significant* trends is 3.22, while the aggregate mean score for the issues associated with the *Extremely Significant* trends is slightly less than the breakpoint of 3.4, this aggregate mean score suggest that these issues are both Extremely and Moderately Significant. There also appears to be a correlation between the level of significance of the trend with the level of significance of the associated issues. The majority of the associated issues in Table 28 are ranked as *Minimally Significant* and *Moderately Significant*. The results for the remaining thirty-five *Moderately Significant* trends with consensus mean scores greater than 2.7 but less than or equal to 3.4 and the associated issues discussed further in the subsequent sections of this chapter.

Table 28: Minimally Significant Trends and Associated Issues Sorted by Mean Score

Minimally Significant Trends and Issues Sorted by Consensus Mean	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	INS	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 28 continued</i>						
T3 - Individual development – wellness focused on individual development plans.						
Issue 1: Employee engagement and employee responsibility for wellness.	0	3	4	1	2.75	0.71

Minimally Significant Trends and Issues Sorted by Consensus Mean	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	INS	MinSig	ModSig	ExtSig	Q4	Q4
Table 28 continued						
Issue 2: Incorporating individual wellness into employee development plans equitably.	0	6	2	0	2.25	0.46
T31 - A widening range of student and employee abilities, preparedness, background, and motivation.						
Issue 1: New hires who lack abilities and preparedness have misaligned salary expectations.	0	2	6	0	2.75	0.46
T38 - Increased challenge in setting strategic priorities.						
Issue 1: Managing competing priorities due to external and internal forces.	0	0	6	2	3.25	0.46
T42 - A sustainable future: enhancing environmental performance.						
Issue 1: Practicing environmental efficiency in everyday business.	0	2	6	0	2.75	0.46
Issue 2: Commitment to environmental efficiency.	0	3	5	0	2.63	0.52
Issue 3: Creating a strategy to improve environmental efficiency.	0	3	5	0	2.63	0.52
T33 - Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.						
Issue 1: Ongoing debate about role and status of adjunct faculty.	0	3	4	1	2.75	0.71
T39 - Move toward competency –based certification.						
Issue 1: Recruiting employees with necessary competency-based certification.	0	3	5	0	2.63	0.52
Issue 2: Supporting current employees' achievement of competency-based certification.	0	4	4	0	2.5	0.53
T40 - Rethinking infrastructure: a renewed focus on asset optimization.						
Issue 1: Modifying faculty perceptions of traditional class schedules.	1	0	4	3	3.13	0.99
Issue 2: Modifying staff perceptions of traditional work week and time schedules.	0	1	6	1	3	0.53
Issue 3: Allowing an organization to broaden the usage range of its assets.	0	0	8	0	3	0
T48 - Massively Open On-line Courses (MOOC's).						
Issue 1: An organization's ability to provide on-line options.	0	3	2	3	3	0.93
T12 - Rise in the number of individuals and families without health insurance.						
T50 - Sustainability push that will encourage less commuting.						

Minimally Significant Trends and Issues Sorted by Consensus Mean	Q4 Raw Likert Scale Data				Mean Scores	SD Scores
	INS	MinSig	ModSig	ExtSig	Q4	Q4
<i>Table 28 continued</i>						
Issue 1: Infrastructure of the surrounding metropolitan area.	1	0	7	0	2.75	0.71
T52 - Increased union activity particularly related to part-time, adjunct employees.						
T61 - Privacy issues, especially covert recording of meetings, classes, and 'off the record'						
T32 - Employees interested in multiple careers versus multiple employers.						
Issue 1: Ability to manage and retain top talent while “managing out” the deadwood and non-contributors.	0	0	7	1	3.13	0.35
Issue 2: Possibility of high turnover.	0	2	6	0	2.75	0.46
T16 - Globalization and market interdependence leading to greater economic volatility.						
Issue 1: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.	0	0	7	1	3.13	0.35
Issue 2: Workforce diversity.	0	3	2	3	3	0.93
Issue 3: The diminishing role of US as a global leader.	0	4	4	0	2.5	0.53
T59 - Immigration labor relations. (Students who do not use English as their primary language).						
Issue 1: Demonstration of sufficiency in English by both students and faculty.	0	4	4	0	2.5	0.53
Issue 2: Creation of “transition” programs to assist international students and faculty.	0	6	1	1	2.38	0.74

Research questions one and two regarding trends affecting HEHR over the next ten years and identifying the issues for each of the trends affecting CHRO’s in HEHR over the next ten years presents an opportunity to give some attention to the third research question focused on the suggested strategies for addressing the issues.

Research Question Three

The CHRO expert panelists were asked during the Q4 survey to suggest strategies for addressing the issues as identified in Q2 & Q3. The CHRO expert panel suggested several

strategies for those issues where consensus and stability of the aggregate response were achieved. Those issues where consensus was not achieved were not included in the final results. As the CHRO expert panel reached consensus surrounding the *Extremely Significant* trends and the associated issues, strategies were suggested for CHRO's in HEHR for addressing these issues by the CHRO expert panel in Q4. For the purposes of presenting the findings for the top eight *Extremely Significant* trends and the associated issues, each of the top eight trends and the associated issues have been re-numbered and sorted by consensus mean are provided in Table 29 with their respective suggested strategies. The suggested strategies were not achieved as a result of the Delphi consensus method but rather are presented as the combined expert opinions from individual CHRO expert panel participants during the Q4 survey.

Detailed Findings for Research Question Three

Table 29 highlights the suggested strategies for each of the eight *Extremely Significant* trends and their 22 associated issues. A review of the aggregate mean scores for the *Extremely Significant* trends revealed that the mean of the eight trends was 3.60 which suggested that these *Extremely Significant* trends all reached some degree of consensus given the Likert scale breakpoint at or between 3.4 to 4.0 for trends to be ranked as *Extremely Significant*. When the aggregate mean score was calculated for the associated issues of the *Extremely Significant* trends it was calculated at 3.22 which indicated a generalized ranking of *Moderately Significant* according to the Likert scale breakpoints at or between 2.7 and 3.4. Given that the aggregate mean score for the *Extremely Significant* trends was in alignment with the Likert scale breakpoint for *Extremely Significant* trends, the associated issues were

perceived by the CHRO panelists in aggregate to be *Moderately Significant* for CHRO's in HEHR over the next ten years.

As indicated in Table 29, the CHRO panelists have suggested several strategies that, when analyzed between and among the trends and issues, have a common theme of; 1) HR collaborating with campus constituents to improve and establish trusting relationship with academic affairs and other units to foster a spirit of connectedness between HR and other campus units, 2) HR must streamline its internal processes and perfect the execution of these processes in the spirit of continuous process improvement and HR transformational activities, 3) HR must engage with campus leaders to establish more fundraising and creating alternative income streams, given the emphasis on budgetary constraints for institutions of higher education, and 4) HR should partner with information technology in order to utilize technology to improve the work processes and stay current and relevant in its service delivery to the workforce.

Table 29: Suggested Strategies for Addressing Identified Issues for Extremely Significant Trends

Top 8 Extremely Significant Trends and the Associated Issues with Suggested Strategies Sorted by Descending Rank Order	
<i>Table 29 continued</i>	
Trend 1: The continuing impact of the economy on budgets, hiring and HR strategies.	
Issues	Suggested Strategies
Issue 1: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.	<ul style="list-style-type: none"> • Maintain competitive and flexible executive compensation strategies; move out of rigid historical higher Ed model; but need to have done and documented due diligence to justify executive compensation competitiveness. • Conduct effective fund raising and establish endowed positions with an effort toward visioning for the academic success of students. • Develop ways to better communicate value of higher Ed employment.

Top 8 Extremely Significant Trends and the Associated Issues with Suggested Strategies Sorted by Descending Rank Order

Table 29 continued

<p>Issue 2: HR is required to provide more strategic support placing a huge demand on time.</p>	<ul style="list-style-type: none"> • Find ways to make day-to-day operations more efficient so we have time to spend on high value strategic roles. • Make maximum use of technology to streamline the transactional stuff. • HR leadership must learn to delegate.
<p>Issue 3: Staffing levels continue to lag behind needs.</p>	<ul style="list-style-type: none"> • HR needs to fight for resources better. • Realign work force with reasonable and sustainable work efforts. • Work closely with senior management and faculty to narrow mission and focus - address the "all things to everybody" mentality. • Analyze workflows, figure out what you can stop doing or where efficiencies can be gotten. • Outsource recruiting.

Trend 2: Rising health care costs.

Issues	Suggested Strategies
<p>Issue 1: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.</p>	<ul style="list-style-type: none"> • Adopt an effective communication and education strategy is needed - not about health care design, but about health care economics and realities. • Elicit consultant services to help ensure that institutions are getting the best value. • Stay apprised of what is going on in the market and what other employers are doing by way of plan design. • Significant emphasis on leadership education of issues.
<p>Issue 2: The impact of the New Affordable Health Care law on costs.</p>	<ul style="list-style-type: none"> • More lobbying through CUPA-HR needs to be done. • Find ways to document adjunct faculty hours/effort and report accordingly. • Work effectively with legislators and members of Congress - joining with other universities in business coalitions to influence and shape changes. • Understand the requirements of the ACA. Keep senior leaders apprised of required changes and the respective costs

Top 8 Extremely Significant Trends and the Associated Issues with Suggested Strategies Sorted by Descending Rank Order

Table 29 continued

Issue 3: The impact on institution ability to increase investments in retirement.	<ul style="list-style-type: none"> • Help employees understand their role in saving for retirement. • Encourage employees to make contributions early in their careers and educate them about the options for diversification. Educate work force of issues.
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Trend 3: Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.

Issues	Suggested Strategies
Issue 1: Continuous Process Improvements.	<ul style="list-style-type: none"> • Conduct workflow analysis. • Provide training on process management/process improvement strategies. • Understanding the processes is critical...consistent exploration of why we do what we do and how can we do these better is appropriate.
Issue 2: Insufficient HR FTE allocations increased level of tension in work groups.	<ul style="list-style-type: none"> • CHROs must develop strong working relationships with campus leadership - administrative and faculty - to make HR's case. • Investigate and use the available technology that can leverage the efforts of HR staff. Advocacy for HR and its strategic goals.
Issue 3: Topic avoidance due to possible Inherent change to culture and foundational structures.	<ul style="list-style-type: none"> • Decrease social justice conversation, increase personal accountability. • Change management training.
Issue 4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.	<ul style="list-style-type: none"> • HR units need to consciously rethink how they work toward eliminating unneeded effort and making processes more efficient. • Incorporate into strategic plans of all units.

Trend 4: Unprecedented budgetary constraints.

Issues	Suggested Strategies
Issue 1: Inability to hold tenured faculty accountable to being high performing contributors.	<ul style="list-style-type: none"> • HR needs to develop close and effective working relationship with academic affairs. • Work to create faculty-devised approaches to defining productivity - break from the traditional teaching, scholarship and service model to some method that incents and rewards productivity. • Eliminate tenure.

Top 8 Extremely Significant Trends and the Associated Issues with Suggested Strategies Sorted by Descending Rank Order

Table 29 continued

<p>Issue 2: Development and management of sound financial / business plans.</p>	<ul style="list-style-type: none"> • Create multi-year financial plans - and collaborative approach to budgeting so all voices are a part of important and difficult budget decisions. • Integrate as a part of organizational strategic planning. • Make sure that staffing strategy is sustainable and that benefits are managed appropriately.
<p>Issue 3: Increased strain on organizations may require restructuring performance management systems.</p>	<ul style="list-style-type: none"> • Performance Management Systems should be routinely reviewed to ensure that they are assessing the key competencies for the institution. • Keep up-to-date on best practices in this area. Ongoing evaluation of program; implement changes as needed.

Trend 5: Public funding/support for higher education.

Issues	Suggested Strategies
<p>Issue 1: The continued decline of public funding/support for higher education.</p>	<ul style="list-style-type: none"> • Become more entrepreneurial and find alternative revenue sources. • Develop valid metrics as part of a public communication process that involves external constituents but that also is sensitive to internal faculty perceptions. • Build upon the value proposition but demonstrate efficiencies and outcomes.
<p>Issue 2: Finding alternative sources for funding/support of higher education.</p>	<ul style="list-style-type: none"> • Invest in top notch foundation capabilities; seriously work the relationship between potential and real donors and faculty / research. • Actively increase fundraising and grants solicitations. • Make it an expectation of leadership.

Trend 6: Regulations and reporting: new responsibilities require more transparency.

Issues	Suggested Strategies
<p>Issue 1: Increased demands and resources required to adapt and comply with the changing regulations may create additional staffing needs.</p>	<ul style="list-style-type: none"> • Effectively communicate the issue to senior management and faculty and gain support necessary to meet both internal and external needs. • Outsource. • Need to figure out how we "comply" as efficiently as possible.

Top 8 Extremely Significant Trends and the Associated Issues with Suggested Strategies Sorted by Descending Rank Order

Table 29 continued

<p>Issue 2: Increased requirements may impact HR ability to provide high touch services.</p>	<ul style="list-style-type: none"> • Increase use of intelligent technology. • Provide service options - ranging from technology to one-on-one personalized service. Need to strike appropriate balance here. • Identify processes that do not require "high touch" and use them effectively.
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Trend 7: Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc...

Issues	Suggested Strategies
<p>Issue 1: The additional burden created by new legislative changes on staffing levels creating more work.</p>	<ul style="list-style-type: none"> • Ensure ways to "comply" as effectively and efficiently as possible so that "compliance" activities do not unduly burden and/or distract focus of other priorities. • Present coherent choices between services to faculty and staff and meet external obligations after assessing and improving technological support that can more efficiently use existing resources. • Utilize staffing benchmark data updated and provided via professional associations.
<p>Issue 2: The ability of professional HR associations to use their resources to influence regulations.</p>	<ul style="list-style-type: none"> • Always helpful to have CUPA-HR advocate for HEHR. • Integrating more effectively national thrusts with local chapter efforts - national level efforts are often well-conceived, but the representatives and senators primarily see just the national lobbying efforts - politics is local so it is important that the affected local / regional chapters are on the same page as the national organization and are effectively supported by the national organization in the local connections. • Become involved in professional organizations. Set as strategic priority.
<p>Issue 3: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.</p>	<ul style="list-style-type: none"> • Leverage business associates. • Make compliance processes more effective.

Trend 8: Moving HR from transactional to strategic in the academic environment.

Issues	Suggested Strategies
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Top 8 Extremely Significant Trends and the Associated Issues with Suggested Strategies Sorted by Descending Rank Order	
<i>Table 29 continued</i>	
Issue 1: Making the transactional appear effortless.	<ul style="list-style-type: none"> • Partnering with I.T. resources internally to fully use the institutional ERP and technology - build, communicate, and deliver value-added services. • Ensure transactional efforts are mastered in order that HEHR professionals will be trusted on the strategic elements.
Issue 2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	<ul style="list-style-type: none"> • HR will need to develop credible relationship with Provost and others in academic affairs. • Work to build alliances within Academic Affairs - reach out to understand needs within AA and develop assistance and solutions - be seen as an asset rather than a hindrance.

As depicted in Table 29, the suggested strategies for each of the identified issues related to the top 8 *Extremely Significant* trends, offer opportunities for CHRO’s and HEHR professionals to possibly implement these strategies in addressing the issues related to these *Extremely Significant* trends on their respective campuses.

The findings for the 35 *Moderately Significant* trends and the 73 associated issues as well as the varied suggested strategies by the CHRO panelists are depicted in Table 30. A review of the aggregate mean scores for the *Moderately Significant* trends revealed that the mean scores of the 35 trends was 3.05 which suggested that these *Moderately Significant* trends all reached some degree of consensus given the Likert scale breakpoint at or between 2.7 to 3.4 for trends to be ranked as *Moderately Significant*. When the aggregate mean score was calculated for the associated issues of these *Moderately Significant* trends, it was calculated at 2.99 which indicated a generalized ranking of *Moderately Significant* according to the Likert scale breakpoints at or between 2.7 and 3.4. Given that the aggregate mean

score for the *Moderately Significant* trends was in alignment with the Likert scale breakpoint for *Moderately Significant* trends, the associated issues were perceived by the CHRO panelists in aggregate to be *Moderately Significant* for CHRO's in HEHR over the next ten years.

Table 30: Moderately Significant Trends, Issues and Suggested Strategies Listed in Descending Order

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance	
<i>Table 30 continued</i>	
Trend 1: Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)	
Issues	Suggested Strategies
Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.	<ul style="list-style-type: none"> • Focus on and develop established policies and practices. • Communicate policies to employees and their supervisors.
Issue #2: Employees being tethered to their work may cause an imbalance between work and family.	<ul style="list-style-type: none"> • Encourage use of paid time off and ask senior leaders to model work/life balance. • Encourage us not to always think about this as negative, e.g., "tethered" to their work clearly has a negative connotation. • Reevaluate leave programs to ensure flexibility.
Issue #3: Getting employees, supervisors, and managers to recognize boundaries.	<ul style="list-style-type: none"> • Manager/supervisor training; be mindful of organizational culture that is created by behavior of and messages from senior leadership. • Establish boundaries with manager and employee involvement to clarify expectations. • Develop communication strategies. Manager training and clear management expectations - hold managers accountable.
Trend 2: Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

Issues	Suggested Strategies
<p>Issue #1: Current managers/supervisors are not culturally competent and aware – lack of professional development.</p>	<ul style="list-style-type: none"> • Campus wide education, training is needed. • HR should partner with Diversity and Inclusion staff and integrate cultural concepts into general supervisory, management, and EEO/Title IX training. • Incorporate competency into performance management program.
<p>Issue #2: Four generational work-life perspectives will create challenges.</p>	<ul style="list-style-type: none"> • Implement diversity and inclusion training. • Incorporate competency into performance management program. • Increase HR programming resources for institution.
	<ul style="list-style-type: none"> •
<p>Trend 3: Access and affordability – unsustainable rising tuition costs faster than inflation.</p>	
Issues	Suggested Strategies
<p>Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (ie, nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).</p>	<ul style="list-style-type: none"> • Market niche/offers highlight value of institution. • Build a strong affinity among students and prospective students for the value of an institution's education - what makes the degree from the institution stand out?
<p>Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.</p>	<ul style="list-style-type: none"> • Modify the way we think - be innovative in finding alternate revenue streams. • Place heavy reliance on an effective affiliated foundation - driven by quality faculty, research and outcomes and a strong alumni base that actively is engaged and supports the institution.
<p>Trend 4: Attracting and retaining talented faculty.</p>	
Issues	Suggested Strategies

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #1: Competitive compensation.</p>	<ul style="list-style-type: none"> • Have a compensation philosophy that defines the goal of the comp program and sets a target (for example, pay will be targeted at 50% of median). • Build an overall compensation strategy that emphasizes benefits and quality of work life for faculty - working to build a sense of building for the future and the greater good as a motivator to stay in higher education. • Prioritize with utilities and other expenses. Not last on the list.
<p>Issue #2: Competitive work-life balance programs.</p>	<ul style="list-style-type: none"> • Gain acceptance of the total compensation strategy including work life and environment issues on the campus. • Involve faculty groups, departments and individual faculty and staff for concept and design. • HR should partner with the provost to develop these programs. • HR training for supervisors to develop understanding and approaches.
<p>Issue #3: Maintaining high organization presence.</p>	<ul style="list-style-type: none"> • Refocus marketing efforts - aligning communication - establishing brand. • Ensure visibility in the marketplace, local, regional, national, as a great place to live, learn and work. • Produce Effective and robust publications and public relations efforts regarding rankings, value of education, and ROI on the investment (cost borne by the student) vs. financial outcomes (what does the education mean to the student upon graduation).
<p>Issue #4: Maintaining high organization desirability.</p>	<ul style="list-style-type: none"> • Value of have clear recruitment processes and well-training search chairs and committees.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> Align compensation and university amenities with top performer expectations - reputation in the labor market.
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Trend 5: Succession planning and talent management.

Issues	Suggested Strategies
Issue #1: Developing within the organization.	<ul style="list-style-type: none"> Effectively develop internal mentoring programs, both for faculty and staff. Implement performance management program that identifies the university's top talent. Provide leadership development opportunities for top talent.
Issue #2: Creating growth positions within the organization.	<ul style="list-style-type: none"> Succession planning. Identify potential career paths to dovetail with succession efforts is important. Encourage departments to develop their own and promote from within when possible. Allow for internal promotions without an open search.

Trend 6: Work intensification as employers try to increase productivity with fewer employees.

Issues	Suggested Strategies
Issue #1: Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.	<ul style="list-style-type: none"> Strategically, the institution needs to work to be flexible to reorient workforce to meet areas with greatest need. Conduct work-flow analyses to determine inefficiencies and duplication of efforts. Ask, "what can we stop doing?" Use metrics to evaluate efficiency associated with the use of technology. Higher levels of education are needed to correspond to the increase in technology.
Issue #2: Shrinking budgets and growing customer demands and organizational expectations may be misaligned.	<ul style="list-style-type: none"> Provide clear strategy and expectations. Working within the academic mission,

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<p>effectively drawing together faculty perceptions about workload</p> <ul style="list-style-type: none"> • Learn to do less with less.
<p>Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.</p>	<ul style="list-style-type: none"> • Adopt an effective performance management system to identify employee development needs. • Find low cost ways to offer training programs for employees. • Increase organization's training budgets. • Utilize faculty and staff with expertise in appropriate areas to share their knowledge. • Make use of on-line resources and webinars that can be offered to many employees at once.

Trend 7: Enterprise systems – their functionality and the impact on institutional effectiveness.

Issues	Suggested Strategies
<p>Issue #1: Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.</p>	<ul style="list-style-type: none"> • Educate and prepare HR leaders to present needs and impact to leadership. • Allocate sufficient resources to ensure systems are responsive to faculty and departments who need service and functionality - how do we help others achieve? • Demonstrate how such systems can save money in the long run (if possible). Needs to be supported at the IT and executive level.
<p>Issue #2: ERP systems require costly major customization in order to meet campus needs – not efficient or very effective.</p>	<ul style="list-style-type: none"> • HR needs more influence in the overall mission of the institution. • Cloud applications becoming much more vogue. • Data warehousing and reporting - work to capture data in the ERP but to organize and use data through the data warehouse.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

Issue #3: HRIS ensuring consistency of HR practices and providing the right information at the right time.	<ul style="list-style-type: none"> • HR also needs more budgetary support for these types of projects. • Ensure data quality and consistency - remove questions of "trust" surrounding the data elements. • Review technology on a regular basis to ensure that the systems are meeting this goal. • Centralization.
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Trend 8: Vulnerability of technology to attack or disaster.

Issues	Suggested Strategies
Issue #1: Keeping data secure – avoiding breaches that affect employee trust.	<ul style="list-style-type: none"> • Building effective, consistent support and work groups with I.T. security specialists as well as developing and consistently using auditing practices. • Hire an information security professional in IT. • Train all users in best practices.
Issue #2: Lack of proactive IT departments.	<ul style="list-style-type: none"> • CHRO raise issue and concept - build consensus among campus leaders regarding the importance and need for attention to the issues present. • Work directly with CTO to ensure s/he understands the needs of HR. • Hold units accountable.

Trend 9: Need for more leadership development in managing diverse workforce.

Issues	Suggested Strategies
Issue #1: Cost of training programs.	<ul style="list-style-type: none"> • Build case for budgetary support of these efforts - relate to improved retention and increased organizational performance. • Make use of internal resources and webinars that you can show to a group. • Build internal programs.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #2: Supervisory support of training programs.</p>	<ul style="list-style-type: none"> • Gain buy in for mandatory programs. • Help supervisors understand the value of training programs. • Get leadership support for programs. Evaluate supervisors on the professional development. • Communicate to show supervisors that training is an investment rather than lost time by the employee to the department.
<p>Issue #3: Defining the types of training programs necessary.</p>	<ul style="list-style-type: none"> • Survey community, review performance evaluations. Conduct a training needs assessment. Ask supervisors what they think their employees need.

Trend 10: The increase in litigation.

Issues	Suggested Strategies
<p>Issue #1: Limited staff resources to split between litigation and daily.</p>	<ul style="list-style-type: none"> • Work consultatively with faculty, department heads, deans, and administration to build the trust so that HR is consulted before actions that have external consequence are taken. • Work to ensure that all employees feel like they are treated fairly even if they don't like the end result. • Eliminate unnecessary deliverables.
<p>Issue #2: Ensuring efficient systems for better compliance outcomes.</p>	<ul style="list-style-type: none"> • Ensure that there is a clear understanding of requirements and assure that these are accommodated within HR processes. • Understand requirements and match to systems capabilities is crucial. • Partner with the office of the general counsel.

