Save the Date

ANNUAL MEETING
November 9-11, 2020
Park Lane Hotel
New York, NY

From the Chair

To the ARU-HR Institute Community:

It is an exciting time for our organization and the future of the ARU – HR Institute! Our organization has evolved to be a community where HR professionals can interact and elevate discourse and leadership effectiveness that enables us to define and shape our ever-changing role in higher education.

I am both humbled and privileged to serve as your Chair for 2020, and I want to thank Laurita Thomas, President, and all the members of the board for their dedication and enthusiasm as we take up this year's work.

As universities evolve and adapt to changing priorities and challenges, it is important to acknowledge the changing nature of this organization as well. We are pleased to welcome new members and grateful to have so many diverse and important voices from across the higher education field. It is vital that our organization's priorities and focus reflect all of our unique perspectives, experiences and needs as HR leaders at some of the nation's most complex universities. We will continue to foster a community that embraces connection and shared learning. To that end, I would like to highlight two new HR Institute initiatives: First, Laurita has undertaken the responsibility for creating this newsletter, Inform, to keep us connected with one another and aware of our collective experiences and resources. Second, we have initiated a mentoring program to match newly appointed CHROs in higher education with more senior members of the organization. I encourage all of you to take advantage of this opportunity to learn from each other and share experiences.

As a sign of our increasing capacity to define our contributions, we will work to build a model of "Developing a World-Class CHRO" within higher education. This effort will be led by board member John Whelan and gives us all an opportunity to contribute to the field. Let's strengthen the higher education workplace together!

All of you are exceptional HR leaders bringing expertise, knowledge and energy to the HR Institute community. I hope you find ways connect with fellow HR leaders and interact throughout the year. I look forward to seeing you again for our annual meeting in New York City on November 9 - 11, 2020!

ERP Survey
BY JODI GENTRY

Earlier this month, we asked: "What ERP system are you using and is that system just for HR or does your university have a different ERP provider for HR, Finance, and/or Student?" Twenty-seven universities responded to this general inquiry. Of those who responded, eight are using PeopleSoft for HR support, another seven are using

New Mentoring Program Initiated

Sixteen CHRO pairs are participating in a new program that matches mentees with less than 3-5 years of experience as a CHRO in higher education with a more experienced mentor. This program will be a pilot for one year and then evaluated for continuation. Initially, the matched pairs should have a monthly telephone call. The mentor will be available to serve as a colleague for resource identification, strategy development and general consultation. The mentee should prepare an agenda for the call with focused questions or topics for discussion. The pair should establish norms and goals for their time together in the first call. Each pair should have made arrangements by now for their first call. We are excited about supporting this executive development for our members. For questions and suggestions, please contact president Laurita Thomas, laurita@umich.edu.

From the Editor

The ARU-HRI Board of Directors are excited to share this inaugural issue of Inform with our members. Our primary goals are to periodically share with you information about our programs, facilitate networking among our members, enhance your executive development, prepare for the annual meeting and build Institute leadership resources. The focus is intended for ARU-HRI members and not a more general HR audience. Your comments, suggestions, questions are always welcome and should be submitted to Laurita Thomas, Editor.

Signing off for now.

Profile Survey Coming

Have you ever wondered how many ARU-HRI members:

- have experience outside of higher education and where
- have expertise in major change or any other specialty area
- have been or are members of the faculty
- have published articles or books
- are willing to serve on board committees
- have presented and on what topics at national conferences
- are certified professionals and by what organization
- *and more!*

If you have questions you would like to see in our member profile survey, please submit those to president Laurita Thomas by March 16. Look forward to participating in the member profile survey later in March. Of course, the more participation we have, the more value the data will have.

Introducing our newest members

Manuel Cuevas-Trisán became Vice President and Chief Human Resources Officer of Northwestern University in December of 2019. In this capacity, he provides University-wide strategic leadership for human resources practices and policies, Talent and Leadership Development, Total Rewards, Benefits, HR Operations, Payroll & Tax, Talent Acquisition, Learning, and Employee/Labor Relations, as well as joint oversight to the Office of Equal Opportunity and Access.

