

# CUPA-HR Learning Framework

## Key Higher Education HR Professional Expertise & Knowledge:

- 1 Understanding Higher Education
- 2 HR Operations (domestic & international)
- 3 Benefits
- 4 Compensation
- 5 Budget & Finance
- 6 Recruitment
- 7 Employee/Labor Relations
- 8 Employee Development
- 9 HR Data & Systems
- 10 Risk Management, Compliance & Public Policy
- 11 Organizational Development & Planning

## Building & Developing Self & Others

- 1 Self Awareness
- 2 Critical Thinking
- 3 Relationship Management
  - Conflict engagement
  - Facilitation skills
  - Consulting skills
  - Challenging established practices
  - Constructive inquiry
  - Collaboration
- 4 Change Management
- 5 Ethics
- 6 Communication
- 7 Cultural Competency
- 8 Diversity, Equity & Inclusion
- 9 Establishing Credibility and Accountability
- 10 Team Building
- 11 Coaching
- 12 Leadership
- 13 Mentoring

## Building & Developing Talent & Your Organization Management

- 1 Identifying & Recruiting Talent
  - Sourcing & recruiting
  - Workforce planning – principles & models
- 2 Mission-Driven Performance Management
  - Aligning talent (the right people on the bus & in the right seats)
  - Aligning performance to mission, strategies, goals
  - Measuring performance & outcomes
  - Recognition, rewards, strategic retention
- 3 Employee & Leadership Development
  - Career development
  - Continuous learning
  - Adaptive leadership
- 4 Cultural Architect & Steward
  - Inclusivity
  - “Employer of Choice” mentality
  - Diversity & internationalization of talent & talent pool
  - Creating conditions that enable employees to perform at their very best
  - Changing environment & nature of work
- 5 Professional Network

## Accessing/Utilizing Knowledge, Information & Technology

- 1 Leading the Way: The Higher Ed Business Model
  - Metrics that matter to whom?
  - Measuring the work & defining what success looks like
  - Understanding demographics from your own institution
  - Diversity & inclusion data
  - Building an HR model for the future
- 2 Collaboration & Managing Key Relationships
  - Working with constituents—focus on them with data
  - Managing vendor relationships
  - Asking the right questions
- 3 HR Transformation
- 4 Process Reengineering & Practice
  - Insourcing rather than outsourcing
  - HR technology tools that will help leverage HR work
  - Making the case for technology investment
  - Social media/networking

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# CUPA-HR's Strategic Priorities

Six strategic priorities guide the work of CUPA-HR.

- 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.



College and University Professional Association for Human Resources

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