Trend 11: Aging technology systems.

Issues	Suggested Strategies
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Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #1: Impact on productivity.</p>	<ul style="list-style-type: none"> • Continue to move the HR technology agenda forward. • Need to have effective systems in place to ensure that entire workforce in productive. • Manager/supervisor training; professional development, performance management, strategic retirement incentives. • Allocate more resources. • Review technology on a regular basis to ensure that the systems are continuing to meet the needs of the university. • Develop understanding of how to benchmark.
<p>Issue #2: Budget limitations to keep technology current.</p>	<ul style="list-style-type: none"> • Consider consolidating and partnering with sister institutions using the same technology to share development costs. • Work with Information Technology and the finance VP to develop a strategic plan for updating systems. • Review literature, professional associations, research promoting HR Budget increases.
<p>Issue #3: Keeping up with the evolution of technology is difficult.</p>	<ul style="list-style-type: none"> • IT evolution needs to be coupled with effective change management due to constant upgrades and new versions. • Hire a good HRIS person to ensure that HRIS systems are keeping pace with available solutions. • Collaborate with IT units.

Trend 12: An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).

Issues	Suggested Strategies
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Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #1: Getting the “right” measures that really match organizational effectiveness for HR function.</p>	<ul style="list-style-type: none"> • Improved research and publication is needed on HR metrics and ROI. • Work with senior staff to define HR's role in relation to the strategic plan and building consensus, understanding, and support for HR efforts that visibly affect outcomes. • Converge towards agreement on what should be measured within the lens of the strategic effort.
<p>Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.</p>	<ul style="list-style-type: none"> • Manage expectations that are reasonable and sustainable. • CHRO must develop strong working relationships with campus leadership - administrative and faculty - to make HR's case. • Investigate and use the technology that is available, within the budget that can leverage the efforts of HR staff. • Advocate for HR and its strategic goals. • Publish benchmarks for HR FTE's in Higher Education.
<p>Issue #3: Ability to reflect on data and having consistent metrics.</p>	<ul style="list-style-type: none"> • Designation of a data standards protocol, shared with academics, finance and student records can help. • Research and publications are needed on HR metrics and ROI. This needs to be shared through CUPAHR to the membership. • Hire HR staff with data analysis competencies.

Trend 13: Flexibility – flexible work arrangements.

Issues	Suggested Strategies
<p>Issue #1: Managers and senior executive may not understand the importance of flexibility.</p>	<ul style="list-style-type: none"> • Integrating responsiveness as an institutional trait - if the institution envisions that it is nimble, the language of flexibility and elastic allocation of resources needs to be presented to senior leadership.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> • Provide training through webinars and facilitated training. • Provide data to senior leaders about the millennials and what it will take to keep them engaged.
<p>Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.</p>	<ul style="list-style-type: none"> • Establish department flexibility to meet work demands with scheduling, but integrate with an overall approach so as not to create unintended employee relations issues among departments. • Demonstrate the value in employee engagement, increased productivity, lower turnover, etc. • Develop policies that provide for a variety of work schedules. • Reevaluate leave programs and practices.
<p>Trend 14: Threat of increased health care/medical costs on U.S. competitiveness.</p>	
<p>Issues</p>	<p>Suggested Strategies</p>
<p>Issue #1: The possible threat of quality of services being sacrificed by costs.</p>	<ul style="list-style-type: none"> • Join business coalitions to work within the delivery system on effectiveness and efficiency. • Implement ongoing customer feedback mechanisms.
<p>Trend 15: The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.</p>	
<p>Issues</p>	<p>Suggested Strategies</p>
<p>Issue #1: The evolving structure of libraries and the impact on library service delivery.</p>	<ul style="list-style-type: none"> • Hire New breed of "librarians" that will be more akin to IT folks - who partner and collaborate with academics in the delivery of education and in their research. • Work with Library and IT to review alternate staffing structures to support these changes.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> • Ensure adequate support to maintain currency in technology.
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Trend 16: The need for skilled employees in spite of high unemployment rates.

Issues	Suggested Strategies
Issue #1: Attracting highly competent employees.	<ul style="list-style-type: none"> • Create effective and robust publications and public relations efforts regarding rankings, value of education, and ROI on the investment (cost borne by the student) vs. financial outcomes (what does the education mean to the student upon graduation).
Issue #2: Maintaining high selectivity in the hiring process.	<ul style="list-style-type: none"> • Educate search committees and create flexibility in initial salary setting for applicants whose credentials are outstanding and verified. • Strengthen interviewing and selection training.

Trend 17: Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.

Issues	Suggested Strategies
Issue#1: Work related policies regarding work life balance may have to be established.	<ul style="list-style-type: none"> • Technology drives work life balance related issues. New policy needs development. • Manager training and discretion needed in working out individual arrangements that meet employee and operational need. • Establishing strong engagement assessments and close working relationships with representative employee groups...shared problem solving. • Work with supervisors to get them to consider policies such as flex time, telecommuting, etc. Share success stories. • Encourage the use of paid time off (PTO). • Identify best in practice work life balance strategies for implementation.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> • Communication strategies to promote work life balance. Continued reinforcement.
<p>Issue #2: Work productivity and performance may be negatively impacted with a lack of work-life balance.</p>	<ul style="list-style-type: none"> • Policy efforts need to drive some of this issue. • Establish clear boundary and work expectations for both managers and employees • Leadership should model this value. • Stress reduction and wellness programs should be offered to staff and faculty. • Establish performance measures and communicate to employees. • Build a culture respectful of time off - top down - seeing is believing.
<p>Issue #3: Employee expectations of organization support and flexibility may exceed the employer’s capacity to provide the expected support and flexibility</p>	<ul style="list-style-type: none"> • Education on employee expectations and entitlements needed. Set clear expectations. • Enhanced communication and a comprehensive total compensation approach including work life benefits considerations. • Education of staff and faculty on work/life policies and any budgetary constraints. • Focus on what the University provides. • Survey employees to determine employee expectations of organizational support. • Clearly identify the limits of employer ability/capacity to be flexible.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #4: The use of technology (telecommuting) may create a 24/7 mentality for employees.</p> <p><i>“An employee's ability to check e-mail at night and do work at home does not automatically translate to a bad "24/7 mentality." It can also be seen as permitting employees to more flexibility maintain their productivity.”</i></p>	<ul style="list-style-type: none"> • Encourage managers and employees to use technology (24/7) in ways that help them to balance and manage their workload. • Encourage workforce to not always think about this as a bad thing or imposition on employees. • Clarification and communication of expectations - manager and supervisor training on expectations and boundaries. • Adopt policies for the use of technology outside normal work hours. • Establish expectations regarding work during off hours/days. Leadership must drive and follow guidelines.
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Trend 18: Wellness initiatives and safety issues both to comply with regulations and save costs.

Issues	Suggested Strategies
<p>Issue #1: Possible limits and reduction in health care dollars being spent on preventable health conditions.</p>	<ul style="list-style-type: none"> • Coordination between employee relations and employee benefits are critical. • Educate employees on ways to help control healthcare costs. • Improve the overall health of employees through wellness initiatives. • Allocate resources toward preventable healthcare issues. Create a strategic communication plan related to health care costs and wellness.
<p>Issue #2: Too much conflicting data on ROI for wellness... balancing and using resources effectively is the challenge.</p>	<ul style="list-style-type: none"> • Utilize technology to improve. • Leadership must believe philosophically in the value of wellness programs. • Develop wellness plan and do not allow new initiatives to change direction. • Commitment to wellness budget.

Trend 19: Social networking, especially as it relates to recruiting faculty and staff.

Issues	Suggested Strategies
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Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #1: Public expectation to provide will force institutions to implement and manage social media.</p>	<ul style="list-style-type: none"> • Ensure currency and ease of use for incoming students and faculty - assure adequate support within for existing staff. • Hire for competencies to manage. • Give this responsibility to a millennial to manage.
<p>Issue #2: Adapting to changes in social media and remaining relevant as employer of choice.</p> <p>**No Consensus Reached**</p>	<ul style="list-style-type: none"> • Rethink strategies for actively "marketing" our institutions and "higher education" in general as a great employment choice. • Engage millennials in these efforts. • Higher Education entities should join together to build reputation of "best workplace".
<p>Issue #3: Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.</p> <p>**No Consensus Reached**</p>	<ul style="list-style-type: none"> • Build and support marketing and communications unit. • Improve quality control of programs and support should be maintained - critical for academic affairs and faculty.

Trend 20: High tech, high touch services such as one-stop services and no-stop services.

Issues	Suggested Strategies
<p>Issue #1: May require some offering of early retirement or management of “graceful” exit strategies for long serving staff in student services who are unable to make the shift.</p>	<ul style="list-style-type: none"> • Develop and use early retirement incentives strategically. • Provision of support services - integrating into performance technological competency. • Ensure senior level support for flexibility of offerings.
<p>Issue #2: Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.</p>	<ul style="list-style-type: none"> • Work to keep technologies current - adaptive. • Include management of multiple generations in management /supervisory training. • Lead focus groups with millennials to find out what they want/need in the workplace. • Build in listening to HR programming and services.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

<p>Issue #3: HR will need to establish exceptional online self- service as well and exceptional face-to-face customer services.</p>	<ul style="list-style-type: none"> • Use technology to manage as much of the transactional work as possible to free up time for strategic. • Hire the best HR staff with a customer service focus for the needed competencies. • Empower staff to make decisions.
<p>Trend 21: Growing rates of obesity and diabetes and their impact on disability claims.</p>	
<p>Issues</p>	<p>Suggested Strategies</p>
<p>Issue #1: Negative impact on health care costs, absenteeism and productivity.</p>	<ul style="list-style-type: none"> • More emphasis on wellness will need to occur to curb absenteeism. • Wellness and disease management programs that provide incentives for losing weight and/or managing glucose levels. • HR must provide the organization with an understanding of the impact utilizing data.
<p>Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.</p>	<ul style="list-style-type: none"> • Employee training is needed. • Develop communication strategy to raise awareness. • Design (non-punitive).incentives for benefits management and integrate in plan design elements.
<p>Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.</p>	<ul style="list-style-type: none"> • Workplace policies need to be modified to give employees flexibility. • Wellness programs and challenges that encourage movement. Treadmill and adjustable desks. • Managers should encourage regular breaks --- fun team activities, etc. and model this behavior. • Develop communication strategy to raise awareness and provide wellness related tips with established common understanding of work boundaries.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

Trend 22: Social and digital media influence on HR service delivery.

Issues	Suggested Strategies
Issue #1: Keeping up with technological changes to meet employee expectations for HR.	<ul style="list-style-type: none"> • Should use technology to be as efficient as possible. • Enhance institutional ERP portal and services. • Hire an HRIS person within HR to manage technology. • Elicit professional organizations support of funding for higher ed HR.

Trend 22: Baby boomer faculty & staff maintaining employment longer than expected.

Issues	Suggested Strategies
Issue #1: Insufficient retirement savings for individuals.	<ul style="list-style-type: none"> • Establish early retirement incentive windows that are designed to bridge gaps for potential retirees and create savings in or flexibility for future university resource allocations. • Encourage employees to begin saving at a younger age. • Structure retirement plan to encourage employees to save (drive behaviors). • Expand financial education.
Issue #2: Difficulty with ending social relationships in the workplace.	<ul style="list-style-type: none"> • Create programs for retirees to remain engaged with the institution. • Part time work assignments, social gatherings for retirees, etc. • Implement meaningful ways for retirees to re-engage
Issue #3: Increased pressures on compensation systems – longevity often equals higher base pay.	<ul style="list-style-type: none"> • Compensation systems need to be "market" based. • Develop fair, alternate compensation strategies that consider the use of one-time pay elements carefully linked to valid, reliable performance measures - engage faculty in system development.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> • Retirement incentives.
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Trend 24: Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.

Issues	Suggested Strategies
Issue #1: Challenges for recruitment and retention of current and future students.	<ul style="list-style-type: none"> • Provide facilities and services that are attractive to today's students and parents - so that we can more effectively compete in this very competitive higher education world. • Review Curriculums, course relevancy and currency, and computer and laboratory facilities are all strategies for remaining competitive. Incorporate this focus into all strategies.
Issue #2: Open enrollment versus highly selective institutions for admissions.	<ul style="list-style-type: none"> • To maintain high quality education and facilities along with stimulating, cutting edge research are important elements to long term institutional growth and success.

Trend 25: Linking programs to outcomes: where training and market demand intersect.

Issues	Suggested Strategies
Issue #1: Effectively communicating the need for a linkage between training and market demand.	<ul style="list-style-type: none"> • Maintain resources for training.
Issue #2: Building linkages between training and market demand.	<ul style="list-style-type: none"> • Competency based training programs.

Trend 26: The incorporation of sustainability and social responsibility practices into both strategy and everyday business.

Issues	Suggested Strategies
Issue #1: Commitment to environmental efficiency and social responsibility practices.	<ul style="list-style-type: none"> • Support the commitment with financial responsibility. Establish strategy, make someone accountable - hire for strategy. Support institutional sustainability programs.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	HR should serve as a role model to other departments.
Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.	<ul style="list-style-type: none"> Establish a sustainability committee and doesn't build into infrastructure plans obtaining building certifications for efficiency? Communicate consistently.
Trend 27: Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	
Issues	Suggested Strategies
Issue #1: Providing learning environments that are inclusive	<ul style="list-style-type: none"> Recruit and retain a diverse faculty and staff. Integrate into culture - orientation, to all communication. Programs to develop faculty and staff knowledge.
Issue #2: Providing learning environments that are relevant to the needs of the future.	<ul style="list-style-type: none"> HR is supportive of faculty, global diversity. Provide retirement incentives for faculty and staff who are not open to new ideas and are unwilling (or unable) to adapt. Flexibility in shifting budgets - reward progressive changes.
Trend 28: Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	
Issues	Suggested Strategies
Issue #1: The role of tenure in an organization.	<ul style="list-style-type: none"> Engage faculty to address growing public sentiment against lifetime employment with little capacity to require performance vs. protecting academic freedom. Hold tenured faculty accountable to certain level of performance/behavior standards with increased evaluation.
Issue #2: Management of incentive packages.	<ul style="list-style-type: none"> Develop a balanced approach to fair and valid measures of performance, exploring and supporting a variable pay system that limits performance components to lump sums with

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<p>base increases reduced but attuned to competitive pay.</p> <ul style="list-style-type: none"> • Use targeted retirement incentives.
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Trend 29: Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.

Issues	Suggested Strategies
Issue #1: The continued decline of public funding/support of education at all levels.	<ul style="list-style-type: none"> • Build strong working relationships with alumni, benefactors, and with political figures. • Develop training for those units typically not responsible for revenue generation.
Issue #2: Higher education resource redirection may not remedy K-12 failures.	<ul style="list-style-type: none"> • No strategy offered.

Trend 30: The decentralized nature of the academy is unsustainable.-Insignificant

Issues	Suggested Strategies
Issue #1: Academy functions have to evolve.	<ul style="list-style-type: none"> • Work toward simultaneous loose-tight properties (Cite: In Search of Excellence concept) - allow for innovation, but keep a consistent direction.

Trend 31: Identity theft.

Issues	Suggested Strategies
Issue #1: Vulnerability of technology to attack or disaster.	<ul style="list-style-type: none"> • Create a disaster plan and prevention program. • Build effective, consistent support and work groups with I.T. security specialists as well as developing and consistently using auditing practices. • Hire an information security professional in IT. • Train all users in best practices.
Issue #2: Inadequate data security and control.	<ul style="list-style-type: none"> • Establish effective internal audit reviews and security / confidentiality data use policies - active monitoring. • Hire an information security professional in IT.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> • Train all users in best practices. • Hold unit accountable for security and control.
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Trend 32: Generational needs – wider variation in needs, skills, and values.

Issues	Suggested Strategies
<p>Issue #1: Changing jobs which require much broader range of skills/competencies.</p>	<ul style="list-style-type: none"> • Clear job descriptions need to be kept up to date as jobs change, performance management systems need to include goals/priorities and professional development needs/interests; compensation systems need to be kept up to date and in alignment with market. • Incorporate into university training a "technical development" curriculum aimed at giving employees opportunities to remain current on needed professional, technical, and interpersonal skills. • Evaluate staff on ability to meet the new requirements. • Train employees on these required skills/competencies. • Develop early retirement incentives for those who are unable to learn new skills and competencies. • Develop reward programs that encourage the demonstration of these skills and competencies.

Trend 33: Retirement of large numbers of baby boomers.

Issues	Suggested Strategies
<p>Issue #1: May require the reconfiguration of academic departments.</p>	<ul style="list-style-type: none"> • Work with provost and deans to assist. • Institutional mechanism needs to be developed to evaluate duplication and possible collaboration.
<p>Issue #2: Lack of faculty baby boomer retirements.</p>	<ul style="list-style-type: none"> • Evaluate faculty availability by discipline; develop retention policies and early retirement programs by college.

Moderately Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 30 continued

	<ul style="list-style-type: none"> • Work to understand why they are continuing to work. • Offer retirement incentives. • Increase # of adjuncts and change the perception of adjunct faculty.
Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.	<ul style="list-style-type: none"> • Need to be clearer about professional opportunities especially for high potentials. • Assess and encourage succession planning to establish career paths.
Trend 34: Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	
Issues	Suggested Strategies
Issue #1: Establishment of phased retirement programs.	<ul style="list-style-type: none"> • Work to establish institutional flexibility in structuring reduced loads and transition programs... consult with faculty senates and employee groups. • Assess institutional needs for 3, 5, and 10 year growth.
Trend 35: Consumer-driven flexible learning options.	
Issues	Suggested Strategies
Issue #1: Modifying faculty perceptions of “traditional” learning options.	<ul style="list-style-type: none"> • Try new modalities. • Provide interested faculty with the proper technology and support.
Issue #2: Helping faculty understand the “business” of education.	<ul style="list-style-type: none"> • Build effective communications and presentations for faculty that demonstrate in a concise way how the business of higher ed intersects with and affects teaching and research - getting understanding of "why" things that appear to faculty to be bureaucratic may be necessary. • Budget transparency and repeated education on budget models. Open discussion of sources of revenue and analysis of expenses.

As indicated in Table 30, the CHRO panelists have suggested several strategies that, when analyzed between and among the trends and issues, have a common theme of; 1) HR must collaborate with other higher education leaders to establish and maintain campus wide policies for the betterment of the institutions, 2) a major emphasis on workforce training and development particularly focused on institutional leaders and managers including the senior executive leadership of the various higher education campuses, 3) university-wide planning and work around strategy development and transparent communication, 4) a renewed focus on political maneuvering, and relationship building with government representatives with hopes that they will endorse and or support and lobby on behalf of higher education institutions during policy development and funding cycle processes, and 5) work very closely with the faculty and academic leadership to tackle tough issues associated with poor performance and the overall revamping of the tenure model.

Table 31 lists those strategies associated with the 15 trends identified as *Minimally Significant* and the 24 associated issues as ranked by the CHRO panelists. The aggregate mean score for the 24 identified issues associated with the 15 trends identified and ranked by the CHRO panelists as *Minimally Significant* is 2.70. In addition, the aggregate mean score of the 15 trends was 2.38. These aggregate mean scores suggest that the level of significance for both the trends and issues are directly correlated as *Minimally Significant* for CHRO's in HEHR over the next ten years. In addition, the fact that both the trends and issues are *Minimally Significant*, the focus of these issues may be secondary or tertiary in the hierarchy of significance for CHRO's in HEHR over the next ten years.

Table 31: Minimally Significant Trends, Associated Issues and Suggested Strategies listed in Descending Rank Order

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance	
<i>Table 31 continued</i>	
Trend 1: Individual development – wellness focused on individuals development plans.	
Issues	Suggested Strategies
<p>Issue #1: Employee engagement and employee responsibility for wellness.</p>	<ul style="list-style-type: none"> • Implement management strategies to engage employees including effective organizational communications, engagement of employees in strategy building, effective manager/supervisor relationships, etc. • Integrate into a longer term strategy to manage costs and meet employee expectations. • Develop a cadre of wellness ambassadors to help HR engage employees. • Have senior leadership model wellness on campus. • Develop employee wellness incentive programs and long term communication and education plan for employees to change culture over time.
<p>Issue #2: Incorporating individual wellness into employee development plans equitably.</p>	<ul style="list-style-type: none"> • Incorporate at least one wellness related goal into the annual performance development plans. • Provide employees with a reduction in health insurance premiums for meeting wellness goals. • Allow wellness options not one size fits all approach.
Trend 2: A widening range of student and employee abilities, preparedness, background, and motivation.	
Issues	Suggested Strategies
<p>Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.</p>	<ul style="list-style-type: none"> • Improve recruitment processes to ensure high quality, diverse pools... and training search chairs handling the search. • Adopt a total compensation philosophy coupled with a recruitment strategy that targets

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 31 continued

	<p>those who desire the amenities of university work-life can work to address any problems.</p> <ul style="list-style-type: none"> • Provide training and communication/transparency regarding compensation.
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Trend 3: Increased challenge in setting strategic priorities.

Issues	Suggested Strategies
<p>Issue #1: Managing competing priorities due to external and internal forces.</p>	<ul style="list-style-type: none"> • Ensure open campus communication and participation coupled with strong Board support within the external environment are important. • Conduct Behavioral interview to identify candidates who can meet with challenge. • Maintain a high level focus on priorities - and they need to be clearly understood by all - and it is imperative that we gain broad support for these priorities to ensure all are working in support of them - across all functional areas. • Establish 1-3 year strategic plans.

Trend 4: A sustainable future: enhancing environmental performance.

Issues	Suggested Strategies
<p>Issue #1: Commitment to environmental efficiency.</p>	<ul style="list-style-type: none"> • Support institutional sustainability programs. HR should serve as a role model to other departments. • Establish as one of the organization's strategic priorities.
<p>Issue #2: Creating a strategy to improve environmental efficiency.</p>	<ul style="list-style-type: none"> • Lead efforts within HR towards sustainable workplace procedures. • Lead with student strategies/initiatives. • Hire a sustainability director/coordinator.
<p>Issue #3: Practicing environmental efficiency in everyday business.</p>	<ul style="list-style-type: none"> • Obtain campus agreement on - sustainability as a highly attractive concept for faculty and students.

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 31 continued

	<ul style="list-style-type: none"> • Establish strategy, build into culture.
<p>Trend 5: Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.</p>	
Issues	Suggested Strategies
<p>Issue #1: Ongoing debate about role and status of adjunct faculty.</p>	<ul style="list-style-type: none"> • Integrate the adjunct faculty in alignment with the accreditation process is critical. This issue demands the attention of the academic community working with the budget and finance people to build a sustainable overall strategy and associated goals and metrics. • Monitor and control the use of adjuncts. • Create a marketing plan to change perception of adjunct faculty.
<p>Trend 6: Move toward competency –based certification.</p>	
Issues	Suggested Strategies
<p>Issue #1: Recruiting employees with necessary competency-based certification.</p>	<ul style="list-style-type: none"> • Develop with those departments, important skill profiles and means of identifying and attracting such applicants coupled with means of developing the skills within the existing population of employees. • Behavioral interviewing. • Provide competency based interviewing training of hiring managers to improve selection processes.
<p>Issue #2: Supporting current employee achievement of competency-based certification.</p>	<ul style="list-style-type: none"> • Ensure institutional commitment to support professional growth/development/certification. • Provide funding to support training and development. • Offer in-house programs to improve proficiency levels. • Evaluate accordingly and integrate into objectives.

