Workforce of the Future Working Group

OVERALL APPROACH: The senior executive strategic planning advisory group (SE-SPAC) will launch the administrative planning efforts by first focusing on the core aspects of our workforce – its success and evolution. The goal of this working group is to identify how to create and sustain a dynamic, effective, and mission-driven workforce that meets the College’s needs as a leading institution.

This working group will seek broad input from within and outside Dartmouth. They will examine trends, needs and opportunities that will be vital to the successful recruitment, retention, and training of our workforce in the future. Individual schools and departments will be asked by their deans and directors to engage in discussions focusing on departmental, divisional and school-specific strengths and approaches to complement the more general conversation.

GOALS

- To provide an aspirational vision for Dartmouth’s workforce of the future
- To develop recommendations for Dartmouth’s strategic plan, informed by data-driven assessment and broad engagement with the community

INITIAL QUESTIONS

- What are the characteristics of the workforce of the future?
- What are the most effective ways to create and sustain a workforce that meets the College’s needs as a leading institution of higher education and that supports its core mission? How do we create a culture that continually recognizes and rewards excellence, and one that promotes individual well-being and work-life balance needed to support a high level of achievement?
- What are the opportunities for increasing the diversity of our workforce through the recruitment and retention of staff of color and other under-represented populations? What structures/resources are needed?
- Where can we strengthen collaboration and communication across institutional boundaries and diverse points of view? What will enable a greater sense of connectedness across the institution? How do we create a culture that embraces innovation and continuous change grounded in strategy, execution, and assessment? How do we develop skills, structures and attitudes that facilitate team approaches to problem solving?
- What is the impact of technology on the workforce and workplace? What structures will enable and support our workforce, regardless of the boundaries of time and place? What will enable the creation of a nimble workforce able to respond and adapt to continuous change? How do we ensure that the needs and interests of all members of our workforce are understood and addressed?

I. Status Report: Where are we now?

- Do a data-driven assessment and comparison with aspirational peers: How are our peers positioning themselves for the workforce of the future?
- Demographics of current workforce
- How well-aligned are staff with current work needs
- Employee skill analysis

II. Looking Forward: What are the opportunities?
• Demographics of the workforce – diversity of the workforce; the aging workforce; millennials in the workforce
• Skill shortage – synergies in technology/research to create new demands for higher skills and greater productivity demands
• Ensuring that workforce supports the core mission of Dartmouth
• Growing importance of knowledge-based work, favoring strong cognitive and entrepreneurial skills
• Global Dartmouth increases need for employees to have skills that enable success in diverse cultural and linguistic settings
• Increasing demands on work/life balance
• Culture of innovation and continuous change; pace of technological change
• Leveraging new technologies to enhance management, problem solving, communication and collaboration; the impact of technology and automation on unskilled/lower-skilled employees
• Physical location – advances in IT change the traditional bonds between workforce and workplace; our remoteness as both strength and weakness
• New values in the workplace
• Centralization/decentralization; on-campus vs. off-campus resources
• What does the physical workplace of the future look like
• Relationship between employer and employee – less permanent, non-standard work arrangements
• Governance, decision making

III. Environmental Scan
• Best practices from higher education and industry
• Look to other intensive, high customer touch, service industries (consulting firms, law firms, accounting firms, professional sports teams): how do they support their customers (our students and alums) and key employee groups (faculty)?
• Look at great companies to work for: what can we learn from them

IV. Resources: What do we need to be successful?
• Workforce education – skills, professional development
• Financial incentives
• Upper Valley/regional infrastructure – housing, transportation, public schooling, technology
• Outsourcing

V. Mechanisms and procedures for promoting success
• Best practices from higher education, industry
• Recruitment and selection
• Workforce training and education – adult learning, continuing education
• Strategic partnerships with major regional employers; primary and secondary education; community/technical colleges
• Investment in broader educational community
• Performance management
• Merit and incentive pay; benefits

WORKING GROUP COMPOSITION
• 9-15 members total, excluding ex-officio
• Administrators and faculty from SE-SPAC and the Dartmouth community will be selected with particular focus on increasing diversity and experience
• Nominees (including self-nominees) will be selected in consultation with respective Vice Presidents and Deans
• ex-officio: Maria Laskaris (SE-SPAC Co-Chair; Dean of Admissions), Martin Wybourne (SE-SPAC Co-Chair, A&S, Vice-Provost), Denise Anthony (F-SPAC Chair (A&S))

APPENDIX: ADDITIONAL INFORMATION

GENERAL CHARGE TO WORKING GROUPS

• Address topics defined by SE-SPAC and F-SPAC, ensuring attention to Guiding Principles and Guiding Questions
• Coordinate with SE-SPAC and F-SPAC to refine definition of topics
• Identify, gather, and analyze data
• Explore external factors and trends
• Seek input broadly
  o After producing status reports, seek proposals on specific topics
  o Consult various groups as needed
• Establish routines for periodic communication with staff, faculty, and advisory committee(s)
• Prepare draft report and recommendations
• Prepare final report, incorporating advisory committee feedback

SUPPORT FOR WORKING GROUPS

Staffing support will be provided for scheduling meetings, taking notes, circulating information and documents, copying, etc. Small budgets will be provided for meetings, lunches, retreats, travel, etc.

WORKING GROUP REPORT

All working groups will deliver a final report including:
• Executive Summary
• Definition of topic and scope
• Description of working group process
• Presentation of key data/information and analysis
• Options considered, pros and cons
• Recommended actions and timetable
• High level discussion of resource implications for recommended actions
• Relation of the topic and recommendations to the Guiding Principles
• Relation of the topic and recommendations to the Guiding Questions
• Description of how progress/success in reaching goals will be measured; what are the metrics of success?
• Appendices—data, analyses, or other supporting materials