Progression of the Profession

Formal Education Trends In Developing and Recruiting Compliance Professionals

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Panel Members

Alice M. BrightSky
Senior Director, Compliance Programs
Fordham Law School

Colleen Dorsey, Esq.
Director, Organizational Ethics & Compliance
University of St. Thomas

Melanie R. Kay
Director, Daniels Fund Ethics Initiative
University of Colorado Law School

Ryan Meade, JD, CHRC, CHC-F
Director Regulatory Compliance Studies
Loyola University Chicago School of Law
New programs and methods for developing the next generation of compliance professionals

• Hallmark of a “profession” is steep learning curve that requires specialized experience or education

• “Compliance & Ethics” qualifies as a profession but tremendous need for talent

• Evolution and growth of field – first generation of C&E professionals often came from diverse backgrounds and built programs from the ground up.
  • Next generation requires professionals with skills and experience in C&E to be able to hit the ground running

• Universities leading the way in the development of this profession by offering:
  * Masters degrees
  * LLM for lawyers
  * Certificates

New programs and methods for developing the next generation of compliance professionals

• Universities also partnering with industry to develop courses for students that offer big picture theoretical insights and practical know-how

• Universities are new to compliance and ethics education but have much to offer:
  ✓ Spark conversations to help us imagine a better society, then marshal the teaching and research resources needed to help achieve it.
  ✓ Offer both broad, high level foundational courses as well as subject specific specialty areas.
  ✓ Can enable existing C&E professionals to take career to the next level.
Benefits and Challenges in Hiring New Graduates

Benefits:
1. Companies don't need to take risks on people for these roles – graduate is committed to career
2. Graduates show an understanding of the field
3. Succession planning for future generation of leaders of compliance
4. Students often come with relevant experience – e.g., have done externships with real work, or completed realistic projects for classes and are already familiar with expectations, or transitioning career with analogous skills
5. Optics for regulatory agency – shows rigor and commitment of the company

Challenges:
1. Onboarding required of new hires
2. Geographic challenges (compliance is a national market for graduates)

Approaches for Recruiting New Talent

- Incorporate information regarding degree or certificate programs into recruiting programs
- Road shows
- Formal channels
- Compliance Externships
- Online education
- Relationships/pipelines from industry
- Focus groups
What does the audience see as needs in the area of education?