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 31 continued

Trend 7: Rethinking infrastructure: a renewed focus on asset optimization.	
Issues	Suggested Strategies
Issue #1: Modifying faculty perceptions of traditional class schedules.	<ul style="list-style-type: none"> • Build interest among faculty to expand schedules, • Consider compensation differentials for courses taught outside the standard or traditional class schedules. • Work towards a culture shift in perceptions of when courses are delivered. • Communicate the need for change and implement the changes.
Issue #2: Modifying staff perceptions of traditional work week and time schedules.	<ul style="list-style-type: none"> • HR will need new policies to address the issues. • Implement a consistent approach to opening other student centered, and possibly employee centered, services can be devised. • Work with supervisors to help them understand the value of flex scheduling. • Share success stories. • Rethink the method of delivery and associated impacts would need to be integrated with the work identified. • Build Work Life Balance into the culture. Training, • Lead by example.
Issue #3: Allowing an organization to broaden the usage range of its assets.	<ul style="list-style-type: none"> • Seek legislative change to allow for campus investments of public funds to more closely mirror investment options available to private enterprise.
Trend 9: Rise in the number of individuals and families without health insurance.	
No issues identified.	<ul style="list-style-type: none"> • No Strategies Suggested
Trend 10: Sustainability push that will encourage less commuting.	

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 31 continued

Issues	Suggested Strategies
<p>Issue #1: Infrastructure of the surrounding metropolitan area.</p>	<ul style="list-style-type: none"> • Develop collaboration and partnerships with local city/towns working through city officials, police/fire, etc. • Work through the employee benefits program to provide access to and financial support / incentives for utilizing the public transportation system. Close collaboration with city. • Hold leadership accountable for relationship building.
<p>Trend 11: Increased union activity particularly related to part-time, adjunct employees.</p>	
Issues	Suggested Strategies
<p>Issue #1: Time consuming. <i>* <u>Did not reach consensus.</u></i></p>	<ul style="list-style-type: none"> • Be proactive and practice union avoidance. • Build HR competencies for union relationship building.
<p>Issue #2: Impact larger on private sector as opposed to public sector organizations. <i>* <u>Did not reach consensus.</u></i></p>	<ul style="list-style-type: none"> • Work toward a partnership vs. an adversarial relationship. • Work to understand the culture and to be inclusive to prevent union activity.
<p>Trend 12: Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.</p>	
Issues	Suggested Strategies
<p><i>None Identified</i></p>	<p><i>None Offered</i></p>
<p>Trend 13: Employees interested in multiple careers versus multiple employers.</p>	
Issues	Suggested Strategies
<p>Issue #1: Ability to manage and retain top talent while “managing out” the deadwood and non-contributors.</p>	<ul style="list-style-type: none"> • Ensure that HR is seen as competent/credible partner. • Develop, working partnerships with the Faculty Senate, validate assessments of faculty performance and establish agreement on a process to address poor performing tenured faculty.

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance

Table 31 continued

	<ul style="list-style-type: none"> • Institute strong performance management systems and performance pay. • Develop career paths and leadership development programs for top performers.
<p>Issue #2: Possibility of high turnover.</p>	<ul style="list-style-type: none"> • Use succession planning as a tool coupled with a strong commitment to development that may meet expressed needs of the multi-career employee. • Be aware that the needs and expectations of the workforce are different today. People don't come and stay forever. • Entice employees to stay with competitive pay and benefits and a great work environment in which they can grow and feel valued. • Increase emphasis on managerial accountability.

Trend 14: Globalization and market interdependence leading to greater economic volatility.

Issues	Suggested Strategies
<p>Issue#1: Workforce diversity.</p>	<ul style="list-style-type: none"> • Work to recruit and retain a diverse staff. Build diverse pools, train search committees to eliminate bias, and create a campus climate that welcomes difference. • Integrate diversity into high education curriculum. • Educate and engage managers at all levels - starting with top leadership.
<p>Issue #2: The diminishing role of US as a global leader.</p>	<ul style="list-style-type: none"> • Set new education policy initiated by the government. • Make US Higher Education more competitive.
<p>Issue #3: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.</p>	<ul style="list-style-type: none"> • Work with academic affairs to engage faculty. It is critical that our efforts include globalization in our curriculum - in doing so, this increases our visibility and attractiveness

Minimally Significant Trends and the Associated Issues with Suggested Strategies Listed in Descending Level Significance	
<i>Table 31 continued</i>	
	<p>to out of state students and generates higher revenue to support the overall mission.</p> <ul style="list-style-type: none"> • Place emphasis on international program development. • Increase study abroad opportunities.
Trend 15: Immigration labor relations. (Students who do not use English as their primary language)	
Issues	Suggested Strategies
Issue #1: Demonstration of sufficiency in English by both students and faculty.	<ul style="list-style-type: none"> • Offer ESL courses and tutoring. • Implement an "english proficiency" evaluation for our international teaching and research assistants.
Issue #2: Creation of “transition” programs to assist international students and faculty.	<ul style="list-style-type: none"> • Provide orientation program enhancement.

As indicated in Table 31, the CHRO panelists have suggested several strategies that, when analyzed between and amongst the *Minimally Significant* trends and issues as ranked by the CHRO panelists, have a common theme of; 1) HR partnering and collaborating with campus constituents including academic leaders and faculty in creating workforce training and development initiatives, 2) ensuring that HR focuses on strengthening its competencies to build credibility, 3) review and rethinking of HR policy developments in response to these trends and issues, and 4) HR refocusing its recruitment and hiring strategies with emphasis on recruiting and hiring top talent in support of attaining goals established by the institutions mission and vision within the overall the strategic plan.

Summary

The Delphi panel of experts consensus results from this study indicated: sixty one emerging trends in HEHR over the next ten years. Eight of the 61 trends were ranked as *Extremely Significant*, 35 of the 61 trends were ranked as *Moderately Significant*, 15 of the 61 trends were ranked as *Minimally Significant*, and three of the 61 trends were ranked as *Insignificant*. The CHRO expert panel also reached consensus on 118 issues, 12 issues were ranked as *Extremely Significant*, 82 were ranked as *Moderately Significant* and the remaining 24 were ranked as *Minimally Significant*. Lastly, the CHRO panel of experts offered suggested strategies for each of the identified issues related to the emerging trends over the next ten years for CHRO's in higher education. While there was no attempt to reach consensus on strategies, a review of all of the suggested strategies revealed commonalities between and among the suggested strategies for the *Extremely Significant*, *Moderately Significant*, and the *Minimally Significant* trends and their respective associated issues.

The following chapter summarizes the findings and proffers conclusions derived from the results and analysis in this research. Recommendations for practice and further study are put forth to contribute to the enhancement of CHRO's in HEHR over the next several years.

CHAPTER V

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Introduction

Institutions of higher education have a unique funding model which varies slightly from campus to campus. However, at least two-thirds of the budget at institutions of higher education are allocated toward its human resources, human capital, or simply put, the people who make up its workforce. The higher education business model in its current structure may not be sustainable in the long term unless it can adapt to the emergent trends in the industry with swift agility. Chief human resource officers (CHRO's) in higher education human resources (HEHR) have an obligation and responsibility to the profession and field in the coming decades to become better equipped and appropriately aligned with the necessary bodies of knowledge and learning capabilities to be successful in proactively planning for and responding to the future trends in HEHR. This research study sought to highlight the importance of examining these or similar HR trends as they impact higher education institutions and the higher education human resource (HEHR) professionals and thought leaders, particularly chief human resource officers in higher education. This study was designed for the practical threefold purpose of: (1) identifying emerging trends in HEHR over the next ten years, (2) identifying the issues for CHRO's regarding these trends, and (3) identifying the strategies for addressing these issues. This chapter provides a summary of findings, associated conclusions, and recommendations, both for practice and further research.

Summary of Study Methodology and Procedures

The Delphi methodology has three distinct features: (1) anonymous response – opinions of members of the group are obtained by formal questionnaire, (2) iteration and controlled feedback-iteration is affected by a systematic exercise of controlled feedback between rounds, and (3) statistical group response – the group opinion is defined as an appropriate aggregate of individual opinions on the final round. The features of this technique/method are designed to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity (Rotondi & Gustafson, 1996). The objective is to obtain the most reliable consensus of opinion of a group of experts (Becker et al., 2001).

This study used the Delphi Method/Technique to gain consensus or stability of responses from the study experts on emergent trends in higher education human resources over the next ten years and identifying issues for CHRO's regarding these trends, and finally identifying suggested strategies from CHRO's in higher education human resources for addressing these issues in higher education over the next ten years. This study was comprised of three major phases:

1. Development and validation of the original survey instrument,
2. Identification of the expert panel of CHROs in HEHR, and
3. Implementation and administration of the surveys with the expert panel.

The first phase involved a thorough review of the related literature to identify emerging trends in higher education human resources and six senior leaders and HEHR subject matter experts who have served on the national board of directors and senior leadership of CUPA-HR to validate and the survey instrument. The survey pilot group were

given an opportunity to add additional trends not found in the review of literature. The six senior leaders added twelve new trends to the original thirty-eight trends identified in the literature. During the second phase, CUPA-HR provided a list of thirty CHRO's from its membership roster who met the initial explicit criteria to serve as experts on a Delphi panel. An initial letter of invite was sent via email from Mr. Andy Brantley, President and Chief Executive Officer (CEO) to the 30 CHROs as identified by CUPA-HR to participate in the Delphi research study. This email was sent on behalf of the researcher with an embedded link to www.qualtrics.com to the initial questionnaire.

The third phase of the research study, a Delphi study of the research questions, was completed by sixteen expert panelists and was accomplished in four iterations. All questionnaires were administered and completed via the online surveying website.

The initial questionnaire given to sixteen CHROs from CUPA-HR member institutions consisted of fifty emergent trends. The questionnaire also offered the Delphi panel participants the opportunity to add additional trends not represented in the original instrument. Eleven additional trends were added by the CHRO panel members and were added to the second questionnaire for consideration and ranking by the CHRO expert panel. Overall, the CHRO Delphi panel members assessed a total of sixty-one trends in the first and second survey round. CHRO panelist were asked to indicate the level of significance of each trend on a four point Likert scale ranging from “*Insignificant*” implications for CHROs in HEHR over the next ten years to “*Extremely Significant*” implication for CHROs in HEHR over the next ten years. The second round questionnaire included all sixty-one trends and addressed the second research question regarding the identification of issues related to each of the trends. During the third round questionnaire, aggregate mean scores, aggregate

standard deviation scores and percent change calculations were completed to determine the level of group consensus for each trend. Additionally, the second ratings of the identified issues associated for each trend were provided by the CHRO expert panel after viewing the aggregate results of the initial ratings. Each trend and each of the associated issues identified by the CHRO expert panel was reviewed a minimum of two iterations by the Delphi panel of experts. Once to give an initial rating of significance and a second to review the aggregate responses and reconsider their previous rating in anonymity. Panelists were permitted to change their rankings in the process of enabling CHROs toward group consensus and stability of responses. During the fourth round survey, aggregate mean scores, aggregate standard deviation scores and percent change calculations were completed for each of the identified issues to determine the level of group consensus and stability of responses for each identified issue. Lastly, in addressing the third and final research question, the CHRO expert panel provided suggested strategies for addressing each of the identified issues where group consensus was reached. The Delphi panel was able to reach consensus on all trends and most issues during the third and fourth Delphi survey rounds.

Summary of Findings and Conclusions

The following key findings and conclusions were determined from an analysis and review of the Delphi study results:

Summary Regarding Trends

1. The key findings regarding trends where the CHRO expert panel reached consensus on a total of sixty-one trends were as follows:
 - a. Eight trends ranked as *Extremely Significant* (mean scores of $3.4 \geq 4$),

- b. Thirty-five trends ranked as *Moderately Significant* (mean scores of $2.7 \geq 3.4$),
- c. Fifteen trends ranked as *Minimally Significant* (mean scores $2 \geq 2.7$), and
- d. Three trends ranked as *Insignificant* (mean scores $0 \geq 2.0$).

Analysis of the trends suggested six categories by which the trends could be grouped to elucidate further for the thematic thrust of these trends. The categories and associated trends are as follows:

- a. *Work/Life Balance & Wellness* comprised of the seven trends as listed:
 - i. Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.
 - ii. Wellness initiatives and safety issues both to comply with regulations and save costs.
 - iii. Individual development – wellness focused on individual development plans.
 - iv. Work intensification as employers try to increase productivity with fewer employees.
 - v. Growing rates of obesity and diabetes and their impact on disability claims.
 - vi. Blurred lines of ‘work’ time and ‘off’ time (due to technology, expectations, employee values, etc.)
 - vii. Flexibility – flexible work arrangements.
- b. *Politics and the Economy* which is comprised of twelve trends as listed:

- i. The continuing impact of the economy on budgets, hiring and HR strategies.
 - ii. Regulations and reporting: new responsibilities require more transparency.
 - iii. Rising health care costs.
 - iv. Threat of increased health care/medical costs on U.S. competitiveness.
 - v. Rise in the number of individuals and families without health insurance.
 - vi. Unprecedented budgetary constraints.
 - vii. Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc.).
 - viii. Outsourcing.
 - ix. Globalization and market interdependence leading to greater economic volatility.
 - x. Increased use of off-shoring.
 - xi. Public funding/support for higher education.
 - xii. Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.
- c. *Technology* which is comprised of nine grouped trends as listed:
- i. Social networking, especially as it relates to recruiting faculty and staff.
 - ii. Social and digital media influence on HR service delivery.

- iii. The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.
- iv. High tech, high touch services such as one-stop services and no-stop services.
- v. Enterprise systems – their functionality and the impact on institutional effectiveness.
- vi. Aging technology systems.
- vii. Vulnerability of technology to attack or disaster.
- viii. Emerging use of predictive testing to make employment decisions.
- ix. Identity theft.

d. *Demographics and Diversity* is comprised of the twelve trends as listed:

- i. Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.
- ii. Generational needs – wider variation in needs, skills, and values.
- iii. Retirement of large numbers of baby boomers.
- iv. Baby boomer faculty & staff maintaining employment longer than expected.
- v. A widening range of student and employee abilities, preparedness, background, and motivation.
- vi. Employees interested in multiple careers versus multiple employers.
- vii. Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.

- viii. Access and affordability – unsustainable rising tuition costs faster than inflation.
 - ix. Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.
 - x. Immigration labor relations. (Students who do not use English as their primary language)
 - xi. Need for more leadership development in managing diverse workforce.
 - xii. Increased union activity particularly related to part-time, adjunct employees.
- e. *Productivity, Metrics, and Business Strategy* is comprised of the eleven trends as listed:
- i. An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).
 - ii. Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.
 - iii. Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.
 - iv. Increased challenge in setting strategic priorities.
 - v. Move toward competency –based certification.
 - vi. Rethinking infrastructure: a renewed focus on asset optimization.

- vii. Linking programs to outcomes: where training and market demand intersect.
 - viii. A sustainable future: enhancing environmental performance.
 - ix. The incorporation of sustainability and social responsibility practices into both strategy and everyday business.
 - x. Consumer-driven flexible learning options.
 - xi. Attracting and retaining talented faculty.
- f. *Other* is a subgroup of six emergent trends as listed:
- i. The need for skilled employees in spite of high unemployment rates.
 - ii. Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.
 - iii. Massively Open On-line Courses (MOOC's).
 - iv. Succession planning and talent management.
 - v. Sustainability push that will encourage less commuting.
 - vi. Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.

The sheer number of trends identified by the CHRO's are overwhelming and support a need for a systemic approach to prioritizing and managing the significant number of variables and stakeholder expectations that will face CHRO's in HEHR over the next ten years.

The findings of significance for these microtrends within the categories provides an additional lens from which to view the overall findings from a grouping perspective.

A CHRO's ability to effectively address these trends will have a significant impact on the perception of the HR functions' efficacy and or performance scorecard amongst its higher education, campus constituents, and stakeholders.

Summary Regarding Trends Ranked as Extremely Significant

The eight trends ranked as *Extremely Significant* are consistent with current HEHR CHRO challenges and discussions nationwide. These eight Extremely Significant trends can be thematically categorized into three major sub-headings of 1) *Budget Implications*, 2) *Public Policy/Regulatory Matters*, and 3) *HR Transformation* as follows:

1. Budget Implications

- The continuing impact of the economy on budgets, hiring and HR strategies.
- Unprecedented budgetary constraints.
- Public funding/support for higher education.

2. Public Policy/Regulatory Matters

- Rising health care costs.
- Regulations and reporting: new responsibilities require more transparency.
- Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc.

3. HR Transformation

- Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.
- Moving HR from transactional to strategic in the academic environment.

Higher education in general and HEHR in particular will continue to be impacted by local, state, national, and global economies. Additionally, demand for lowering the costs of higher education will place increasing pressures on HEHR resource allocations which definitely affect HR strategic priorities and hiring. The myriad of regulatory requirements at the state and national level continue to increase and by their very nature increase costs and complexity to meet compliance expectations. The national debate on healthcare costs and recent legislation will definitely impact both strategic and operational priorities for institutions of higher education as they navigate public policy and government relations.

The trending of transforming HEHR functions from the perceived administrative impediment to that of a strategic partner, campus ally and trusted advisor/resource is essential to the future success of HEHR. These findings, relative to HR transformation, are echoed in a recent article published in *The Higher Education Workplace* magazine entitled *We Are Not the Enemy: Positioning HR as A Trusted Ally*. In the article, it is suggested that CHROs and HR professionals lead HR Transformation activities “by building trust across campus, HR leaders position themselves as valued partners capable of building the coalitions and alliances needed to advance high-stakes agendas”(Rodriguez & Vaillancourt, 2014-15, p. 31). As CHROs become more visible as trusted advisors on their respective campuses, they must be able to speak about funding, political threats, enrollment trends and other matters

that affect our organizations. It is then that CHRO's can demonstrate their ability to contribute strategically to the organizations best interests.

Summary Regarding Trends Ranked as Moderately Significant

The overwhelming majority of trends ranked as *Moderately Significant* tended to fall within the *Demographic and Diversity, Technology, Productivity, Metrics and Business Strategy* subgroups. ***This finding suggests CHRO's see the changing landscape of higher education as inevitable and are sensitive to the increasing complexity of managing institutions of higher education in general and HEHR in particular. The emerging higher education landscape is one that is befitting of the digital era and of today's tech savvy students (Sledge & Fishman, 2014).***

CHRO's in HEHR need to understand the changing higher education landscape in order to effectively strategize with senior leadership on the appropriate redirection, retooling, and reimagining of higher education on their campuses and stand ready to assist and perhaps even lead the charge to find long term sustainable strategies to address the emerging landscape.

The number of trends making up the Productivity, Metrics and Business Strategy categories suggests a heightened awareness of the increasing emphasis on data-driven decision-making and accountability.

Summary Regarding Trends Ranked as Minimally Significant

Conversely, the CHRO expert panel rated 15 trends as *Minimally Significant* over the next ten years, a number of those trends fell within the *Other* and *Productivity, Metrics and Business Strategy* subgroups. ***This finding would suggest that while there is a minimal level of significance for the microtrends within these categorized subgroups, there may be less***

significance given the direct impact of the trends on the HEHR function and may not prove to be a necessary focus for HEHR professionals for the near future.

Summary Regarding Issues

1. The CHRO expert panel ranked a total of one hundred twenty six identified issues associated with fifty-eight of the trends ranked either as *Extremely Significant*, *Moderately Significant*, or *Minimally Significant*.
2. The Delphi panel **reached consensus** on **118** of the identified issues with \leq **15% change** between two consecutive survey rounds,
 - i. Twelve issues were identified as *Extremely Significant* with means scores of $3.40 \geq 4.00$.
 - ii. Eighty-Two issues were rated as *Moderately Significant* with mean scores of $2.70 \geq 3.40$, and
 - iii. Twenty-Four issues were rated as *Minimally Significant* with means scores of $2.00 \geq 2.70$,
3. Given the interdependence of the trends and issues, mean scores could not be sorted independently of the trends as such the identified issues were reviewed in accordance to the level of significance of the corresponding trend.
4. The Delphi panel **did not reach consensus** on **eight** of the identified issues with $> 15\%$ change between two consecutive survey rounds.
5. The comparisons of the aggregate mean scores between the trends and their associated issues suggested a correlation between and among the groupings *Extremely*, *Moderately*, and *Minimally Significant* rankings respectively. The implication suggests that the issues are tethered to the respective trends which

suggest at a minimum that the level of significance of the issues should be equal to or greater than trends to which they are tethered.

Issues are derived from trends. Therefore, CHROs must first understand the complexity of the trends facing HE in general and HEHR in particular, and must further understand the complexities of the multiple associated issues regarding those trends and be able to gauge the level of significance for their respective campuses.

Summary Regarding Strategies

The CHRO panel of experts independently provided suggestions on strategies for addressing each of the identified issues associated with each of the 58 trends. The findings and conclusions for the suggested strategies for addressing the associated issues for the *Extremely Significant* trends revealed five common themes:

1. HR must collaborate with other higher education leaders to establish and maintain campus wide policies for the betterment of the institutions,
2. Place major emphasis on workforce training and develop particularly focused on institutional leaders and managers to the senior executive leadership of the various higher education campuses,
3. Lead university-wide planning and work around strategy development and transparent communication,
4. Inspire a renewed focus on political maneuvering, and relationship building with government representatives with hopes that they will endorse and or support and lobby on behalf of higher education institutions during policy development and funding cycle processes, and

5. Work very closely with the faculty and academic leadership to tackle tough issues associated with poor performance and the overall revamping of the tenure model.

There are certain behaviors and characteristics that are foundational competencies needed by CHRO's attempting to forge new ground in the higher education landscape as a trusted advisor, and credible activist in leading fellow higher education colleagues in developing strategies that help to address the one hundred and 18 issues resulting from these 58 emergent trends as identified by the CHRO expert Delphi panel. At the very foundation of CHRO's building trust in higher education are critical behaviors and characteristics:

1. Forging connections and being relatable.
2. Communicating effectively
3. Possessing organizational acumen,
4. Practicing optimism (Rodriguez & Vaillancourt, 2014-15).

Further, in order for CHRO's to be effective in assisting the leadership in strategically planning for these emergent trends and issues HR must be seen as; (1) a catalyst for organizational success, (2) a cultural architect through the people we hire, the policies we adopt, and the decisions and practices we follow, (3) a relationship builder and nurturer, and (4) the heart of the organization whereby it embodies courage, compassion, and commitment (Wilkinson, 2014-15). These findings and conclusions, particularly in the higher education academic environment, offer CHRO's validation and support for addressing these trends more effectively with intentionality.

Recommendations for Practice

The findings from this study suggest that in order for CHRO's in higher education to identify emerging trends, issues and strategies for addressing these issues, CHRO's should:

1. Conduct systemic and strategic analysis at the institutional level in order to identify specific strategies that can effectively address the challenges and opportunities presented by these trends. This recommendation is reinforced by noting that the findings related to the trends that were seen in the late 1990's as noted by Rothwell's work are still perceived as valid into at least the next ten years.
2. Stay abreast of and forecast the emerging trends and benchmark with like institutions in order to ensure the university and or college is aware of the emerging trends for their campus.
3. Integrate and encourage discussions on emerging trends in higher education during regular plenary sessions with the full HEHR team and inspire a shared vision for establishing credibility and high trust within their respective colleges and universities.
4. Develop competencies and strategies for managing the increasing complexity of higher education in general and HEHR in particular. This may suggest the use of a well-defined performance management system that is composed of the following elements:
 - a. A proactive strategic planning process that regularly assesses the political, economic, educational, sociological, and technological (PEEST) factors potentially impacting higher education and HEHR (Morrill, 2007). The identification and selection of 3-5 strategic priorities for the planning horizon

- along with a manageable number of goals and action plans that are targeted to client needs and expectations and improvements to programs, processes and personnel,
- b. The identification of the most critical environmental factors (from the PEEST), that are likely to present the most significant challenges and opportunities for the identified planning horizons,
 - c. Monitor the ever-changing and emerging higher education landscape by conducting and or leading strategic planning sessions designed to demonstrate and better understand the corresponding needs of campus constituents and stakeholders.
 - d. Advocate for increased and enhanced internal and external resources to better support the future roles of HEHR professionals that will help to facilitate the successful completion and attainment of institutional goals and strategic plans.
 - e. The identification of the key institutional and HEHR clients and their needs with respect to the identified key challenges and opportunities,
 - f. An analysis of programs, processes and personnel to assess capacity to meet these challenges and take advantage of the opportunities,
 - g. The selection of key performance indicators that can provide ongoing monitoring of goals and action plans as well as for determining adjustments/improvements that need to be taken.
5. Proactive management of the strategic plan with periodic reviews to determine progress and revisions due to changing environmental factors and client needs.

