Progression of the Profession
Formal Education Trends In Developing and Recruiting Compliance Professionals

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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?