Prior to joining Northwestern, he had a successful career as in-house employment counsel at Chicago-based Motorola Solutions in roles of increasing responsibility, culminating in his combined role as lead employment counsel and Chief Human Resources Officer. His CHRO tenure at Motorola Solutions (Q3 2015-Q2 2019) marked a period of remarkable transformation of the company's business model and focus—from communications hardware and devices, to mission-critical services and software solutions for public safety and enterprise customers.

Under Manuel's leadership, Motorola's Human Resources repositioned itself as a leader in talent development and acceleration. At the BoD level, Manuel made senior leadership succession a priority and executed C-level and officer-level succession plans at multiple levels. He spearheaded the launch of "People First Academy", an award-winning platform to develop line managers' capabilities. As part of his talent strategy, he shifted the collective orientation of High-Potential programs into a model based on individualized talent interventions, while embedding inclusion and diversity principles in all stages of the employment life-cycle.

In his capacity as lead employment and data protection lawyer for Motorola Solutions, Manuel and his team sustained the lowest rate of employment disputes in over 10 years and oversaw a GDPR-compliant Privacy program for the company.

Prior to joining Motorola as Employment Counsel in 1998, Mr. Cuevas-Trisán worked at the Puerto Rico law firm of McConnell Valdés and served as a judicial clerk at the Puerto Rico Court of Appeals. He received his B.A., magna cum laude, from the University of Notre Dame, and earned his J.D., cum laude, from the University of Puerto Rico, School of Law. He obtained Information Privacy Professional (CIPP) and Information Privacy Manager (CIPM) certifications from the International Association of Privacy Professionals in 2011 and 2013, respectively. In November of 2019, Manuel completed a Master's Degree in Executive Coaching & Leadership through Universitat de Barcelona/OBS.

From the University announcement: **Dr. Helena A. Rodrigues** has been appointed as the University of Arizona Vice President and Chief Human Resources Officer (CHRO) following a national search that attracted numerous excellent candidates. Helena has served as Interim CHRO since June 2019, and she will assume the permanent role immediately.

Prior to her appointment, Helena served in successive leadership roles within Human Resources, helping the University adapt to seemingly intractable challenges, such as the employer mandate of the Affordable Care Act and the comprehensive revision of our approach to compensation, recruitment, and career progression through programs including the University Career Architecture Project. She also served as Director of the University's National Science Foundation ADVANCE Program, a seven-year project promoting faculty development, educating campus leaders on unconscious bias, and implementing more equitable hiring and promotion practices. Before joining the University in 2007, she held HR roles in a start-up diversity consulting firm and a large software development firm, as well as a faculty position at the University of Florida.

Helena has gained a reputation for her willingness to explore new, innovative ways to support the University community – such as currently serving as Co-Chair for the Integrity, Ethical and Responsible Conduct Committee, one of the University's five Higher Learning Commission Accreditation committees. She also recently completed a three-year term as Co-Chair of the Diversity Coordinating Council and is the immediate past President of the Board of the Arizona Chapter of the College and University Professional Association for Human Resources.

She earned a bachelor's degree in political science from Providence College in Rhode Island, and a master's degree and Ph.D. in political science from the University of Iowa.

ERP Survey *(continued from page 1)*

(or are in the midst of changing to) Workday, four referenced SAP, three are using Oracle, two are using Banner, and two are using homegrown systems. We also asked what systems were being used for Financials. Six are using Workday, another six are using Oracle. Four are using PeopleSoft for financials, and another 4 are using SAP. Two are using Banner, another two are using Kuali, and two are using some type of other system. For details, please see the attached PDF, which also includes information about student systems. Thanks to everyone who participated.