6. Focus on the business of higher education rather than to simply concentrate on the various aspects of human resource management.
7. Demonstrate mastery and understanding of the higher education business and acquire the right talent with the mindset, skillset, and toolset for their HEHR function in order to gain and maintain continuous process improvements, and development for higher education leadership.
8. Find ways to improve the business of higher education– notably ways to attract students, improve service to our community, enhance research, and attain funding to accomplish these and organizational initiatives, in addition to continuing to measure success by traditional HR standards (Glazer, 2002).
9. Partner with department heads, faculty and staff, the academic and administrative leadership teams to help the departments, schools, and colleges reach or exceed their goals.
10. Join and maintain active memberships with professional associations (i.e... CUPA-HR, SHRM, National Association for College and University Business Officers (NACUBO), etc.) to improve opportunities for networking and collaboration with other higher education professionals and to gain more insight into higher education market trends.
11. Implement an annual HEHR emergent trend survey through CUPA-HR to monitor possible shifts in higher education and document those shifts for HEHR professionals each year through a formal publication directed at HEHR leaders.
12. Understand that “HR’s ultimate purpose is to build positive, productive organizations; therefore, all of HEHR endeavors must be directed toward this central

aim – to create organizations where the human spirit thrives in furtherance of the mission” (Wilkinson, 2014-15).

Recommendations for Further Studies

This study sought to identify emergent trends in HEHR over the next ten years, to identify the issues for CHRO’s regarding these trends, and to identify strategies for addressing these issues in order to inform the practice of higher education human resources and build on the existing body of knowledge and work in relation to the emerging trends and strategies in higher education human resources. The Delphi technique was the methodology used in this study and the expert panel consisted of sixteen CHRO’s initially and eight throughout from institutions of higher education across the U.S. The concerns related to the methodology used in this dissertation study and the selection of the Delphi panel compel the recommendations for further study. The researcher recommends the following aspects to be pursued in further studies:

1. This study utilized the modified Delphi technique in constructing the questionnaires whereby a review of the literature formed a basis for the initial questionnaire which was then sent out to a pilot group of experts for validation. During the validation process these experts have the ability to add additional items to the questionnaire. Further research studies may begin by utilizing an open survey that poses a question regarding emerging trends, issues and strategies to the experts in broad terms which may provide additional trends, issues and strategies that were not included in the literature review or added by the expert pilot group from this study.
2. A larger panel size, may allow researchers to conduct a much broader scale CHRO population that would ensure a greater retention percentage of panelist between

rounds and perhaps increased data collection and input during each survey round. A larger panel size will lessen the possibility of invalidating the study due to attrition of the Delphi panel to a number that is not an acceptable sample size for a Delphi panel.

3. A different panel composition could lead to more homogeneous research results. The Delphi panel for this study included CHRO's from a varied group of higher education institutions based on Carnegie classification. Further research studies could hone in on a particular Carnegie classification group of like institutions to provide specific focus on emerging trends for like type institutions (i.e., private vs. public, community colleges vs four year institutions, ivy leagues vs religious, etc.). Therefore, a different panel with adequate numbers of CHRO's with similar demographic composition may: (1) suggest other trends, issue, and strategies impacting higher education human resources over the next ten years; (2) evaluate the results of a new study with the results found in this study to highlight and determine the amount of agreement on the level of significance regarding the trends, issues and strategies; and (3) validate or invalidate the future importance of identifying the emergent trends and issues as well as the suggested strategies as identified in this study.
4. A mixed methods study would provide an opportunity to explore some of the reasons behind the perceived levels of significance of the identified trends, issues and suggested strategies by CHRO's.
5. Simplifying the surveys in order to reduce participation apathy is highly suggested for future studies. Perhaps breaking the surveys down into more manageable sections may be a better approach. For instance, the first Delphi panel could identify

emerging trends and a second Delphi panel could identify the issues while a third Delphi panel of like CHRO's experts could suggest strategies for addressing the issues and trends as identified. This process would lessen the amount of time it would take for panelist to complete the survey between each survey round and would lessen the amount of confusion for the researcher and the panelists throughout the study.

6. Encourage the use of www.qualtrics.com in conducting Delphi surveys. The software is user friendly and provides excellent reporting tools to evaluate the statistical data analysis throughout the study. Qualtrics also provides a platform for storing and archiving surveys and survey responses for historical reference.

Summary: Dissertation Study Significance

This dissertation study identified fifty-eight emerging trends in HEHR over the next ten years, one hundred and twenty-six issues for CHRO's regarding these trends, and suggests multiple strategies for addressing these issues in higher education. Given the paucity of studies on the human resource profession in higher education (Julius, 2000), this study further informs the practice of higher education human resources and builds on the existing body of knowledge and work in relation to the emerging trends, issues, and strategies in higher education human resources.

This dissertation study affirms that HEHR professionals have a critical role in accomplishing the important work of addressing the various issues, challenges, and trends encountered in the function of human resources as well as those that ultimately impact the higher education enterprise. This study supports that human resource professionals in higher education must develop and maintain the necessary skill sets in order to meet the challenges

presented by the emerging trends and issues as indicated by peers and colleagues of the College and University Professional Association for Human Resources (CUPA-HR) organizations.

The Delphi panel provided the basic foundation for which to build future studies to help identify future needs of human resource professionals in higher education. This study also suggests strategies for HR professionals in addressing issues that are unique to the higher education professional landscape. In fact, this study acknowledges that there are very few programs that have been established to train or educate human resource professionals for higher education (Julius, 2000). In addition, the researcher confirms that there are very few commonly accepted standard practices, codes of behavior, or programs that exist to teach what HR professionals in higher education actually do. This study provides suggested strategies for professional organizations representing these higher education professionals to develop an agreed-upon set of attributes, behaviors, and skills needed for future success. This dissertation can serve as a useful publication and adds to a limited resource database of related literature designed solely for human resource practitioners in higher education. This study clearly supports the need for ongoing training and development for HEHR professionals so that they obtain and maintain the appropriate competencies necessary in addressing future issues and trends in higher education.

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APPENDIX A

CUPA-HR LETTER OF SUPPORT



College and University Professional Association for Human Resources

November 18, 2013

Texas A&M University
Institutional Research Board

RE: Research proposal from Doctoral Student Brian K. Dickens

To Whom It May Concern:

CUPA-HR, the association for HR professionals in higher education, provides leadership on higher education workplace issues in the U.S. and abroad. We monitor trends, explore emerging workforce issues, conduct research, and promote strategic discussions among colleges and universities.

Our members are CUPA-HR. We are more than 17,000 HR professionals and other campus leaders at over 1,900 member organizations.

The College and University Professional Association for Human Resources (CUPA-HR) has six strategic priorities that guide our work:

1. Create learning and development opportunities that help ensure present and future professional excellence and success.
2. Proactively influence legislative and regulatory issues that impact higher education, human resources and the higher education workforce.
3. Identify emerging human resources and higher education trends and address their impact on the higher education workplace.
4. Embody a culture of excellence through diversity, inclusion and equitable practices in order to achieve excellence in higher education.
5. Engage CUPA-HR leaders and higher education human resources professionals in work related to CUPA-HR strategic priorities.
6. Deliver salary research, analysis and reporting resources that are the benchmark for higher education.

This research proposal topic titled *Emerging Trends in Higher Education Human Resources (HEHR) and Implications for Chief Human Resource Officers (CHROs): A Delphi Study* as proposed by Brian K. Dickens, Doctoral Student at Texas A&M University, is directly aligned with our work as an association and is fully supported by CUPA-HR. The association will support this research study by:

1. Identifying 6 subject matter experts to serve as the pilot group for the initial survey instrument to establish content validity and reliability.
2. Identifying the CHRO sample population as outlined in the proposal.
3. Providing a signed letter of support for this research study.
4. Sending out an invitation to the sample population on behalf of the researcher and Principal Investigator to participate in this research study.
5. Utilizing the results and findings to support our strategic priorities as an association.
6. Ensuring that all IRB human subject protocols and guidelines are adhered to by the association and researcher.

If there is additional information I can provide in support of Mr. Dickens' efforts, please do not hesitate to contact me.

Sincerely,

President and CEO

IRS NUMBER: IR2013-0854
IRS APPROVAL DATE: 01/08/2014
IRS EXPIRATION DATE: 01/01/2015

APPENDIX B

Email Invite From Andy Brantley – President CEO of CUPA-HR

From: Andy Brantley

Sent: Tuesday, January 21, 2014 6:40 AM

To: 'kbeyer@gustavus.edu'; 'davisw@cochise.edu'; 'abarnes@wlu.edu'; 'idixon@lclark.edu'; 'jfederowicz@rosemont.edu'; 'hintzc@umkc.edu'; 'amy.king@du.edu'; 'klepcyk@elon.edu'; 'klepcyk@elon.edu'; 'jmudrak@transy.edu'; 'ppresco1@swarthmore.edu'; 'kqueener@pstcc.edu'; 'eseastedt@alaska.edu'; 'kelli.shuman@sdsmt.edu'; 'Lauren_Turner@uml.edu'; 'jprussel@unmc.edu'; 'jjarrett@admin.umass.edu'; 'cynthia_beckwith@hmc.edu'; 'crouchr@uillinois.edu'; 'argee@pvamu.edu'; 'craig.gardner@slcc.edu'; 'karenbriggs@sandiego.edu'; 'e_chun@uncg.edu'; 'manuel@mst.edu'; 'cowartl@winthrop.edu'; 'mdougher@mines.edu'; 'efernberger@ccp.edu'; 'mcquade.10@nd.edu'; 'jparten@csufresno.edu'; 'bradley@gram.edu'; 'lharber@gmu.edu'; mdeguevara@scu.edu

Cc: Brian Dickens

Subject: Seeking your assistance to help a colleague with higher ed HR dissertation research

Hello from Knoxville. Our colleague Brian Dickens, Executive Director for Human Resources and Payroll Services at Texas Southern University, is requesting your help with his dissertation research that directly relates to our work as higher education chief human resources officers. The total time required to participate is minimal AND you will be helping more clearly identify challenges we face as higher education chief HR officers.

Brian will be sending an email with his invitation for you to participate.

Thanks so much. I hope all is well!

Andy

[Andy Brantley](#)

President and CEO

College and University Professional Association for Human Resources (CUPA-HR)

1811 Commons Point Drive

Knoxville, TN 37932

Toll free number 877-287-2474

www.cupahr.org

APPENDIX C

Initial Letter to CUPA-HR CHRO's

Dear Colleague:

We would like to ask for your participation in a research study which we believe will offer value to higher education human resources (HEHR) and chief human resource officers (CHROs). In recent years, legislators, trustees/boards, college and university presidents, executive leadership, faculty, staff and students, are demanding that higher education do more with less while at the same time providing greater accountability and improved access. As a member of CUPA-HR (the leading voice for HEHR) and CHRO, you are keenly aware of these demands, future trends, and the importance of these emergent issues to higher education.

The purpose of this study is threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends and strategies and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource profession in higher education ([Julius, 2000](#)), this study will seek to inform the practice of higher education human resources and build on the existing body of knowledge and work as it relates to the emerging trends and strategies in higher education human resources.

Participation in this study is voluntary and since your time is valuable, a web based instrument has been developed to record your responses in an efficient manner. We ask that you navigate to *Qualtrics Higher Education CHRO Trend Survey* and complete the initial and subsequent iterative questionnaires related to your perceptions of the relevance of HEHR trends that shape the future as indicated by a review of the literature and CUPA-HR subject matter experts. Results collected will be reported in aggregate form and your individual responses will remain anonymous (except to the compiler of the survey information). This research study has been reviewed and approved by the Institutional Review Board-Human Subjects in Research, Texas A&M University. If you have any questions regarding your rights as a participant, please log on to the Texas A&M University Institutional Review Board website at irb.tamu.edu.

It is requested that you respond within the next ten days. Your participation will provide valuable information regarding future trends, implications and strategies for HEHR professionals and following this initial response, a panel of experts will be formed to participate in further analysis of this subject.

Thank you for your participation in this study and your contribution to making this effort a successful research endeavor. If you have any questions on the study, or the website, please contact **Brian K. Dickens** at dickensbk@tsu.edu or at (713) 313-1379.

Brian K. Dickens
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Dissertation Chair
Professor Emeritus, EDAD College of Education
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NUMBER: IRB2013-0854 IRB APPROVAL
DATE: 01/06/2014
IRB EXPIRATION DATE: 01/01/2015

APPENDIX D

CHRO EXPERT SURVEY INSTRUMENT PILOT GROUP

CHRO EXPERTS SURVEY INSTRUMENT PILOT GROUP

Andy Brantley

President and CEO

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APPENDIX E

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APPENDIX F

QUALTRICS Q1 SURVEY INSTRUMENT

Default Question Block

TEXAS A&M UNIVERSITY HUMAN SUBJECTS PROTECTION PROGRAM CONSENT FORM

Project Title: *Emerging Trends in Higher Education Human Resources (HEHR) and Implications for Chief Human Resource Officers (CHRO's): A Delphi Study.*

You are invited to take part in a research study being conducted by Brian K. Dickens, a researcher from Texas A&M University. The information in this form is provided to help you decide whether or not to take part. If you decide to take part in the study, you will be asked to sign this consent form. If you decide you do not want to participate, there will be no penalty to you, and you will not lose any benefits you normally would have.

The following questions and answers are to ensure that you are aware of your right, in accordance with the requirements of the Texas A&M University Institutional Review Board and relevant federal regulations and guidelines for participating in a human subjects research project.

Why Is This Study Being Done?

The purpose of this study is threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource profession in higher education (Julius, 2000), this study will seek to inform the practice of higher education human resources and build on the existing body of knowledge and work as it relates to the emerging trends and strategies in higher education human resources.

Why Am I Being Asked To Be In This Study?

You are being asked to be in this study because you have been identified as a chief human resource officer in an institution of higher education with more than ten years of professional and practical experience in higher education human resources by the Colleges and University Professional Association for Human Resources (CUPA-HR) and are a current CUPA-HR member.

How Many People Will Be Asked To Be In This Study?

Thirty (30) people (participants) will be invited to participate in this study locally.

What Are the Alternatives to being in this study?

No, the alternative to being in the study is not to participate.

What Will I Be Asked To Do In This Study?

You will be asked to complete a series of iterative (estimated 4-5 rounds) on-line questionnaires regarding Higher Education Human Resource Trends and Implications for CHRO's in higher education. The questionnaires will be sent to you over the next 3-4 months depending on the response rates of participants. It is anticipated that the completion of each questionnaire will take approximately 20-30 minutes of your time.

Example:

Questionnaire One (Week 1)

This questionnaire is estimated to take about 30 minutes to complete. During this 1st Round Questionnaire, CHRO's will be asked to rate a series of HEHR emerging trends in terms of their perceived significance to CHRO's on a 1- 4 point Likert scale where; 1= Insignificant, 2 =

Minimally significant , 3 =Moderately significant and 4 = Extremely significant.

After Questionnaire 1 is completed, the researcher will collect the results and report them in aggregate form and your individual responses will remain anonymous (except to the compiler of the survey information). Subsequent iterative rounds will be conducted in a similar process.

You may be removed from the study by the investigator for these reasons:

Failure to complete each round throughout the study.

Are There Any Risks To Me?

The things that you will be doing are no more/greater than risks than you would come across in everyday life. Possible risks for participating in this study would include the risk of a breach in anonymity.

Will There Be Any Costs To Me?

Aside from your time, there are no costs for taking part in the study.

Will I Be Paid To Be In This Study?

You will not be paid for being in this study.

Will Information From This Study Be Kept Private?

The records of this study will be kept private. No identifiers linking you to this study will be included in any sort of report that might be published. Research records will be stored securely and only CUPA-HR, Brian Dickens (Researcher), and Dr. Bryan Cole (Principal Investigator) will have access to the records.

Information about you will be stored in computer files protected with a password. This consent form will be filed securely in an official area.

People who have access to your information include the Principal Investigator and research study personnel. Representatives of regulatory agencies such as the Office of Human Research Protections (OHRP) and entities such as the Texas A&M University Human Subjects Protection Program may access your records to make sure the study is being run correctly and that information is collected properly.

Information about you and related to this study will be kept confidential to the extent permitted or required by law.

Who may I Contact for More Information?

You may contact the Principal Investigator, Dr. Bryan Cole, Professor Emeritus to tell him about a concern or complaint about this research at 979-845-5356 or b-cole@tamu.edu.

For questions about your rights as a research participant; or if you have questions, complaints, or concerns about the research, you may call the Texas A&M University Human Subjects Protection Program office at (979) 458-4067 or irb@tamu.edu.

What if I Change My Mind About Participating?

This research is voluntary and you have the choice whether or not to participate in this research study. You may decide not to begin or to stop participating at any time. If you choose not to be in this study or stop being in the study, there will be no effect on your relationship with Texas A&M University, etc. Any new information discovered about the research will be provided to you. This information could affect your willingness to continue your participation.

STATEMENT OF CONSENT

I agree to be in this study and know that I am not giving up any legal rights. The procedures, risks, and benefits have been explained to me, and my questions have been answered. I know that new information about this research study will be provided to me as it becomes available and that the researcher will tell me if I must be removed from the study. I understand that entering and completing the survey I give my permission for the data to be used for research purposes.

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IRB EXPIRATION DATE: 01/01/2015



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Do you agree to continue with the survey in accordance with the Texas A&M University Human Subjects Protection Program Consent Form above.

- Yes, I agree to participate.
- No, I do not agree to participate.

Block 1

Q1 Survey Instructions: Identify Emerging Trends in Higher Education Human Resources (HEHR)

Thank you for taking time to complete this survey. It will take no more than 30 minutes to complete. Your participation in this study as a higher education CHRO is vitally important and most appreciated.

This study utilizes the Delphi technique which provides an organized method for correlating views and information pertaining to HEHR future trends, issues and strategies for CHRO's to address these trends. The Delphi methodology has three distinct features: **(1)** anonymous response – opinions of members of the group are obtained by formal questionnaire, **(2)** iteration and controlled feedback-iteration is effected by a systematic exercise of controlled feedback between rounds, and **(3)** statistical group response – the group opinion is defined as an appropriate aggregate of individual opinions on the final round. These features are designed to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity (Rotondi & Gustafson, 1996). The objective is to obtain the most reliable consensus of opinion of a group of experts (Becker, Hushelid, & Ulrich, 2001). Consensus is generally reached by the third or fourth round. Consensus is, however, dependent on the iterative feedback from the participants during the Delphi methodology.

This is the first of a series of Delphi questionnaires. The aim of this Delphi exercise is to; **1)** to identify emerging trends in HEHR over the next ten years, **2)** to identify the issues for CHRO's regarding these trends and **3)** to identify the strategies for addressing these issues. This first questionnaire focuses on the emerging trends. The trends on the questionnaire are grouped by categories based on similarity of the items on issues. Future iterations of questionnaires will further

address emerging trends as well issues and strategies as noted above.

In this first Delphi questionnaire you are asked to do **4 things**:

1. **REVIEW** all the trends on the questionnaire which have been identified from the literature review and supplemented by subject matter experts.
2. **RATE** your perception of the relative significance of each trend for CHRO's on a four point Likert scale where
 - 1 = Insignificant (INS),
 - 2 = Minimally Significant (MINSIG),
 - 3 = Moderately Significant (MODSIG), and
 - 4 = Extremely Significant (EXTSIG).
3. **ADD** any emerging trend(s) impacting CHRO's (beginning with item 51) that you see on the horizon over the next ten years not included in this listing.
4. Complete this questionnaire in its entirety.

Worklife

Work Life:
 Emerging Trends that Will Likely Impact Higher Education Human Resources and Chief Human Resource Officers over the next ten years as Identified by a Review of Relevant Literature and a Pilot Expert Panel of Subject Matter Experts from CUPA-HR. Please indicate the level of significance that you perceive each of the listed emergent trends will have on CHRO's over the next ten years.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wellness initiatives and safety issues both to comply with regulations and save costs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual development – wellness focused on individuals development plans.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Work intensification as employers try to increase productivity with fewer employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Growing rates of obesity and diabetes and their impact on disability claims.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility – flexible work arrangements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Politics and the Economy

Politics and the Economy:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
The continuing impact of the economy on budgets, hiring and HR strategies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regulations and reporting: new responsibilities require more transparency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Rising health care costs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threat of increased health care/medical costs on U.S. competitiveness.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rise in the number of individuals and families without health insurance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Unprecedented budgetary constraints.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc..)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outsourcing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Globalization and market interdependence leading to greater economic volatility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Increased use of off-shoring.	●	●	●	●

Technology

Technology:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Social networking, especially as it relates to recruiting faculty and staff.	●	●	●	●

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Social and digital media influence on HR service delivery.	●	●	●	●

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	●	●	●	●

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
High tech, high touch services such as one-stop services and no-stop services.	●	●	●	●

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Enterprise systems – their functionality and the impact on institutional effectiveness.	●	●	●	●

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Aging technology systems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Vulnerability of technology to attack or disaster.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Emerging use of predictive testing to make employment decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Identity theft.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics & Diversity

Demographics & Diversity:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Generational needs – wider variation in needs, skills, and values.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Retirement of large numbers of baby boomers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Baby boomer faculty & staff maintaining employment longer than expected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
A widening range of student and employee abilities, preparedness, background, and motivation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Employees interested in multiple careers versus multiple employers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Access and affordability – unsustainable rising tuition costs faster than inflation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Productivity, Metrics & Business Strategy

Productivity, Metrics & Business Strategy

Minimally Moderately Extremely

	Insignificant	Significant	Significant	Significant
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Increased challenge in setting strategic priorities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Move toward competency –based certification.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Rethinking infrastructure: a renewed focus on asset optimization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Linking programs to outcomes: where training and market demand intersect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
A sustainable future: enhancing environmental performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Consumer-driven flexible learning options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Attracting and retaining talented faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other

Other:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
The need for skilled employees in spite of high unemployment rates.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Massively Open On-line Courses (MOOC's).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Succession planning and talent management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sustainability push that will encourage less commuting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Emerging Trends

ADD any emerging trend(s) impacting CHRO's that you see on the horizon over the next ten years not included in this listing.

APPENDIX G

QUALTRICS Q2 SURVEY INSTRUMENT

Default Question Block
**TEXAS A&M UNIVERSITY HUMAN SUBJECTS PROTECTION PROGRAM
CONSENT FORM**

Project Title: *Emerging Trends in Higher Education Human Resources (HEHR) and Implications for Chief Human Resource Officers (CHRO) Study.*

You are invited to take part in a research study being conducted by Brian K. Dickens, a researcher from Texas A&M University, to help you decide whether or not to take part. If you decide to take part in the study, you will be asked to sign this consent form. If you do not participate, there will be no penalty to you, and you will not lose any benefits you normally would have.

The following questions and answers are to ensure that you are aware of your right, in accordance with the requirements of the Institutional Review Board and relevant federal regulations and guidelines for participating in a human subjects research project.

Why Is This Study Being Done?

The purpose of this study is threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource professor study will seek to inform the practice of higher education human resources and build on the existing body of knowledge and strategies in higher education human resources.

Why Am I Being Asked To Be In This Study?

You are being asked to be in this study because you have been identified as a chief human resource officer in an institution with 10-20 years of professional and practical experience in higher education human resources by the Colleges and University Professors Association (CUPA-HR) and are a current CUPA-HR member.

How Many People Will Be Asked To Be In This Study?

Thirty (30) people (participants) will be invited to participate in this study locally.

What Are the Alternatives to being in this study?

No, the alternative to being in the study is not to participate.

What Will I Be Asked To Do In This Study?

You will be asked to complete a series of iterative (estimated 4-5 rounds) on-line questionnaires regarding Higher Education Human Resources (HEHR) for CHRO's in higher education. The questionnaires will be sent to you over the next 3-4 months depending on the response rate. The completion of each questionnaire will take approximately 20-30 minutes of your time.

Example:
Questionnaire One (Week 1)

This questionnaire is estimated to take about 30 minutes to complete. During this 1st Round Questionnaire, CHRO's will be asked to rate emerging trends in terms of their perceived significance to CHRO's on a 1- 4 point Likert scale where; 1= Insignificant, 2 = Moderately significant and 4 = Extremely significant.

After Questionnaire 1 is completed, the researcher will collect the results and report them in aggregate form and your individual results (except to the compiler of the survey information). Subsequent iterative rounds will be conducted in a similar process.

You may be removed from the study by the investigator for these reasons:

Failure to complete each round throughout the study.

Are There Any Risks To Me?

The things that you will be doing are no more/greater than risks than you would come across in everyday life. Possible risks include the risk of a breach in anonymity.

Will There Be Any Costs To Me?

Aside from your time, there are no costs for taking part in the study.

Will I Be Paid To Be In This Study?

You will not be paid for being in this study.

Will Information From This Study Be Kept Private?

The records of this study will be kept private. No identifiers linking you to this study will be included in any sort of report that be stored securely and only CUPA-HR, Brian Dickens (Researcher), and Dr. Bryan Cole (Principal Investigator) will have access to the information.

Information about you will be stored in computer files protected with a password. This consent form will be filed securely in a locked cabinet.

People who have access to your information include the Principal Investigator and research study personnel. Representatives of Human Research Protections (OHRP) and entities such as the Texas A&M University Human Subjects Protection Program will monitor the study to ensure it is being run correctly and that information is collected properly.

Information about you and related to this study will be kept confidential to the extent permitted or required by law.

Who may I Contact for More Information?

You may contact the Principal Investigator, Dr. Bryan Cole, Professor Emeritus to tell him about a concern or complaint about this research at 979-845-5356 or b-cole@tamu.edu.

For questions about your rights as a research participant; or if you have questions, complaints, or concerns about the research, contact the Human Subjects Protection Program office at (979) 458-4067 or irb@tamu.edu.

What if I Change My Mind About Participating?

This research is voluntary and you have the choice whether or not to participate in this research study. You may decide not to participate at any time. If you choose not to be in this study or stop being in the study, there will be no effect on your relationship with Texas A&M University. Any information discovered about the research will be provided to you. This information could affect your willingness to continue your participation in the study.

STATEMENT OF CONSENT

I agree to be in this study and know that I am not giving up any legal rights. The procedures, risks, and benefits have been explained to me and I have had the opportunity to ask questions and have them answered. I know that new information about this research study will be provided to me as it becomes available and that I can withdraw from the study at any time. I understand that entering and completing the survey I give my permission for the data to be used for research purposes.

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Block 1

Q2 Survey Instructions: Rank Emerging Trends in Higher Education Human Resources (HEHR)

Thank you for taking time to complete this 2nd Round survey. It will take no more than 30 minutes to complete. Your participation in this survey is vitally important and most appreciated.

This study utilizes the Delphi technique which provides an organized method for correlating views and information pertaining to emerging trends in higher education human resources. The Delphi methodology has three distinct features: (1) anonymous responses, (2) iteration and controlled feedback-iteration is effected by a systematic exercise of controlled statistical group response – the group opinion is defined as an appropriate aggregate of individual opinions on the final round of the survey, and (3) the Delphi methodology is designed to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity. The Delphi methodology is designed to obtain the most reliable consensus of opinion of a group of experts (BeHushelidshelid, & Ulrich, 2001). Consensus is generally achieved through iterative feedback from the participants during the Delphi methodology.

This is the second of a series of Delphi questionnaires. The aim of this Delphi exercise is to: 1) to prioritize the identified emerging trends in HEHR over the next ten years, 2) to identify the issues for CHRO's regarding these trends and 3) to address these issues. This second questionnaire focuses on prioritizing the identified emerging trends by the perceived importance of these trends.

related to each trend for CHRO's in HEHR. The trends on the questionnaire are grouped by categories based on similarity. Additional questionnaires will further address emerging trends as well as issues and strategies as noted above.

In this **Second Delphi questionnaire** you are asked to do **5 things**:

1. **REVIEW** the Round One (Q1) Survey results in **column 3**,
2. **REFLECT** on Round One Questionnaire Q1: Given the ratings of the Delphi Panel in the first round (Column 3), do these ratings make sense? If you do not have a record of your original rating, please contact me and I will email you a PDF of your ratings.
3. Please **RECORD** your original rating or your reconsidered rating as appropriate in **Column 2**.

Note: For the additional items added from the first round by the panel, Please **Indicate** and **Prioritize** the level of significance that additional listed emergent trends will have on CHRO's over the next ten years **Column 2**,

- 1 = Insignificant (INS),
- 2 = Minimally Significant (MINSIG),
- 3 = Moderately Significant (MODSIG), and
- 4 = Extremely Significant (EXTSIG).

4. **IDENTIFY** in **Column 4** the **ISSUES** for CHRO's regarding each trend.
5. **Complete** this questionnaire in its entirety.

Worklife

Emerging Trends that Will Likely Impact Higher Education Human Resources and Chief Human Resource Officers over the Next Ten Years: A Review of the Relevant Literature and a Pilot Expert Panel of Subject Matter Experts from CUPA-HR.

In this **Second Delphi questionnaire** you are asked to do **5 things**:

1. **REVIEW** the Round One (Q1) Survey results in **column 3**,
2. **REFLECT** on Round One Questionnaire Q1: Given the ratings of the Delphi Panel in the first round (Column 3), do these ratings make sense? If you do not have a record of your original rating, please contact me and I will email you a PDF of your ratings.
3. Please **RECORD** your original rating or your reconsidered rating as appropriate in **Column 2**.

Note: For the additional items added from the first round by the panel, Please **Indicate** and **Prioritize** the level of significance that additional listed emergent trends will have on CHRO's over the next ten years **Column 2**,

- 1 = Insignificant (INS),
- 2 = Minimally Significant (MINSIG),
- 3 = Moderately Significant (MODSIG), and
- 4 = Extremely Significant (EXTSIG).

4. **IDENTIFY** in **Column 4** the **ISSUES** for CHRO's regarding each trend.
5. **Complete** this questionnaire in its entirety.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 13 rated it as Moderately Significant and 2 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.44.

Minimally Moderately Extremely

	Insignificant	Significant	Significant	Significant	Q1 Survey Results
Wellness initiatives and safety issues both to comply with regulations and save costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Minimally Significant, 8 rated it as Moderately Significant, and 5 rated it as Extremely Significant with a Mean Score of 3.13 and a Standard Deviation of 0.72.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Individual development – wellness focused on individuals development plans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Insignificant, 5 rated it as Minimally Significant, 8 rated it as Moderately Significant, and 2 as Extremely Significant with a Mean Score of 2.69 and a Standard Deviation of 0.79.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Work intensification as employers try to increase productivity with fewer employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Minimally Significant, 7 rated it as Moderately Significant, and 6 rated it as Extremely Significant with a Mean Score of 3.19 and a Standard Deviation 0.75.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Growing rates of obesity and diabetes and their impact on disability claims.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 5 rated this item as Minimally Significant, 8 rated it as Moderately Significant, and 3 rated it as Extremely Significant with a Mean Score of 2.88 and a Standard Deviation of 0.72.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 7 rated it as Moderately Significant, and 8 rated it as Extremely Significant with a Mean Score of 3.44 and a Standard Deviation of 0.63.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Flexibility – flexible work arrangements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHRO respondents, 3 rated this item as Minimally Significant, 7 rated this item as Moderately Significant, and 6 rated it as Extremely Significant with a Mean Score of 3.19 and a Standard Deviation of 0.75.

Politics and the Economy

Politics and the Economy:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
The continuing impact of the economy on budgets, hiring and HR strategies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 2 rated it as Moderately Significant and 13 rated this item as Extremely Significant with a Mean Score of 3.75 and a Standard Deviation of 0.58

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Regulations and reporting: new responsibilities require more transparency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 2 rated this item as Minimally Significant, 5 rated it as Moderately Significant, and 9 rated it as Extremely Significant with a Mean Score of 3.44 and a Standard Deviation of 0.73.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Rising health care costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

		<p>Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 2 rated it as Moderately Significant, and 13 as Extremely Significant with a Mean Score of 3.75 and a Standard Deviation of 0.58.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Threat of increased health care/medical costs on U.S. competitiveness.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 3 rated this item as Minimally Significant, 5 rated it as Moderately Significant, and 8 rated it as Extremely Significant with a Mean Score of 3.31 and a Standard Deviation of 0.79.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Rise in the number of individuals and families without health insurance.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 2 rated this item as Insignificant, 7 rated it as Minimally Significant, and 7 rated it as Moderately Significant with a Mean Score of 2.31 and a Standard Deviation of 0.70.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Unprecedented budgetary constraints.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 1 rated it a Minimally Significant, 7 rated it as Moderately Significant, and 8 rated it as Extremely Significant with a Mean Score of 3.44 and a Standard Deviation of 0.63.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc..</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 5 rated it as Moderately Significant, and 10 rated it as Extremely Significant with a Mean Score of 3.56 and a Standard Deviation of 0.63.</p>	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Outsourcing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Insignificant, 10 rated it as Minimally Significant, and 3 rated it as Moderately Significant with a Mean Score of 2.00 and a Standard Deviation of 0.63.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Globalization and market interdependence leading to greater economic volatility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 10 rated this item as Minimally Significant, 4 rated it as Moderately Significant, and 2 rated it as Extremely Significant with Mean Score of 2.50 and a Standard Deviation of 0.73.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Increased use of off-shoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 4 rated this item as Insignificant and 12 rated this item as Minimally Significant with a Mean Score of 1.75 and a Standard Deviation of 0.45.

Technology

Technology

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Social networking, especially as it relates to recruiting faculty and staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Minimally Significant, 9 rated it as Moderately Significant, and 4 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.68.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Social and digital media influence on HR service delivery.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
					Of the 16 CHROs responding, 4 rated this item as Minimally Significant, 8 rated it as Moderately Significant, and 4 rated it Extremely Significant with a Mean Score of 3.00 and a Standard Deviation of 0.73.
The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 5 rated this item as Minimally Significant, 10 rated this item as Moderately Significant, and 1 rated it as Extremely Significant with a Mean Score of 2.75 and a Standard Deviation of 0.58.
High tech, high touch services such as one-stop services and no-stop services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 4 rated this item as Minimally Significant, 7 rated this item as Moderately Significant, and 5 rated this item as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.77.
Enterprise systems – their functionality and the impact on institutional effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 10 rated this item as Moderately Significant, and 5 rated it as Extremely Significant with a Mean Score of 3.25 and a Standard Deviation of 0.58.
Aging technology systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 6 rated this item as Minimally Significant, 6 rated it as Moderately Significant, and 4 rated this item Extremely Significant with a Mean Score of 2.88 and a Standard Deviation of 0.81.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Vulnerability of technology to attack or disaster.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 2 rated this item as Minimally Significant, 8 rated it as Moderately Significant, and 6 rated it as Extremely Significant with a Mean Score of 3.25 and a Standard Deviation of 0.68.
Emerging use of predictive testing to make employment decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Insignificant, 10 rated this item as Minimally Significant, and 3 rated it as Moderately Significant with a Mean Score of 2.00 and a Standard Deviation of 0.63.
Identity theft.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 2 rated this item as Insignificant, 7 rated it as Minimally Significant, and 7 rated it as Moderately Significant with a Mean Score of 2.31 and a Standard Deviation of 0.70.

Demographics & Diversity

Demographics & Diversity:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Minimally Significant, 6 rated it as Moderately Significant, and 7 rated this item as Extremely Significant with a Mean Score of 3.25 and a Standard Deviation of 0.77.
	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results

<p>Generational needs – wider variation in needs, skills, and values.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 1 rated this item as Insignificant, 3 rated it as Minimally Significant, 8 rated it Moderately Significant and 4 rated it as Extremely Significant with a Mean Score of 2.94 and a Standard Deviation of 0.85.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Retirement of large numbers of baby boomers.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 5 rated this item as Minimally Significant, 5 rated it as Moderately Significant and 6 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.85.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Baby boomer faculty & staff maintaining employment longer than expected.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 4 rated this item as Minimally Significant, 7 rated it as Moderately Significant, and 5 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.77.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>A widening range of student and employee abilities, preparedness, background, and motivation.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 5 rated this item as Minimally Significant, 6 rated it as Moderately Significant, and 5 rated it as Extremely Significant with a Mean Score of 3.00 and a Standard Deviation of 0.82.</p>	
	<p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p>	<p>Q1 Survey Results</p>	
<p>Employees interested in multiple careers versus multiple employers.</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p>Of the 16 CHROs responding, 1 rated this item as Insignificant, 9 rated it Minimally Significant, 4 rated it Moderately Significant and 2 rated this item as Extremely Significant with a Mean Score of 2.44 and a Standard Deviation of 0.81.</p>	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 7 rated this item as Minimally Significant, 7 rated it as Moderately Significant, and 2 rated it as Extremely Significant with a Mean Score 2.69 and a Standard Deviation of 0.70.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Access and affordability – unsustainable rising tuition costs faster than inflation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 8 rated it as Moderately Significant, and 7 rated it as Extremely Significant with a Mean Score of 3.38 and a Standard Deviation of 0.62.

Productivity, Metrics & Business Strategy

Productivity, Metrics & Business Strategy

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Minimally Significant, 9 rated it as Moderately Significant, and 6 rated this item as Extremely Significant with a Mean Score of 3.31 and a Standard Deviation of 0.6.

Productivity, Metrics & Business Strategy

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 2 rated this item as Minimally Significant, 6 rated it as Moderately Significant and 8 rated it as Extremely Significant with a Mean Score of 3.38 and a Standard Deviation of 0.72.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Declining high school graduate population - student recruitment and retention strategies increasing competition between institutions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 4 rated this item as Minimally Significant, 7 rated it as Moderately Significant, and 5 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.77.
Increased challenge in setting strategic priorities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 6 rated this item as Minimally Significant and 10 rated it as Moderately Significant with a Mean of 2.63 and a Standard Deviation of 0.5.
Move toward competency-based certification.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 9 rated this item as Minimally Significant, 5 rated it as Moderately Significant and 2 rated this item as Extremely Significant with a Mean Score of 2.56 and a Standard Deviation of 0.73.
Rethinking infrastructure: a renewed focus on asset optimization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 8 rated this item as Minimally Significant, 7 rated it as Moderately Significant and 1 rated it as Extremely Significant with a Mean Score of 2.56 and a Standard Deviation of 0.63.
<hr/>					
Linking programs to outcomes: where training and market demand intersect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 1 rated this item as Insignificant, 3 rated it as Minimally Significant, 9 rated it as Moderately Significant and 3 rated it as Extremely Significant with a Mean Score of 2.88 and a Standard Deviation of 0.81.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
A sustainable future: enhancing environmental performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 6 rated this item as Minimally Significant, 6 rated it as Moderately Significant and 4 rated it as Extremely Significant with a Mean Score of 2.88 and a Standard Deviation of 0.81.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 4 rated this item as Minimally Significant, 10 rated it as Moderately Significant and 2 rated it as Extremely Significant with a Mean Score of 2.88 and a Standard Deviation of 0.62.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Consumer-driven flexible learning options.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 6 rated this items as Minimally Significant, 5 rated this items as Moderately Significant and 5 rated it as Extremely Significant with a Mean Score of 2.94 and a Standard Deviation of 0.85.

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Attracting and retaining talented faculty.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 2 rated this item as minimally Significant, 7 rated it as Moderately Significant, and 7 rated it Extremely Significant with a Mean Score of 3.31.

Other

Other:

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
The need for skilled employees in spite of high unemployment rates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHRO respondents, 3 rated this item as Minimally Significant, 9 rated this item as Moderately Significant and 4 rated it as Extremely Significant with a Mean Score of 3.06 and a Standard Deviation of 0.68.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHRO respondents, 5 rated this item as Minimally Significant, 6 rated it as Moderately Significant, and 5 rated it as Extremely Significant with a Mean Score of 3.00 and a Standard Deviation of 0.82.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Massively Open On-line Courses (MOOC's).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHRO respondents, 1 rated this item as insignificant, 7 rated this item as minimally significant, 5 rated it as Moderately Significant, and 3 rated this item as Extremely Significant with a Mean Score of 2.63 and a Standard Deviation of 0.89.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results
Succession planning and talent management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Of the 16 CHROs responding, 3 rated this item as Minimally Significant, 5 rated this item as Moderately Significant and 8 rated it as Extremely Significant with a Mean Score of 3.31 and a Standard Deviation of 0.79.



	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results

Sustainability push that will encourage less commuting.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Of the 16 CHROs responding, 10 rated this item as Minimally Significant, 5 rated it as Moderately Significant and 1 rated this item as Extremely Significant and a Mean Score of 2.44 and a Standard Deviation of 0.63.
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Additional Emerging Trends from Q1 Survey

Additional Trends added from Q1 Survey

Note: For the additional items added from the first round by the panel, Please **Indicate** and **Prioritize** the level of significant additional listed emergent trends will have on CHRO's over the next ten years **Column 2**, and **IDENTIFY** in **Column 4** the

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results	Identify Issues
Need for more leadership development in managing diverse workforce.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results	Identify Issues
Increased union activity particularly related to part-time, adjunct employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results	Identify Issues
Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results	Identify Issues
Public funding/support for higher education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results	Identify Issue
Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	
Moving HR from transactional to strategic in the academic environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	
The decentralized nature of the academy is unsustainable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	
The increase in litigation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	

	Insignificant	Minimally Significant	Moderately Significant	Extremely Significant	Q1 Survey Results	Identify Issues
Immigration labor relations. (Students who do not use English as their primary language)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	
Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	
Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Additional Item Adde	

APPENDIX H

QUALTRICS Q3 SURVEY INSTRUMENT

Default Question Block

TEXAS A&M UNIVERSITY HUMAN SUBJECTS PROTECTION PROGRAM CONSENT FORM

Project Title: *Emerging Trends in Higher Education Human Resources (HEHR) and Implications for Chief Human Resource Officers (CHRO's): A Delphi Study.*

You are invited to take part in a research study being conducted by Brian K. Dickens, a researcher from Texas A&M University. The information in this form is provided to help you decide whether or not to take part. If you decide to take part in the study, you will be asked to sign this consent form. If you decide you do not want to participate, there will be no penalty to you, and you will not lose any benefits you normally would have.

The following questions and answers are to ensure that you are aware of your right, in accordance with the requirements of the Texas A&M University Institutional Review Board and relevant federal regulations and guidelines for participating in a human subjects research project.

Why Is This Study Being Done?

The purpose of this study is threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource profession in higher education (Julius, 2000), this study will seek to inform the practice of higher education human resources and build on the existing body of knowledge and work as it relates to the emerging trends and strategies in higher education human resources.

Why Am I Being Asked To Be In This Study?

You are being asked to be in this study because you have been identified as a chief human resource officer in an institution of higher education with more than ten years of professional and practical experience in higher education human resources by the Colleges and University Professional Association for Human Resources (CUPA-HR) and are a current CUPA-HR member.

How Many People Will Be Asked To Be In This Study?

Thirty (30) people (participants) will be invited to participate in this study locally.

What Are the Alternatives to being in this study?

No, the alternative to being in the study is not to participate.

What Will I Be Asked To Do In This Study?

You will be asked to complete a series of iterative (estimated 4-5 rounds) on-line questionnaires regarding Higher Education Human Resource Trends and Implications for CHRO's in higher education. The questionnaires will be sent to you over the next 3-4 months depending on the response rates of participants. It is anticipated that the completion of each questionnaire will take approximately 20-30 minutes of your time.

Example:

Questionnaire One (Week 1)

This questionnaire is estimated to take about 30 minutes to complete. During this 1st Round Questionnaire, CHRO's will be asked to rate a series of HEHR emerging trends in terms of their perceived significance to CHRO's on a 1- 4 point Likert scale where; 1= Insignificant, 2 = Minimally significant , 3 =Moderately significant and 4 = Extremely significant.

After Questionnaire 1 is completed, the researcher will collect the results and report them in aggregate form and your individual responses will remain anonymous (except to the compiler of the survey information). Subsequent iterative rounds will be conducted in a similar process.

You may be removed from the study by the investigator for these reasons:

Failure to complete each round throughout the study.

Are There Any Risks To Me?

The things that you will be doing are no more/greater than risks than you would come across in everyday life. Possible risks for participating in this study would include the risk of a breach in anonymity.

Will There Be Any Costs To Me?

Aside from your time, there are no costs for taking part in the study.

Will I Be Paid To Be In This Study?

You will not be paid for being in this study.

Will Information From This Study Be Kept Private?

The records of this study will be kept private. No identifiers linking you to this study will be included in any sort of report that might be published. Research records will be stored securely and only CUPA-HR, Brian Dickens (Researcher), and Dr. Bryan Cole (Principal Investigator) will have access to the records.

Information about you will be stored in computer files protected with a password. This consent form will be filed securely in an official area.

People who have access to your information include the Principal Investigator and research study personnel. Representatives of regulatory agencies such as the Office of Human Research Protections (OHRP) and entities such as the Texas A&M University Human Subjects Protection Program may access your records to make sure the study is being run correctly and that information is collected properly.

Information about you and related to this study will be kept confidential to the extent permitted or required by law.

Who may I Contact for More Information?

You may contact the Principal Investigator, Dr. Bryan Cole, Professor Emeritus to tell him about a concern or complaint about this research at 979-845-5356 or b-cole@tamu.edu.

For questions about your rights as a research participant; or if you have questions, complaints, or concerns about the research, you may call the Texas A&M University Human Subjects Protection Program office at (979) 458-4067 or irb@tamu.edu.

What if I Change My Mind About Participating?

This research is voluntary and you have the choice whether or not to participate in this research study. You may decide not to begin or to stop participating at any time. If you choose not to be in this study or stop being in the study, there will be no effect on your relationship with Texas A&M University, etc. Any new information discovered about the research will be provided to you. This information could affect your willingness to continue your participation.

STATEMENT OF CONSENT

I agree to be in this study and know that I am not giving up any legal rights. The procedures, risks, and benefits have been explained to me, and my questions have been answered. I know that new information about this research study will be provided to me as it becomes available and that the researcher will tell me if I must be removed from the study. I understand that entering and completing the survey I give my permission for the data to be used for research purposes.

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IRB EXPIRATION DATE: 01/01/2015



IRB NUMBER: IRB2013-0854
 IRB APPROVAL DATE: 01/06/2014
 IRB EXPIRATION DATE: 01/01/2015

Block 1

Q3 Survey Instructions: Rate Additional Emerging Trends and Issues in Higher Education Human Resources (HEHR)

Thank you for taking time to complete this 3rd Round survey. It will take no more than 30 minutes to complete. Your participation in this study as a higher education CHRO is vitally important and most appreciated.

This study utilizes the Delphi technique which provides an organized method for correlating views and information pertaining to HEHR future trends, issues and strategies for CHRO's to address these trends. The Delphi methodology has three distinct features: (1) anonymous response – opinions of members of the group are obtained by formal questionnaire, (2) iteration and controlled feedback-iteration is effected by a systematic exercise of controlled feedback between rounds, and (3) statistical group response – the group opinion is defined as an appropriate aggregate of individual opinions on the final round. These features are designed to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity (Rotondi & Gustafson, 1996). The objective is to obtain the most reliable consensus of opinion of a group of experts (Becker, Hushelid, & Ulrich, 2001). Consensus is generally reached by the third or fourth round. Consensus is, however, dependent on the iterative feedback from the participants during the Delphi methodology.

This is the third of a series of Delphi questionnaires. The aim of this Delphi exercise is to; 1) to prioritize the identified emerging trends in HEHR by the level of the perceived significance in HEHR over the next ten years, 2) to identify the issues for CHRO's regarding these trends and 3) to identify the strategies for addressing these issues. This third questionnaire focuses on prioritizing the identified additional emerging trends by the perceived level of significance and ranking the identified issues related to each trend for CHRO's in HEHR. The trends on the questionnaire are grouped by categories based on similarity of the items on issues. Issues identified for each trend are to be ranked and prioritized by the perceived significance in HEHR over the next ten years. Future iterations of questionnaires will further address emerging trends as well issues and strategies as noted above.

In this Third Delphi questionnaire you are asked to do 4 things:

1. **REVIEW** the Round Two (Q2) Survey results of the trends in **Column 2**, where **CONSENSUS/STABILITY IS NOT REACHED**, please **RATE** the TREND(S).

Please note: Where **CONSENSUS/STABILITY** in responses on the trends has been **REACHED** there is **NO NEED to RATE the trends any further**.

2. REVIEW ISSUES for Each TREND as identified on Round Two Questionnaire Q2:

3. Please RATE and RECORD the Issues as identified below.

Note: Please Indicate and Prioritize the level of significance that you perceive each of the listed issues,

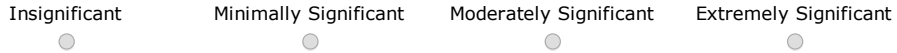
- 1 = Insignificant
- 2 = Minimally Significant
- 3 = Moderately Significant
- 4 = Extremely Significant

4. COMPLETE this questionnaire in its entirety.

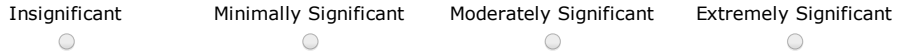
Worklife

Q2 Survey Results	
TREND 1: Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated Moderately Significant.

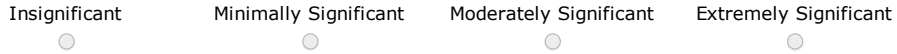
Issue #1: Work related policies regarding work life balance may have to be established.



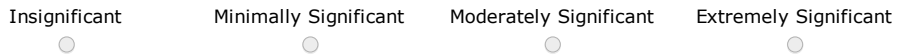
Issue #2: Work productivity and performance may be negatively impacted with a lack of work-life balance.



Issue #3: Employee expectations of organization support and flexibility may exceed the employer's capacity to provide the expected support and flexibility.

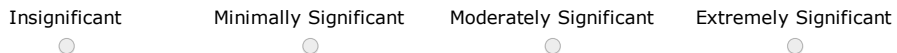


Issue #4: The use of technology (telecommuting) may create a 24/7 mentality for employees.



Q2 Survey Results	
TREND 2: Wellness initiatives and safety issues both to comply with regulations and save costs.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated Moderately Significant.

Issue #1: Possible limits and reduction in health care dollars being spent on preventable health conditions.



Issue #2: Too much conflicting data on ROI for wellness....balancing and using resources effectively is the challenge.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND 3: Individual development – wellness focused on individuals development plans.	Consensus/ Stability of Responses Reached between Q1 & Q2. This trend was rated as Moderately Significant. Please rate the 2

Issue #1: Employee engagement and employee responsibility for wellness.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Incorporating individual wellness into employee development plans equitably.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #4: Work intensification as employers try to increase productivity with fewer employees.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated Moderately Significant.



Issue #1: Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Shrinking budgets and growing customer demands and organizational expectations may be misaligned.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Q2 Survey Results	
TREND #5: Growing rates of obesity and diabetes and their impact on disability claims.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Negative impact on health care costs, absenteeism and productivity.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.

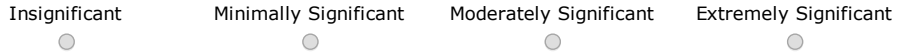
Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.

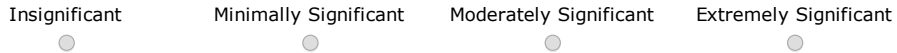
Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Q2 Survey Results	
TREND #6: Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

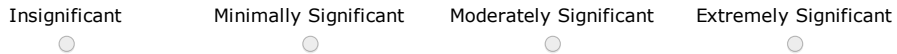
Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.



Issue #2: Employees being tethered to their work may cause an imbalance between work and family.

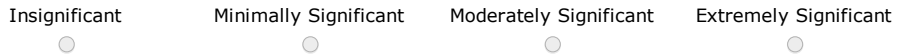


Issue #3: Getting employees, supervisors, and managers to recognize boundaries.

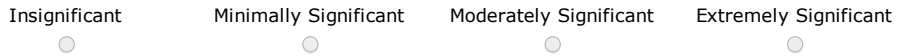


Q2 Survey Results	
TREND #7: Flexibility – flexible work arrangements.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Managers and senior executive may not understand the importance of flexibility.



Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.

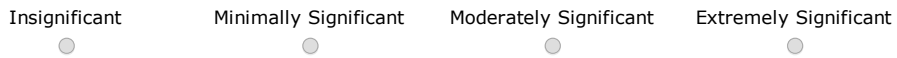


Politics and the Economy

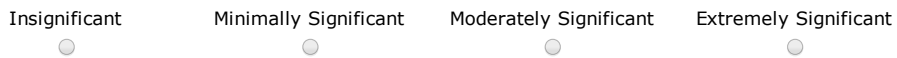
Politics and the Economy:

Q2 Survey Results	
TREND #8: The continuing impact of the economy on budgets, hiring and HR strategies.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.

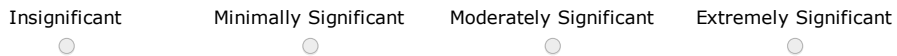
Issue #1: Staffing levels continue to lag behind needs.



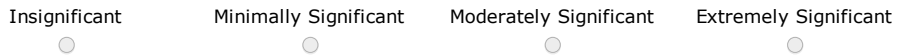
Issue #2: HR is required to provide more strategic support placing a huge demand on time.



Issue #3: Developing alternative income streams effectively.

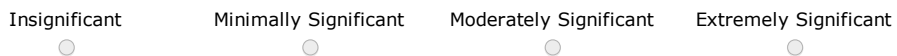


Issue #4: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.



Q2 Survey Results	
TREND #9: Regulations and reporting: new responsibilities require more transparency.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.

Issue #1: Increased demands and resources required to adapt and comply to the changing regulations may create additional staffing needs.



Issue #2: Increased requirements may impact HR ability to provide high touch services.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #10: Rising health care costs.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.

Issue #1: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: The impact of the New Affordable Health Care law on costs.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #3: The impact on institution ability to increase investments in retirement.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #11: Threat of increased health care/medical costs on U.S. competitiveness.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: The possible threat of quality of services being sacrificed by costs.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #12 : Rise in the number of individuals and families without health insurance.	Consensus/Stability of Responses was reached between questionnaires Q1 & Q2. This item was rated as Minimally Significant. There

Q2 Survey Results	
TREND #13: Unprecedented budgetary constraints.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.

Issue #1: Inability to hold tenured faculty accountable to being high performing contributors.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Development and management of sound financial / business plans.

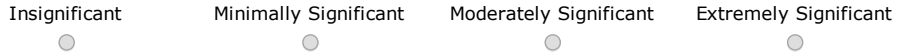
Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue#3: Increased strain on organizations may require restructuring performance management systems.

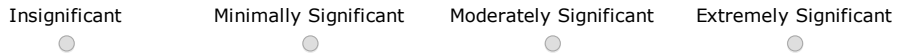
Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #14: Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc..	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

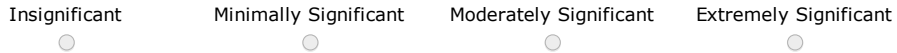
Issue #1: The additional burden created by new legislative changes on staffing levels creating more work.



Issue #2: The ability of professional HR associations to use their resources to influence regulations.



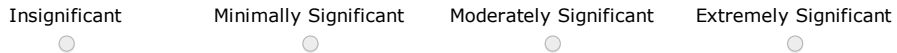
Issue #3: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.



	Q2 Survey Results
TREND #15: Outsourcing.	Consensus/Stability reached between survey Q1 & Q2. This item ranked as Insignificant with a Mean Score of 1.91 which is less than or =

	Q2 Survey Results
TREND #16: Globalization and market interdependence leading to greater economic volatility.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.

Issue#1: Workforce diversity.



Issue #2: The diminishing role of US as a global leader.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #3: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Q2 Survey Results	
TREND #17: Increased use of off-shoring.	Consensus/Stability reached between survey Q1 & Q2. This item ranked as Insignificant with a Mean Score of 1.55 which is less than or =

Technology

Technology

Q2 Survey Results	
TREND #18: Social networking, especially as it relates to recruiting faculty and staff.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Public expectation to provide will force institutions to implement and manage social media.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #2: Adapting to changes in social media and remaining relevant as employer of choice.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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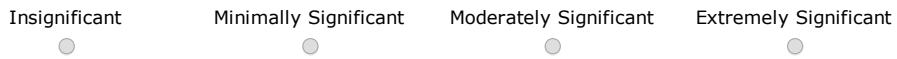
Issue #3: Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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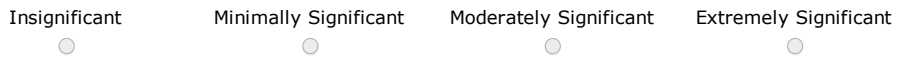
Q2 Survey Results	
TREND #19: Social and digital media influence on HR service delivery.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Keeping up with technological changes to meet employee expectations for HR.



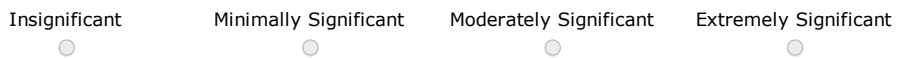
Q2 Survey Results	
TREND #20: The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: The evolving structure of libraries and the impact on library service delivery.

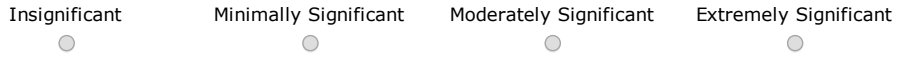


Q2 Survey Results	
TREND #21: High tech, high touch services such as one-stop services and no-stop services.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

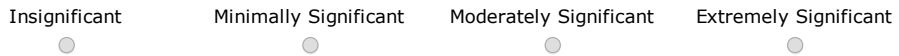
Issue #1: May require some offering of early retirement or management of "graceful" exit strategies for long serving staff in student services who are unable to make the shift.



Issue #2: Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.

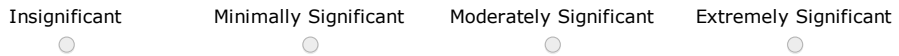


Issue #3: HR will need to establish exceptional online self service and exceptional face-to-face customer services as well.

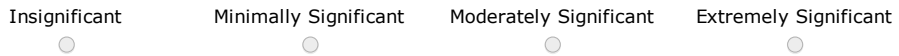


Q2 Survey Results	
TREND #22: Enterprise systems – their functionality and the impact on institutional effectiveness.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

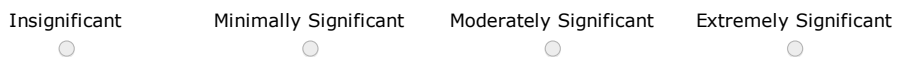
Issue #1: Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.



Issue #2: ERP systems require costly major customization in order to meet campus needs – not efficient or very effective.

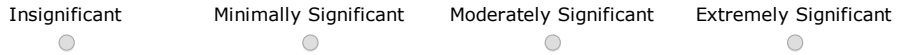


Issue #3: HRIS ensuring consistency of HR practices and providing the right information at the right time.

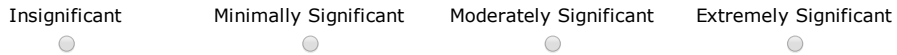


Q2 Survey Results	
TREND #23: Aging technology systems.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

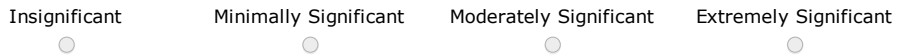
Issue #1: Impact on productivity.



Issue #2: Budget limitations to keep technology current.

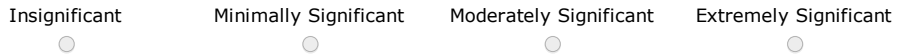


Issue #3: Keeping up with the evolution of technology is difficult.

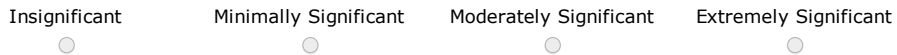


Q2 Survey Results	
TREND #24: Vulnerability of technology to attack or disaster.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Keeping data secure – avoiding breaches that affect employee trust.

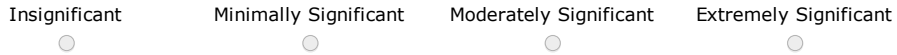


Issue #2: Lack of proactive IT departments.

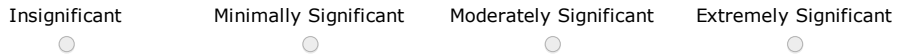


	Q2 Survey Results	
TREND #25: Emerging use of predictive testing to make employment decisions.	Consensus/Stability reached between survey Q1 & Q2. This item ranked as Insignificant with a Mean Score of 1.91 which is less than or =	
TREND #26: Identity theft.	NO CONSENSUS/STABILITY REACHED Of the 11 CHROs responding, 0 rated this item	Insignificant <input type="radio"/>

Issue #1: Vulnerability of technology to attack or disaster.



Issue #2: Inadequate data security and control.

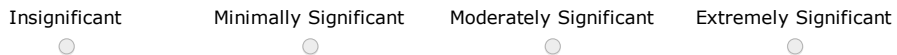


Demographics & Diversity

Demographics & Diversity:

	Q2 Survey Results
TREND #27: Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Current managers/supervisors are not culturally competent and aware – lack of professional development.



Issue #2: Four generational work-life perspectives will create challenges.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #28: Generational needs – wider variation in needs, skills, and values.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Changing jobs which require much broader range of skills/competencies.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #29: Retirement of large numbers of baby boomers.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: May require the Reconfiguration of academic departments.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Lack of faculty baby boomer retirements.

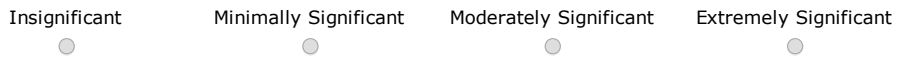
Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.

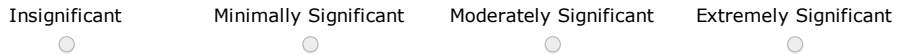
Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results	
TREND #30: Baby boomer faculty & staff maintaining employment longer than expected.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

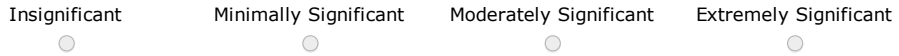
Issue #1: Insufficient retirement savings for individuals.



Issue #2: Difficulty with ending social relationships in the workplace.

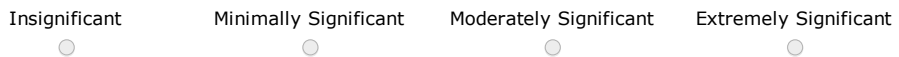


Issue #3: Increased pressures on compensation systems – longevity often equals higher base pay.



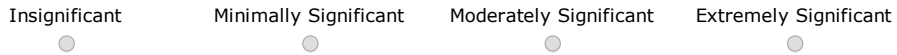
Q2 Survey Results	
TREND #31: A widening range of student and employee abilities, preparedness, background, and motivation.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.

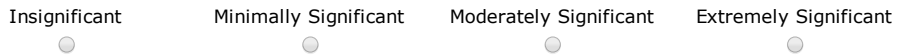


Q2 Survey Results	
TREND #32: Employees interested in multiple careers versus multiple employers.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.

Issue #1: Ability to manage and retain top talent while "managing out" the deadwood and non-contributors.

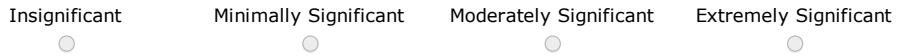


Issue #2: Possibility of high turnover.



Q2 Survey Results	
TREND #33: Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Ongoing debate about role and status of adjunct faculty.



Q2 Survey Results	
TREND #34: Access and affordability – unsustainable rising tuition costs faster than inflation.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (ie, nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).

Insignificant Minimally Significant Moderately Significant Extremely Significant

● ● ● ●

Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.

Insignificant Minimally Significant Moderately Significant Extremely Significant

● ● ● ●

Productivity, Metrics & Business Strategy

Productivity, Metrics & Business Strategy

	Q2 Survey Results
TREND #35: An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Getting the "right" measures that really match organizational effectiveness for HR function.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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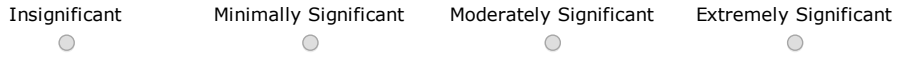
Issue #3: Ability to reflect on data and having consistent metrics.

Insignificant Minimally Significant Moderately Significant Extremely Significant

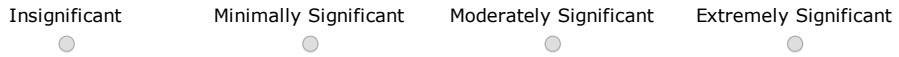
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	Q2 Survey Results
TREND #36: Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.

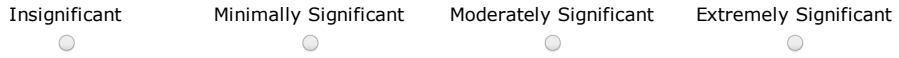
Issue #1: Continuous Process Improvements.



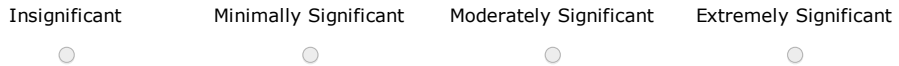
Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.



Issue #3: Topic avoidance due to possible Inherent change to culture and foundational structures.

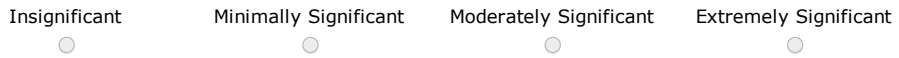


Issue #4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.

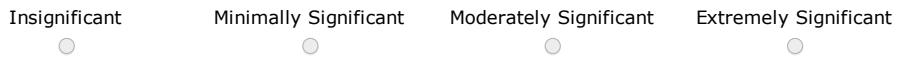


Q2 Survey Results	
TREND #37: Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Challenges for recruitment and retention of current and future students.

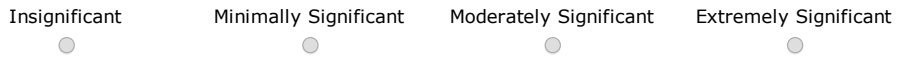


Issue #2: Open enrollment versus highly selective institutions for admissions.



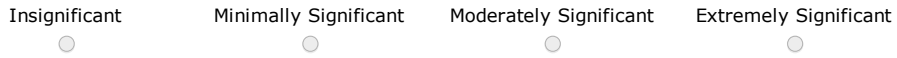
	Q2 Survey Results
TREND #38: Increased challenge in setting strategic priorities.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Managing competing priorities due to external and internal forces.

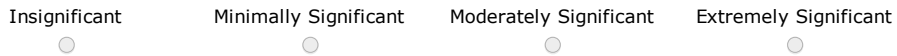


	Q2 Survey Results
TREND #39: Move toward competency - based certification.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Recruiting employees with necessary competency-based certification.



Issue #2: Supporting current employees achievement of competency-based certification.



	Q2 Survey Results
TREND #40: Rethinking infrastructure: a renewed focus on asset optimization.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.

Issue #1: Modifying faculty perceptions of traditional class schedules.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #2: Modifying staff perceptions of traditional work week and time schedules.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #3: Allowing an organization to broaden the usage range of its assets.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Q2 Survey Results	
TREND #41: Linking programs to outcomes: where training and market demand intersect.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Effectively communicating the need for a linkage between training and market demand.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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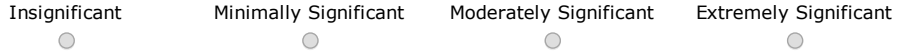
Issue #2: Building linkages between training and market demand.

Insignificant Minimally Significant Moderately Significant Extremely Significant

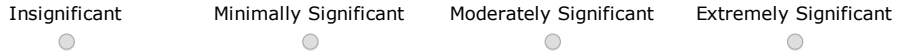
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Q2 Survey Results	
TREND #42: A sustainable future: enhancing environmental performance.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.

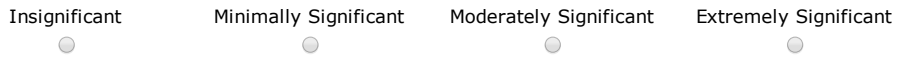
Issue #1: Commitment to environmental efficiency.



Issue #2: Creating a strategy to improve environmental efficiency.

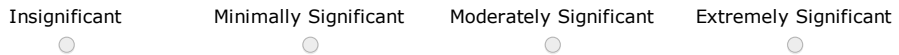


Issue #3: Practicing environmental efficiency in everyday business.

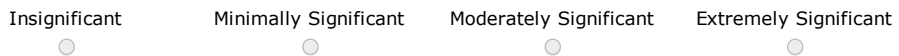


Q1 Survey Results	
TREND #43: The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Commitment to environmental efficiency and social responsibility practices.



Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.



Q2 Survey Results	
TREND #44: Consumer-driven flexible	

learning options.

Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Modifying faculty perceptions of "traditional" learning options.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Helping faculty understand the "business" of education.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results

TREND #45: Attracting and retaining talented faculty.

Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Competitive compensation.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Competitive work-life balance programs.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #3: Maintaining high organization presence.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #4: Maintaining high organization desirability.

Insignificant Minimally Significant Moderately Significant Extremely Significant

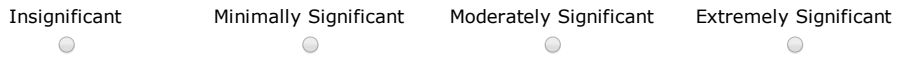


Other

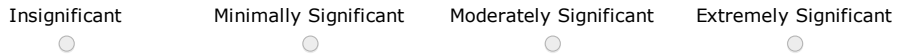
Other:

Q2 Survey Results	
TREND #45: The need for skilled employees in spite of high unemployment rates.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Attracting highly competent employees.

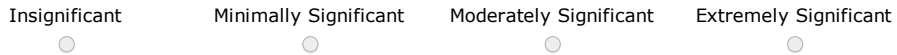


Issue #2: Maintaining high selectivity in the hiring process.

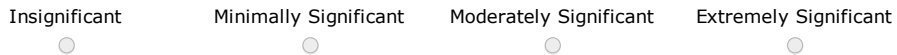


Q2 Survey Results	
TREND #46: Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Providing learning environments that are inclusive.

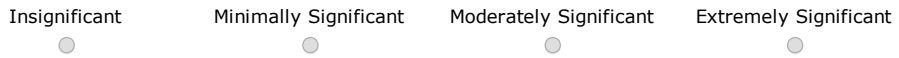


Issue #2: Providing learning environments that are relevant to the needs of the future.



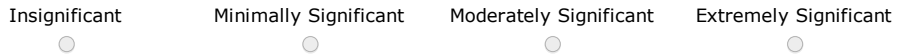
	Q2 Survey Results
TREND #47: Massively Open On-line Courses (MOOC's).	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.

Issue #1: An organization's ability to provide on-line options.

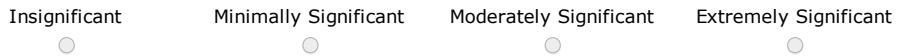


	Q2 Survey Results
TREND #48: Succession planning and talent management.#	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Developing within the organization.

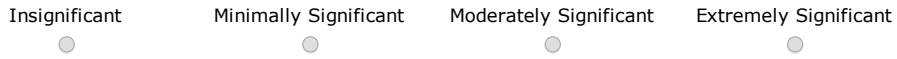


Issue #2: Creating growth positions within the organization.



	Q2 Survey Results
TREND #49: Sustainability push that will encourage less commuting.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.

Issue #1: Infrastructure of the surrounding metropolitan area.



Additional Emerging Trends from Q1 Survey

Q3 Survey Instructions: Rate Additional Emerging Trends and Issues in Higher Education Human Resources (HEHR)

These Additional Trends were added from Q1 Survey and rated once in the Round 2 Questionnaire In this **Third Delphi questionnaire** you are asked to do **5 things**:

- 1. **REVIEW** the Round One (Q2) Survey results in **column 2**,
- 2. **REFLECT** on Round Two Questionnaire Q2: Given the ratings of the Delphi Panel in the first round, do these cause you to reconsider your original rating? If you do not have a record of your original rating, please contact me and I will email you a PDF of your ratings.
- 3. Please **RECORD** your original rating or your reconsidered rating as appropriate in **Column 3**.

Note: For the additional trends added and identified issues for each trend from the first round by the panel, Please **Indicate** and **Prioritize** the level of significance that you perceive each of the additional listed emergent trends will have on CHRO's over the next ten years **Column 2**,

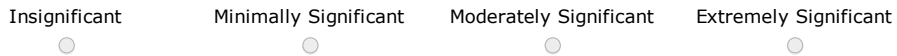
- 1 = Insignificant
- 2 = Minimally Significant
- 3 = Moderately Significant
- 4 = Extremely Significant

4. **RATE** the identified **ISSUES** for CHRO's regarding each trend listed below using the same rating scale.

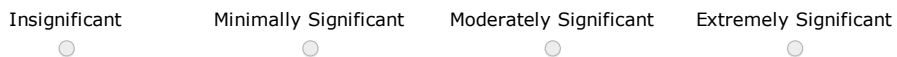
5. **Complete** this questionnaire in its entirety.

	Q2 Survey Results	Insignificant	Minimal Significance
TREND #50: Need for more leadership development in managing diverse workforce.	Of the 11 CHROs responding, 0 rated this item as Insignificant, 0 rated it as Minimally Significant, 6 rated it as Moderately Significant, 5 rated it as Extremely Significant.	<input type="radio"/>	<input type="radio"/>

Issue #1: Cost of training programs.



Issue #2: Supervisory support of training programs.



Issue #3: Defining the types of training programs necessary.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results		Insignificant	Minimally Significant
TREND #51: Increased union activity particularly related to part-time, adjunct employees.	Of the 11 CHROs responding, 1 rated this item as Insignificant, 5 rated it as Minimally Significant, 5 rated it as Moderately Significant	<input type="radio"/>	<input type="radio"/>

Issue #1: Time consuming.

Insignificant Minimally Significant Moderately Significant Extremely Significant

Issue #2: Impact larger on private sector as opposed to public sector organizations.

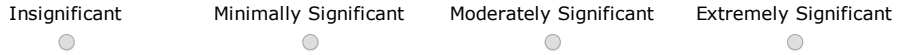
Insignificant Minimally Significant Moderately Significant Extremely Significant

Q2 Survey Results		Insignificant	Minimally Significant
TREND #52: Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	Of the 11 CHROs responding, 0 rated this item as Insignificant, 4 rated it as Minimally Significant, 4 rated it as Moderately Significant	<input type="radio"/>	<input type="radio"/>

Issue #1: The role of tenure in an organization.

Insignificant Minimally Significant Moderately Significant Extremely Significant

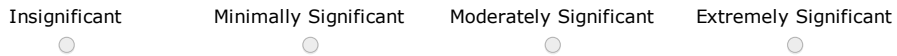
Issue #2: Management of incentive packages.



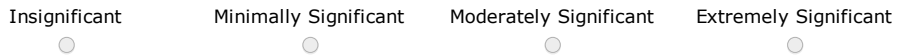
	Q2 Survey Results	Insignificant	Minimally Significant
TREND #53: Public funding/support for higher education.	Of the 11 CHROs responding, 0 rated this item as Insignificant, 2 rated it as Minimally Significant, 2 rated it as Moderately Significant, 2 rated it as Extremely Significant.		



Issue #1: The continued decline of public funding/support for higher education.



Issue #2: Finding alternative sources for funding/support of higher education.



	Q2 Survey Results	Insignificant	Minimally Significant
TREND #54: Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	Of the 11 CHROs responding, 0 rated this item as Insignificant, 3 rated it as Minimally Significant, 6 rated it as Moderately Significant, 2 rated it as Extremely Significant.		



Issue #1: The continued decline of public funding/support of education at all levels.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Issue #2: Higher education resource redirection may not remedy K-12 failures.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Q2 Survey Results		Insignificant [↑] S
TREND #55: Moving HR from transactional to strategic in the academic environment.	Of the 11 CHROs responding, 0 rated this item as Insignificant, 1 rated it as Minimally Significant, 5 rated it as Moderately Significant, 5 rated it as Extremely Significant.	<input type="radio"/>

Issue #1: Making the transactional appear effortless.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Issue #2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.

Insignificant
 Minimally Significant
 Moderately Significant
 Extremely Significant

Q2 Survey Results		Insignificant
TREND #56: The decentralized nature of the academy is unsustainable.	Of the 9 CHROs responding, 2 rated this item as Insignificant, 3 rated it as Minimally Significant, 3 rated it as Moderately Significant, 1 rated it as Extremely Significant.	<input type="radio"/>

Issue #1: Academy functions have to evolve.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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	Q2 Survey Results	Insignificant Mi Sig
TREND #57: The increase in litigation.	Of the 10 CHROs responding, 0 rated this item as Insignificant, 4 rated it as Minimally Significant, 2 rated it as Moderately Significant, 4 rated it as Extremely Significant.	●

Issue #1: Limited staff resources to split between litigation and daily.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #2: Ensuring efficient systems for better compliance outcomes.

Insignificant Minimally Significant Moderately Significant Extremely Significant

● ● ● ●

	Q2 Survey Results	Insignificant
TREND #58: Immigration labor relations. (Students who do not use English as their primary language)	Of the 11 CHROs responding, 0 rated this item as Insignificant, 7 rated it as Minimally Significant, 3 rated it as Moderately Significant, 1 rated it as Extremely Significant.	●

Issue #1: Demonstration of sufficiency in English by both students and faculty.

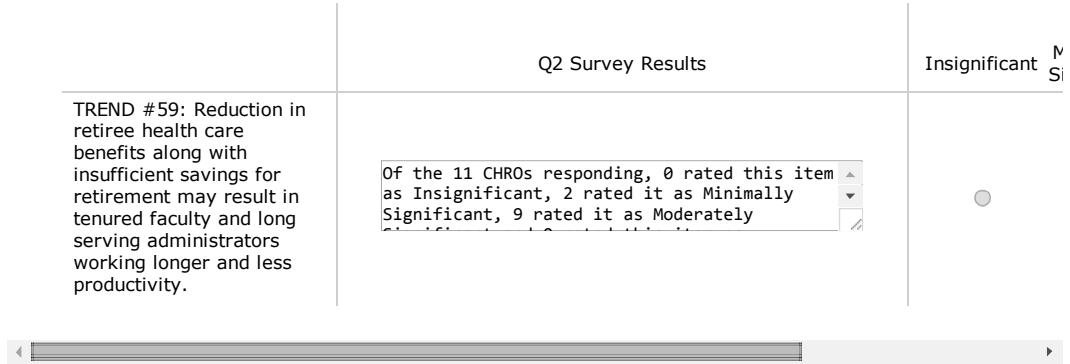
Insignificant Minimally Significant Moderately Significant Extremely Significant

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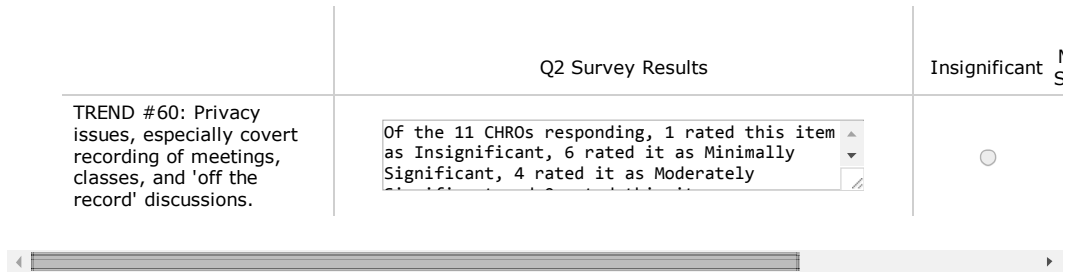
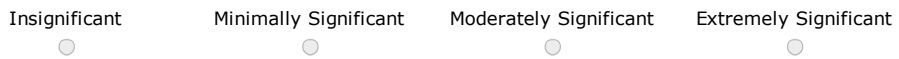
Issue #2: Creation of "transition" programs to assist international students and faculty.

Insignificant Minimally Significant Moderately Significant Extremely Significant

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Issue #1: Establishment of phased retirement programs



APPENDIX I

QUALTRICS Q4 SURVEY INSTRUMENT

Default Question Block**TEXAS A&M UNIVERSITY HUMAN SUBJECTS PROTECTION PROGRAM
CONSENT FORM****Project Title: *Emerging Trends in Higher Education Human Resources (HEHR) and Implications for Chief Human Resource Officers (CHRO's): A Delphi Study.***

You are invited to take part in a research study being conducted by Brian K. Dickens, a researcher from Texas A&M University. The information in this form is provided to help you decide whether or not to take part. If you decide to take part in the study, you will be asked to sign this consent form. If you decide you do not want to participate, there will be no penalty to you, and you will not lose any benefits you normally would have.

The following questions and answers are to ensure that you are aware of your right, in accordance with the requirements of the Texas A&M University Institutional Review Board and relevant federal regulations and guidelines for participating in a human subjects research project.

Why Is This Study Being Done?

The purpose of this study is threefold: (1) to identify emerging trends in HEHR over the next ten years, (2) to identify the issues for CHRO's regarding these trends and (3) to identify the strategies for addressing these issues. Given the paucity of studies on the human resource profession in higher education (Julius, 2000), this study will seek to inform the practice of higher education human resources and build on the existing body of knowledge and work as it relates to the emerging trends and strategies in higher education human resources.

Why Am I Being Asked To Be In This Study?

You are being asked to be in this study because you have been identified as a chief human resource officer in an institution of higher education with more than ten years of professional and practical experience in higher education human resources by the Colleges and University Professional Association for Human Resources (CUPA-HR) and are a current CUPA-HR member.

How Many People Will Be Asked To Be In This Study?

Thirty (30) people (participants) will be invited to participate in this study locally.

What Are the Alternatives to being in this study?

No, the alternative to being in the study is not to participate.

What Will I Be Asked To Do In This Study?

You will be asked to complete a series of iterative (estimated 4-5 rounds) on-line questionnaires regarding Higher Education Human Resource Trends and Implications for CHRO's in higher education. The questionnaires will be sent to you over the next 3-4 months depending on the response rates of participants. It is anticipated that the completion of each questionnaire will take approximately 20-30 minutes of your time.

Example:**Questionnaire One (Week 1)**

This questionnaire is estimated to take about 30 minutes to complete. During this 1st Round Questionnaire, CHRO's will be asked to rate a series of HEHR emerging trends in terms of their perceived significance to CHRO's on a 1- 4 point Likert scale where; 1= Insignificant, 2 = Minimally significant, 3 =Moderately significant and 4 = Extremely significant.

After Questionnaire 1 is completed, the researcher will collect the results and report them in aggregate form and your individual responses will remain anonymous (except to the compiler of the survey information). Subsequent iterative rounds will be conducted in a similar process.

You may be removed from the study by the investigator for these reasons:

Failure to complete each round throughout the study.

Are There Any Risks To Me?

The things that you will be doing are no more/greater than risks than you would come across in everyday life. Possible risks for participating in this study would include the risk of a breach in anonymity.

Will There Be Any Costs To Me?

Aside from your time, there are no costs for taking part in the study.

Will I Be Paid To Be In This Study?

You will not be paid for being in this study.

Will Information From This Study Be Kept Private?

The records of this study will be kept private. No identifiers linking you to this study will be included in any sort of report that might be published. Research records will be stored securely and only CUPA-HR, Brian Dickens (Researcher), and Dr. Bryan Cole (Principal Investigator) will have access to the records.

Information about you will be stored in computer files protected with a password. This consent form will be filed securely in an official area.

People who have access to your information include the Principal Investigator and research study personnel. Representatives of regulatory agencies such as the Office of Human Research Protections (OHRP) and entities such as the Texas A&M University Human Subjects Protection Program may access your records to make sure the study is being run correctly and that information is collected properly.

Information about you and related to this study will be kept confidential to the extent permitted or required by law.

Who may I Contact for More Information?

You may contact the Principal Investigator, Dr. Bryan Cole, Professor Emeritus to tell him about a concern or complaint about this research at 979-845-5356 or b-cole@tamu.edu.

For questions about your rights as a research participant; or if you have questions, complaints, or concerns about the research, you may call the Texas A&M University Human Subjects Protection Program office at (979) 458-4067 or irb@tamu.edu.

What if I Change My Mind About Participating?

This research is voluntary and you have the choice whether or not to participate in this research study. You may decide not to begin or to stop participating at any time. If you choose not to be in this study or stop being in the study, there will be no effect on your relationship with Texas A&M University, etc. Any new information discovered about the research will be provided to you. This information could affect your willingness to continue your participation.

STATEMENT OF CONSENT

I agree to be in this study and know that I am not giving up any legal rights. The procedures, risks, and benefits have been explained to me, and my questions have been answered. I know that new information about this research study will be provided to me as it becomes available and that the researcher will tell me if I must be removed from the study. I understand that entering and completing the survey I give my permission for the data to be used for research purposes.

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IRB NUMBER: IRB2013-0854
IRB APPROVAL DATE: 01/06/2014
IRB EXPIRATION DATE: 01/01/2015



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 IRB APPROVAL DATE: 01/06/2014
 IRB EXPIRATION DATE: 01/01/2015

Block 1

Q4 Survey Instructions: Rate Issues Related to Trends in Higher Education Human Resources (HEHR) and Suggest strategies for these issues.

Thank you for taking time to complete this 4th Round survey. It will take no more than 30 minutes to complete. Your participation in this study as a higher education CHRO is vitally important and most appreciated.

This study utilizes the Delphi technique which provides an organized method for correlating views and information pertaining to HEHR future trends, issues and strategies for CHRO's to address these trends. The Delphi methodology has three distinct features: (1) anonymous response – opinions of members of the group are obtained by formal questionnaire, (2) iteration and controlled feedback-iteration is

effected by a systematic exercise of controlled feedback between rounds, and (3) statistical group response – the group opinion is defined as an appropriate aggregate of individual opinions on the final round. These features are designed to minimize the biasing effects of dominant individuals, of irrelevant communications and of group pressure toward conformity (Rotondi & Gustafson, 1996). The objective is to obtain the most reliable consensus of opinion of a group of experts (Becker, Hushelid, & Ulrich, 2001). Consensus is generally reached by the third or fourth round. Consensus is, however, dependent on the iterative feedback from the participants during the Delphi methodology.

This is the fourth of a series of Delphi questionnaires. The aim of this Delphi exercise is to; 1) to prioritize the identified emerging trends in HEHR by the level of the perceived significance in HEHR over the next ten years, 2) to identify the issues for CHRO's regarding these trends and 3) to identify the strategies for addressing these issues. This third questionnaire focuses on prioritizing the identified additional emerging trends by the perceived level of significance and ranking the identified issues related to each trend for CHRO's in HEHR. The trends on the questionnaire are grouped by categories based on similarity of the items on issues. Issues identified for each trend are to be ranked and prioritized by the perceived significance in HEHR over the next ten years. Future iterations of questionnaires will further address emerging trends as well issues and strategies as noted above.

In this **Fourth Delphi questionnaire** you are asked to do **5 things**:

1. **REVIEW** the **Round Three (Q3) Survey results** of the issues in **Column 2**,
2. **REVIEW ISSUES for Each TREND** as identified on Round Three Questionnaire Q3:
3. Please **RE- RATE and RECORD** the Issues as identified below in **Column 3**.

Note: Please Indicate and Prioritize the level of significance that you perceive each of the listed issues,

- 1 = Insignificant
- 2 = Minimally Significant
- 3 = Moderately Significant
- 4 = Extremely Significant




4. **SUGGEST** Strategies for addressing each Identified Issue in **Column 4**.
5. **COMPLETE** this questionnaire in its entirety.

Worklife

Q2 Survey Results	
TREND 1: Work/life balance as employees deal with family care responsibilities (dependent and elder care), multiple jobs, etc.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated Moderately Significant.

Q3 Survey Results		Please Re-Rate This Issue	
		Insignificant	Minimally Significant
Issue #1: Work related policies regarding work life balance may have to be established.	Of the 11 CHROs responding, 3 rated this issue as Minimally Significant and 8 rated this issue as Moderately Significant.	<input type="radio"/>	<input type="radio"/>





Q3 Survey Results		Please Re-Rate This Issue		
		Minimally Significant	Moderately Significant	Extremely Significant

<p>Issue #2: Work productivity and performance may be negatively impacted with a lack of work-life balance.</p>	<p>Of the 11 CHROs responding, 3 rated this issue as Minimally Significant, 7 rated this issue as moderately Significant and 1 rated</p>	<p>Insignificant Significant Significant Signific</p> 	
<p>Q3 Survey Results</p>		<p>Please Re-Rate This Issue</p>	
<p>Issue #3: Employee expectations of organization support and flexibility may exceed the employer's capacity to provide the expected support and flexibility.</p>	<p>Of the 11 CHRO's responding, 3 rated this issues as minimally significant, 5 rated it as moderately significant, and 3 rated this</p>	<p>Insignificant Minimally Significant Moderately Significant Extreme Signifi</p> 	
<p>Q3 Survey Results</p>		<p>Please Re-Rate This Issue</p>	
<p>Issue #4: The use of technology (telecommuting) may create a 24/7 mentality for employees.</p>	<p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 2 rated</p>	<p>Insignificant Minimally Significant Moderately Ext Sign</p> 	
<p>Q2 Survey Results</p>			
<p>TREND 2: Wellness initiatives and safety issues both to comply with regulations and save costs.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated Moderately Significant.</p>		

<p>Issue #1: Possible limits and reduction in health care dollars being spent on preventable health conditions.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 8 rated this issue as moderately significant, and 1 rated</p>	<p>Q3 Survey Results</p> <p>Insignificant Minimally Significant Moderately Significant</p> <p>● ● ●</p>	<p>Please Re-Rate This</p>
<p>Issue #2: Too much conflicting data on ROI for wellness...balancing and using resources effectively is the challenge.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 4 rated it as Minimally Significant, 5 rated it Moderately</p>	<p>Q3 Survey Results</p> <p>Insignificant Minimally Significant Moderately Significant</p> <p>● ● ●</p>	<p>Please Re-Rate This</p>
<p>TREND 3: Individual development - wellness focused on individuals development plans.</p>	<p>Q2 Survey Results</p> <p>Consensus/ Stability of Responses Reached between Q1 & Q2. This trend was rated as Moderately Significant. Please rate the 2</p>		
<p>Issue #1: Employee engagement and employee responsibility for wellness.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 4 rated it moderately significant and 4 rated this issue</p>	<p>Q3 Survey Results</p> <p>Insignificant Minimally Significant Moderately Significant</p> <p>● ● ●</p>	<p>Please Re-Rate This</p>
<p>Issue #2: Incorporating individual wellness into employee development plans equitably.</p>	<p>Q3 Survey Results</p> <p>Of the CHRO's responding, 1 rated this issue as Insignificant, and 6 rated it as minimally significant, and 4 rated this issue as</p>	<p>Q3 Survey Results</p> <p>Insignificant Minimally Significant Moderately Significant</p> <p>● ● ●</p>	<p>Please Re-Rate This</p>

		Q2 Survey Results	
TREND #4: Work intensification as employers try to increase productivity with fewer employees.		Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated Moderately Significant.	
		Q3 Survey Results	
		Please Re-Rate This Issue	
		Insignificant	Minimally Significant
Issue #1: Staffing levels may not necessarily decrease with increased efficiency/accuracy seen with the use of technology.	Of the 11 CHRO's responding, 3 rated this issue as Minimally Significant, and 6 rated it Moderately Significant, and 2 rated this	●	● ●
		Q3 Survey Results	
		Please Re-Rate This Issue	
		Insignificant	Minimally Significant
Issue #2: Shrinking budgets and growing customer demands and organizational expectations may be misaligned.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated	●	● ●
		Q3 Survey Results	
		Please Re-Rate This Issue	
		Insignificant	Minimally Significant
Issue #3: The ability of HR to provide and identify employee development and skills training may be reduced.	Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 4 rated it as Minimally Significant, 5 rated it as	●	● ●
		Q2 Survey Results	
TREND #5: Growing rates of obesity and diabetes and their			

impact on disability claims.		Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.		
Q3 Survey Results				
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Negative impact on health care costs, absenteeism and productivity.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 7 rated it as moderately significant, and 2 rated it as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results				
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Employee education in the areas of obesity and diabetes may be limited to a distinct subset of employees.	Of the 11 CHRO's responding, 6 rated this issue as minimally significant and 5 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results				
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Employees working longer hours with more sedentary work assignments may have a more difficult time with diet and exercise.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 5 rated this issue as moderately significant and 2 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #6: Blurred lines of 'work' time and 'off' time (due to technology, expectations, employee values, etc.)	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results				
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant

<p>Issue #1: Liability including workers compensation, overtime and reimbursement for use of home equipment, personal cell phone, etc.</p>	<p>Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated</p>	<p>Insignificant Minimally Mode Significant Significant Signi</p> 	
<p>Q3 Survey Results</p>		<p>Please Re-Rate Thi</p>	
<p>Issue #2: Employees being tethered to their work may cause an imbalance between work and family.</p>	<p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 3 rated</p>	<p>Insignificant Minimally Mode Significant Significant Signi</p> 	
<p>Q3 Survey Results</p>		<p>Please Re-Rate Thi</p>	
<p>Issue #3: Getting employees, supervisors, and managers to recognize boundaries.</p>	<p>Of the 11 CHRO's responding, 4 rated this issue as minimally, 2 rated it as moderately significant, 5 rated this issue as Extremely</p>	<p>Insignificant Minimally Mode Significant Significant Signi</p> 	
<p>TREND #7: Flexibility - flexible work arrangements.</p>	<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate Thi</p>	
<p>Issue #1: Managers and senior executive may not understand the importance of flexibility.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 1 rated it as minimally significant, 6 rated this issue as</p>	<p>Insignificant Minimally Mode Significant Significant Signi</p> 	

Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Multigenerational workforce may impact an organizations ability to accommodate multiple workplace flexible schedules.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 8 rated this issue as moderately significant, and 2 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Politics and the Economy				
Politics and the Economy:				
TREND #8: The continuing impact of the economy on budgets, hiring and HR strategies.		Q2 Survey Results		
		Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.		
Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Staffing levels continue to lag behind needs.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 5 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: HR is required to provide more strategic support placing a huge demand on time.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 6 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Developing alternative income streams effectively.	Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 4 rated this issue as Moderately Significant, and 6 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Issue #4: Reduced ability to recruit and retain top talent and implement effective recognition and compensation packages.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 6 rated</p>	<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p> <p>● ● ●</p>	
<p>Q2 Survey Results</p>			
<p>TREND #9: Regulations and reporting: new responsibilities require more transparency.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.</p>		
<p>Issue #1: Increased demands and resources required to adapt and comply to the changing regulations may create additional staffing needs.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 7 rated this issue as moderately significant, and 4 rated this issue as extremely significant.</p>	<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p> <p>● ●</p>	
<p>Issue #2: Increased requirements may impact HR ability to provide high touch services.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 3 rated</p>	<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant Extremely Significant</p> <p>● ●</p>	
<p>Q2 Survey Results</p>			
<p>TREND #10: Rising health care costs.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.</p>		

	Q3 Survey Results	Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: HR will have to find a balance between cost shifting to employees and developing a total compensation perspective that executive teams understand and employ.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 1 rated this issue as moderately significant, and 7 rated this issue as insignificant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issue #2: The impact of the New Affordable Health Care law on costs.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 5 rated this issue as insignificant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issue #3: The impact on institution ability to increase investments in retirement.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated this issue as insignificant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TREND #11: Threat of increased health care/medical costs on U.S. competitiveness.	Q2 Survey Results Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Issue #1: The possible threat of quality of services being sacrificed by costs.	Of the 11 CHRO's responding, 6 rated this issue as minimally significant, 3 rated this issue as moderately significant, and 2 rated this issue as insignificant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Q2 Survey Results		
TREND #12 : Rise in the number of individuals and families without health insurance.	Consensus/Stability of Responses was reached between questionnaires Q1 & Q2. This item was rated as Minimally Significant. There			
		Q2 Survey Results		
TREND #13: Unprecedented budgetary constraints.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.			
		Q3 Survey Results		
		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Inability to hold tenured faculty accountable to being high performing contributors.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 5 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results		
		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Development and management of sound financial / business plans.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 5 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results		
		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Increased strain on organizations may require restructuring performance management systems.	Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 2 rated this issue as minimally significant, 7 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Survey Results			
TREND #14: Government legislation and regulatory compliance (i.e. Affordable Care Act (ACA), Title IX, etc..	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.		
Q3 Survey Results		Please Re-Rate This	
Issue #1: The additional burden created by new legislative changes on staffing levels creating more work.	Of the 11 CHRO's responding, 6 rated this issue as moderately significant, and 5 rated this issue as extremely significant.	Insignificant	Minimally Significant
		Moderately Significant	Significant
Q3 Survey Results		Please Re-Rate This	
Issue #2: The ability of professional HR associations to use their resources to influence regulations.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 2 rated	Insignificant	Minimally Significant
		Moderately Significant	Significant
Q3 Survey Results		Please Re-Rate This	
I Issue #3: Managing compliance with federal and state regulations more efficiently without increasing expenses for institutions.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated	Insignificant	Minimally Significant
		Moderately Significant	Significant
Q2 Survey Results			
TREND #15: Outsourcing.	Consensus/Stability reached between survey Q1 & Q2. This item ranked as Insignificant with a Mean Score of 1.91 which is less than or =		

Q2 Survey Results				
TREND #16: Globalization and market interdependence leading to greater economic volatility.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.			
Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Workforce diversity.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 3 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: The diminishing role of US as a global leader.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant and 6 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This:		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Creating an education model that prepares students for global economy and leverages opportunities to market to international students.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #17: Increased use of off-shoring.	Consensus/Stability reached between survey Q1 & Q2. This item ranked as Insignificant with a Mean Score of 1.55 which is less than or =			
Technology				
Technology				

		Q2 Survey Results		
TREND #18: Social networking, especially as it relates to recruiting faculty and staff.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
		Q3 Survey Results		
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Public expectation to provide will force institutions to implement and manage social media.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results		
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Adapting to changes in social media and remaining relevant as employer of choice.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 4 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results		
		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Incorporating social media in institutional brand marketing for recruitment and retention strategies for faculty, staff and students.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 5 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q2 Survey Results		
TREND #19: Social and digital media influence on HR service delivery.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			

Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Keeping up with technological changes to meet employee expectations for HR.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #20: The eBook revolution including the emergence and evolution of iPads, eBooks, kindles, digitized library books and bookless libraries, and the next generation of textbooks.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: The evolving structure of libraries and the impact on library service delivery.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #21: High tech, high touch services such as one-stop services and no-stop services.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: May require some offering of early retirement or management of "graceful" exit strategies for long serving staff in student services who are unable to make the shift.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>Issue #2: Staying relevant and engaged with employees and fitting changing expectations fueled by the growth of millennials.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 1 rated</p>	<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant</p>	<p>○ ○ ○</p>
<p>Issue #3: HR will need to establish exceptional online self service and exceptional face-to-face customer services as well.</p>	<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated</p>	<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant</p>	<p>○ ○ ○</p>
<p>TREND #22: Enterprise systems – their functionality and the impact on institutional effectiveness.</p>	<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Issue #1: Finding dollars to maintain and update current systems to support growth and functionality of HR business practices.</p>	<p>Q3 Survey Results</p> <p>Of the 10 CHRO's responding, 1 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 5 rated</p>	<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant</p>	<p>○ ○ ○</p>
<p>Q3 Survey Results</p>		<p>Please Re-Rate This</p> <p>Minimally Significant Moderately Significant</p>	

		Insignificant	Significant	Signif
Issue #2: ERP systems require costly major customization in order to meet campus needs - not efficient or very effective.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moder Significant
Issue #3: HRIS ensuring consistency of HR practices and providing the right information at the right time.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 6 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #23: Aging technology systems.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moder Significant
Issue #1: Impact on productivity.	Of the 11 CHRO's responding, 8 rated this issue as moderately significant, and 3 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moder Significant
Issue #2: Budget limitations to keep technology current.	Of the 11 CHRO's responding, 7 rated this issue as moderately significant, and 4 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moder Significant

<p>Issue #3: Keeping up with the evolution of technology is difficult.</p>	<p>Of the 11 CHRO's responding, 8 rated this issue as moderately significant, and 3 rated this issue as extremely significant.</p>	<p>○ ○ ○</p>
<p>Q2 Survey Results</p>		
<p>TREND #24: Vulnerability of technology to attack or disaster.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>	
<p>Q3 Survey Results</p>		
<p>Issue #1: Keeping data secure – avoiding breaches that affect employee trust.</p>	<p>Of the 11 CHRO's responding, 4 rated this issue as moderately significant, and 7 rated this issue as extremely significant.</p>	<p>Please Re-Rate This Insignificant Minimally Significant Moderately Significant</p> <p>○ ○ ○</p>
<p>Q3 Survey Results</p>		
<p>Issue #2: Lack of proactive IT departments.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 3 rated this issue as extremely significant.</p>	<p>Please Re-Rate This Insignificant Minimally Significant Moderately Significant</p> <p>○ ○ ○</p>
<p>Q2 Survey Results</p>		
<p>TREND #25: Emerging use of predictive testing to make employment decisions.</p>	<p>Consensus/Stability reached between survey Q1 & Q2. This item ranked as Insignificant with a Mean Score of 1.91 which is less than or =</p>	
<p>Q2 Survey Results</p>		
<p>TREND #26: Identity theft.</p>	<p>CONSENSUS/STABILITY REACHED between round Q2 & Q3. This item as ranked as Moderately Significant with a Mean Score of 2.82 and a</p>	

Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Vulnerability of technology to attack or disaster.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 4 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Inadequate data security and control.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demographics & Diversity				
Demographics & Diversity:				
TREND #27: Demographic changes and their impact on workforce diversity, equity, inclusion and labor availability.		Q2 Survey Results		
		Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.		
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Current managers/supervisors are not culturally competent and aware – lack of professional development.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 3 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Four generational work-life perspectives will create challenges.	Of the 11 CHRO's responding, 6 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Q2 Survey Results			
TREND #28: Generational needs – wider variation in needs, skills, and values.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.				
		Q3 Survey Results			
		Please Re-Rate This			
		Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Issue #1: Changing jobs which require much broader range of skills/competencies.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 4 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q2 Survey Results			
TREND #29: Retirement of large numbers of baby boomers.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.				
		Q3 Survey Results			
		Please Re-Rate This Issue			
		Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Issue #1: May require the Reconfiguration of academic departments.	Of the 11 CHRO's responding, 6 rated this issue as minimally significant, 2 rated this issue as moderately significant, and 3 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results			
		Please Re-Rate This Issue			
		Insignificant	Minimally Significant	Moderately Significant	Extremely Significant
Issue #2: Lack of faculty baby boomer retirements.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 1 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Loss of institutional perspective on opportunities for promotion and growth within the existing workforce.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant and 7 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #30: Baby boomer faculty & staff maintaining employment longer than expected.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Insufficient retirement savings for individuals.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Difficulty with ending social relationships in the workplace.	Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 4 rated it as minimally significant, 5 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Increased pressures on compensation systems - longevity often equals higher base pay.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 2 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Survey Results				
TREND #31: A widening range of student and employee abilities, preparedness, background, and motivation.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
Issue #1: New hires who lack abilities and preparedness have misaligned salary expectations.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 1 rated	Insignificant	Minimally Significant	Moderately Significant
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #32: Employees interested in multiple careers versus multiple employers.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.			
Q3 Survey Results		Please Re-Rate This		
Issue #1: Ability to manage and retain top talent while "managing out" the deadwood and non-contributors.	Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 3 rated this issue as minimally significant, 6 rated this issue as	Insignificant	Minimally Significant	Moderately Significant
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
Issue #2: Possibility of high turnover.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	Insignificant	Minimally Significant	Moderately Significant
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				

<p>TREND #33: Increase in part-time and/or nontraditional employees (staff/faculty) leads to questions regarding tenure, benefits, workplace flexibility, etc.</p>		<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>	
Q3 Survey Results			
		Please Re-Rate This	
		Insignificant	Minimally Significant
<p>Issue #1: Ongoing debate about role and status of adjunct faculty.</p>	<p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 2 rated</p>	●	●
<p>TREND #34: Access and affordability – unsustainable rising tuition costs faster than inflation.</p>		<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>	
Q2 Survey Results			
		Please Re-Rate This	
		Insignificant	Minimally Significant
<p>Issue #1: Continued ratcheting of competing with other institutions for non-academic perquisites that drive up tuition costs (ie, nicer dorms, athletic facilities, cafeterias, coffee shops, etc.).</p>	<p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 5 rated</p>	●	●
		Please Re-Rate This	
		Insignificant	Minimally Significant
<p>Issue #2: Public institutions see a decline in state support with an increase in student population creates heavy pressure on the costs borne by students.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 6 rated</p>	●	●
Productivity, Metrics & Business Strategy			
<p>Productivity, Metrics & Business Strategy</p>			

<p>TREND #35: An emphasis on measurement of results and the development and standardization of key HR metrics to justify HR budgets and expenditures (HR Business Analytics).</p>		<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Issue #1: Getting the "right" measures that really match organizational effectiveness for HR function.</p>		<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 3 rated</p>	<p>Please Re-Rate This I</p> <p>Insignificant Minimally Significant Moderat Significant</p> <p>● ● ●</p>	
<p>Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.</p>		<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 4 rated</p>	<p>Please Re-Rate This I</p> <p>Insignificant Minimally Significant Moderat Significant</p> <p>● ● ●</p>	
<p>Issue #3: Ability to reflect on data and having consistent metrics.</p>		<p>Q3 Survey Results</p> <p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 9 rated this issue as moderately significant, and 1 rated</p>	<p>Please Re-Rate This .</p> <p>Insignificant Minimally Significant Moderat Significant</p> <p>● ● ●</p>	
<p>TREND #36: Administrative efficiencies – removing costs and inefficiency, streamlining, processes, automation, etc.</p>		<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Extremely Significant.</p>		
		<p>Q3 Survey Results</p>	<p>Please Re-Rate This I:</p> <p>Insignificant Minimally Significant Moderate Significa</p>	

<p>Issue #1: Continuous Process Improvements.</p>	<p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 4 rated</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>	
<p>Q3 Survey Results</p>		<p>Please Re-Rate This I</p>	
		<p>Insignificant</p>	<p>Minimally Significant Moderat Signifi</p>
<p>Issue #2: Insufficient HR FTE allocations increased level of tension in work groups.</p>	<p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 3 rated</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>	
<p>Q3 Survey Results</p>		<p>Please Re-Rate This I</p>	
		<p>Insignificant</p>	<p>Minimally Significant Moderat Signifi</p>
<p>Issue #3: Topic avoidance due to possible Inherent change to culture and foundational structures.</p>	<p>Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 2 rated</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>	
<p>Q3 Survey Results</p>		<p>Please Re-Rate This I</p>	
		<p>Insignificant</p>	<p>Minimally Significant Moderat Signifi</p>
<p>Issue #4: Improved effectiveness and efficiencies leading to improved productivity and reduced costs.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>	
<p>Q2 Survey Results</p>			
<p>TREND #37: Declining high school graduate population -student recruitment and retention strategies increasing competition between institutions.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate This I</p>	
		<p>Insignificant</p>	<p>Minimally Significant Moderat Signifi</p>
<p>Issue #1: Challenges for recruitment and</p>			

<p>retention of current and future students.</p>	<p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 4 rated</p>	<p>○ ○ ○</p>	<p>○</p>
<p>Q3 Survey Results</p>		<p>Please Re-Rate This I</p> <p>Insignificant Minimally Significant Moderat Significant</p>	
<p>Issue #2: Open enrollment versus highly selective institutions for admissions.</p>	<p>Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated</p>	<p>○ ○ ○</p>	<p>○</p>
<p>Q2 Survey Results</p>			
<p>TREND #38: Increased challenge in setting strategic priorities.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate This .</p> <p>Insignificant Minimally Significant Moderat Signifi</p>	
<p>Issue #1: Managing competing priorities due to external and internal forces.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 8 rated this issue as moderately significant, and 2 rated</p>	<p>○ ○ ○</p>	<p>○</p>
<p>Q2 Survey Results</p>			
<p>TREND #39: Move toward competency - based certification.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moder Signif</p>	
<p>Issue #1: Recruiting employees with necessary competency-based certification.</p>	<p>Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated</p>	<p>○ ○ ○</p>	<p>○</p>

Q3 Survey Results		Please Re-Rate This I		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Supporting current employees achievement of competency-based certification.	Of the 11 CHRO's responding, 6 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TREND #40: Rethinking infrastructure: a renewed focus on asset optimization.		Q2 Survey Results		
		Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.		
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Modifying faculty perceptions of traditional class schedules.	Of the 11 CHRO's responding, 1 rated this issue as Insignificant, 2 rated this issue as minimally significant, 7 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Modifying staff perceptions of traditional work week and time schedules.	Of the 11 CHRO's responding, 1 rated it as Insignificant, 3 rated this issue as minimally significant, 7 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Allowing an organization to broaden the usage range of its assets.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

		Q2 Survey Results		
TREND #41: Linking programs to outcomes: where training and market demand intersect.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
		Q3 Survey Results		
Issue #1: Effectively communicating the need for a linkage between training and market demand.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant and 6 rated this issue as moderately significant.	Insignificant	Minimally Significant	Moderate Signifi
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results		
Issue #2: Building linkages between training and market demand.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant and 6 rated this issue as moderately significant.	Insignificant	Minimally Significant	Moderate Signifi
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q2 Survey Results		
TREND #42: A sustainable future: enhancing environmental performance.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.			
		Q3 Survey Results		
Issue #1: Commitment to environmental efficiency.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	Insignificant	Minimally Significant	Moderate Significa
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		Q3 Survey Results		
Issue #2: Creating a strategy to improve environmental	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	Insignificant	Minimally Significant	Moderate Significa
		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

efficiency.		
Q3 Survey Results		
		Please Re-Rate This I
		Insignificant Minimally Significant Moderately Significant
Issue #3: Practicing environmental efficiency in everyday business.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	<input type="radio"/> <input type="radio"/> <input type="radio"/>
Q1 Survey Results		
TREND #43: The incorporation of sustainability and social responsibility practices into both strategy and everyday business.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.	
Q3 Survey Results		
		Please Re-Rate This
		Insignificant Minimally Significant Moderately Significant
Issue #1: Commitment to environmental efficiency and social responsibility practices.	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 1 rated	<input type="radio"/> <input type="radio"/> <input type="radio"/>
Q3 Survey Results		
		Please Re-Rate This
		Insignificant Minimally Significant Moderately Significant
Issue #2: Changing the culture of an organization with regards to efficiency and social responsibility practices.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 1 rated	<input type="radio"/> <input type="radio"/> <input type="radio"/>
Q2 Survey Results		
TREND #44: Consumer-driven flexible learning options.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.	

Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Modifying faculty perceptions of "traditional" learning options.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant and 8 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Helping faculty understand the "business" of education.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 2 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #45: Attracting and retaining talented faculty.	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Competitive compensation.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 5 rated this issue as moderately significant, and 5 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Competitive work-life balance programs.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 1 rated this issue as highly significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #3: Maintaining				

<p>high organization presence.</p>	<p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 2 rated</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate This</p>		
<p>Issue #4: Maintaining high organization desirability.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated</p>	<p>Insignificant Minimally Significant Moderate Significant</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>		
<p>Other</p>				
<p>Other:</p> <table border="1" style="width: 100%;"> <tr> <td data-bbox="386 800 820 940"> <p>TREND #45: The need for skilled employees in spite of high unemployment rates.</p> </td> <td data-bbox="824 800 1360 940" style="text-align: center;"> <p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p> </td> </tr> </table>			<p>TREND #45: The need for skilled employees in spite of high unemployment rates.</p>	<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>
<p>TREND #45: The need for skilled employees in spite of high unemployment rates.</p>	<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>			
<p>Q3 Survey Results</p>		<p>Please Re-Rate This I:</p>		
<p>Issue #1: Attracting highly competent employees.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated</p>	<p>Insignificant Minimally Significant Moderate Significant</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate This</p>		
<p>Issue #2: Maintaining high selectivity in the hiring process.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated</p>	<p>Insignificant Minimally Significant Moderate Significant</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/></p>		
<table border="1" style="width: 100%;"> <tr> <td data-bbox="386 1585 820 1764"> <p>TREND #46: Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.</p> </td> <td data-bbox="824 1585 1360 1764" style="text-align: center;"> <p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p> </td> </tr> </table>			<p>TREND #46: Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.</p>	<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>
<p>TREND #46: Concerns about the ability of the U.S. education system to produce the skilled workers needed for the future.</p>	<p>Q2 Survey Results</p> <p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>			

Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Providing learning environments that are inclusive	Of the 11 CHRO's responding, 5 rated this issue as minimally significant, 3 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Providing learning environments that are relevant to the needs of the future.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 8 rated this issue as moderately significant, and 2 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #47: Massively Open On-line Courses (MOOC's).	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Minimally Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: An organization's ability to provide on-line options.	Of the 11 CHRO's responding, 1 rated this issue as insignificant, 4 rated this issue as minimally significant, 4 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #48: Succession planning and talent management.#	Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant

<p>Issue #1: Developing within the organization.</p>	<p>Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 8 rated this issue as moderately significant, and 1 rated</p>	<p>Significant Signif</p>	<p>● ● ●</p>
<p>Q3 Survey Results</p>		<p>Please Re-Rate This</p>	
<p>Issue #2: Creating growth positions within the organization.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as insignificant, 1 rated this issue as minimally significant, 8 rated this issue as</p>	<p>Insignificant Minimally Modera</p>	<p>Significant Signific</p>
<p>Q2 Survey Results</p>			
<p>TREND #49: Sustainability push that will encourage less commuting.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q1 & Q2. This item was rated as Moderately Significant.</p>		
<p>Q3 Survey Results</p>		<p>Please Re-Rate This</p>	
<p>Issue #1: Infrastructure of the surrounding metropolitan area.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as insignificant, 1 rated this issue as minimally significant, 9 rated this issue as</p>	<p>Insignificant Minimally Modera</p>	<p>Significant Signific</p>
<p>Additional Emerging Trends from Q1 Survey</p>			
<p>Q4 Survey Instructions: Rate Additional Emerging Trends and Issues in Higher Education Human Resources (HEHR) <i>These Additional Trends were added from Q1 Survey and rated once in the Round 2 Questionnaire</i> In this Third Delphi questionnaire you are asked to do 5 things:</p> <ol style="list-style-type: none"> 1. REVIEW the Round One (Q2) Survey results in column 2, 2. REFLECT on Round Two Questionnaire Q2: Given the ratings of the Delphi Panel in the first round, do these cause you to reconsider your original rating? If you do not have a record of your original rating, please contact me and I will email you a PDF of your ratings. Please RECORD your original rating or your reconsidered rating as appropriate in Column 3. <p>Note: For the additional trends added and identified issues for each trend from the first round by the panel, Please Indicate and Prioritize the level of significance that you perceive each of the additional listed emergent trends will have on CHRO's over the next ten years Column 2,</p> <p>1 = Insignificant 2 = Minimally Significant 3 = Moderately Significant 4 = Extremely Significant</p> <ol style="list-style-type: none"> 4. RATE the identified ISSUES for CHRO's regarding each trend listed below using the same rating scale. 			

<p>5. Complete this questionnaire in its entirety.</p>			
<p>Q2 Survey Results</p>			
<p>TREND #50: Need for more leadership development in managing diverse workforce.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Moderately Significant.</p>		
<p>Q3 Survey Results</p>			
		<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant</p>	
<p>Issue #1: Cost of training programs.</p>	<p>Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 3 rated this issue as moderately significant, and 4 rated this issue as extremely significant.</p>	<input type="radio"/>	<input type="radio"/>
<p>Q3 Survey Results</p>			
		<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant</p>	
<p>Issue #2: Supervisory support of training programs.</p>	<p>Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 4 rated this issue as extremely significant.</p>	<input type="radio"/>	<input type="radio"/>
<p>Q3 Survey Results</p>			
		<p>Please Re-Rate This</p> <p>Insignificant Minimally Significant Moderately Significant</p>	
<p>Issue #3: Defining the types of training programs necessary.</p>	<p>Of the 11 CHRO's responding, 8 rated this issue as moderately significant, and 3 rated this issue as extremely significant.</p>	<input type="radio"/>	<input type="radio"/>
<p>Q2 Survey Results</p>			
<p>TREND #51: Increased union activity particularly related to part-time, adjunct employees.</p>	<p>Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Minimally Significant.</p>		

	Q3 Survey Results	Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderate Significant
Issue #1: Time consuming.	Of the 11 CHRO's responding, 2 rated this issue as insignificant, 5 rated this issue as minimally significant, 3 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Q3 Survey Results	Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderate Significant
Issue #2: Impact larger on private sector as opposed to public sector organizations.	Of the 11 CHRO's responding, 3 rated this issue as insignificant, 3 rated this issue as minimally significant, 5 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Q2 Survey Results			
TREND #52: Incenting faculty to retire to open up employment opportunities for new PhDs and invigorate the curriculum, etc.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Moderately Significant.			
	Q3 Survey Results	Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderate Significant
Issue #1: The role of tenure in an organization.	Of the 11 CHRO's responding, 1 rated this issue as insignificant, 2 rated this issue as minimally significant, 6 rated this issue as	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Q3 Survey Results	Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderate Significant
Issue #2: Management of incentive packages.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 9 rated this issue as moderately significant, and 1 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Survey Results				
TREND #53: Public funding/support for higher education.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Extremely Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderate Signifi
Issue #1: The continued decline of public funding/support for higher education.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 4 rated this issue as moderately significant, and 6 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This I		
		Insignificant	Minimally Significant	Moderate Significa
Issue #2: Finding alternative sources for funding/support of higher education.	Of the 11 CHRO's responding, 3 rated this issue as moderately significant, and 8 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #54: Increased interest and pressure to integrate transition from K-12 through higher education and an emphasis (and redirection of higher ed's resources) to reaching into K-12 to remedy K-12 failures in producing college ready students.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This 1		
		Insignificant	Minimally Significant	Moderat Significa
Issue #1: The continued decline of public funding/support of education at all levels.	Of the 11 CHRO's responding, 5 rated this issue as moderately significant, and 6 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Survey Results		Please Re-Rate This I		
		Insignificant	Minimally Significant	Moderate Significant
Issue #2: Higher education resource redirection may not remedy K-12 failures.	Of the 11 CHRO's responding, 1 rated this issue as minimally significant, 7 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #55: Moving HR from transactional to strategic in the academic environment.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Extremely Significant.			
Q3 Survey Results		Please Re-Rate This Is		
		Insignificant	Minimally Significant	Moderate Significant
Issue #1: Making the transactional appear effortless.	Of the 11 CHRO's responding, 9 rated this issue as moderately significant, and 2 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This .		
		Insignificant	Minimally Significant	Moderate Significant
Issue #2: Becoming better partners in the academic affairs environment by fully using organizational capabilities.	Of the 11 CHRO's responding, 7 rated this issue as moderately significant, and 4 rated this issue as extremely significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results		Insignificant	Minimally Significant	
TREND #56: The decentralized nature of the academy is unsustainable.	Of the 9 CHROs responding, 3 rated it as Minimally Significant, 4 rated it as Moderately Significant and 2 rated this item	<input type="radio"/>	<input type="radio"/>	

Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Academy functions have to evolve.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant and 9 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #57: The increase in litigation.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Limited staff resources to split between litigation and daily.	Of the 11 CHRO's responding, 4 rated this issue as minimally significant, 2 rated this issue as moderately significant, and 5 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Ensuring efficient systems for better compliance outcomes.	Of the 11 CHRO's responding, 2 rated this issue as minimally significant, 6 rated this issue as moderately significant, and 3 rated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #58: Immigration labor relations. (Students who do not use English as their primary language)	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Minimally Significant.			

Q3 Survey Results		Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Demonstration of sufficiency in English by both students and faculty.	Of the 11 CHRO's responding, 6 rated this issue as minimally significant and 5 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 Survey Results		Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderately Significant
Issue #2: Creation of "transition" programs to assist international students and faculty.	Of the 11 CHRO's responding, 7 rated this issue as minimally significant and 4 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #59: Reduction in retiree health care benefits along with insufficient savings for retirement may result in tenured faculty and long serving administrators working longer and less productivity.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Moderately Significant.			
Q3 Survey Results		Please Re-Rate This Issue		
		Insignificant	Minimally Significant	Moderately Significant
Issue #1: Establishment of phased retirement programs.	Of the 11 CHRO's responding, 3 rated this issue as minimally significant and 8 rated this issue as moderately significant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 Survey Results				
TREND #60: Privacy issues, especially covert recording of meetings, classes, and 'off the record' discussions.	Consensus/Stability of Responses was reached between questionnaire rounds Q2 & Q3. This item was rated as Minimally Significant.			