ERP Usage:

UNIVERSITY OF ARIZONA
• For HR, Student, and Research—PeopleSoft
• For Financials—Kuali (but are actively investigating and ultimately pursuing a new system)

BERKELEY
• UC Path for Payroll and HR (Berkeley's own)

BOSTON UNIVERSITY
• SAP as an ERP (HR, Finance (including AP/general ledger, Payroll)
• Do not use it for student (SIS) right now except having the current student system feed to payroll to cut checks. Currently assessing options for SIS

BRANDEIS UNIVERSITY
• Just went to Workday on July 2019 for HCM and Finance
• Workday Student is in process

BROWN
• Workday and it's the system of record for all employees, including student employees
• Matriculated undergraduate and graduate students are on a different system
• Our finance division has just implemented (this past week) an integration into Workday

UNIVERSITY OF BUFFALO
• For financials and HR, we are on a homegrown State Oracle platform
• As a NY State agency, we have to run all of our payrolls across the State through our Office of the State Controller. All of our research activity and costs are run through a separate State-wide organization (SUNY Research Foundation). The RF folks are all on a separate financial and HR system – that is Oracle E-Business Suite. On our campus – we have approximately 1600 RF employees – whole different benefits plan, salary structures, etc.
• For students, we use PeopleSoft
• We have also built our own data warehouse tool for our campus which we feed in all information for the three funding sources (3rd one on our campus is the UB Foundation)

CALTECH
• Oracle is used for HR, Finance and Grants. It feeds to the student system, Exeter.

UNIVERSITY OF CALIFORNIA SAN DIEGO
• Implementing Oracle ERP Cloud to replace legacy mainframe financial system and will use this across multiple disciplines. However, this is a separate from our planned local implementation of the University of California systemwide HR system, which is PeopleSoft HCM

CASE WESTERN RESERVE UNIVERSITY
• PeopleSoft/Oracle for all

UNIVERSITY OF COLORADO
• PeopleSoft for HR, Finance and Student

DARTMOUTH
• Oracle EBS for HR and Finance

DUKE
• SAP for HR and Finance
• PeopleSoft for Student

UNIVERSITY OF FLORIDA
• PeopleSoft for all three—HR, Finance and Student

GA TECH
• WorkDay for Financials

Impact of the Coronavirus Quarantine on HR

BY TONY KINSLOW

Our university has had several employees who have not been able to return from China because of the Coronavirus. Thank you for your responses to the survey I distributed to the membership. I learned a number of things from you and your websites and appreciated the links to your policies. I hope folks find this helpful, although I think this is still an evolving event.

PARTICIPANTS

PATTY HABERBERGER
University of Missouri

RICH HOLCOMB
University of Michigan

SABRINA ELLIS
New York University

MINDY KORNBERG
University of Washington

KYLE CAVANAUGH
Duke University

KELLY STUCK
University of Virginia

JULIA McCALLIN
Cal Tech

MICHELLE PIEKUTOWSKI
Carnegie Mellon

ADRIENNE HOWARTH-MOORE
University of Texas

JODI GENTRY
University of Florida

1. **Has your University decided to pay employees unable to return from China due to Coronavirus restrictions?** (10 responses)

YES, STAFF IN CHINA:	NO STAFF IN CHINA:	PARTIALLY:
4	5	1

2. **Did your University distinguish between employees who traveled for personal versus business reasons?** (10 responses)

YES:	NO:	N/A:
3	3	4

3. **Have you established a pay code and guidelines for emergencies such as natural disasters or pandemics? If so, how many days does it provide?** (10 responses)

YES:	NO:	VARIES:
5	3	2

Comments:
14 days due to quarantine • 80 hours of leave • 2 days

4. **Do you permit employees unable to return from China to work from there?** (10 responses)

YES:	NO:	N/A:	UNDER REVIEW:
4	2	3	1

• Will go live with a University of System instance of PeopleSoft for HCM on March 23, 2020

UNIVERSITY OF ILLINOIS SYSTEM
• Ellucian (Banner) for all three—HR, Finance and Student

UNIVERSITY OF KANSAS
• HR—Currently on PeopleSoft 9.1 but have just begun an upgrade to 9.2 and expect to go live in October
• Finance—Implemented Oracle (Cloud) Financials last year
• Student—Just completed an upgrade to PeopleSoft 9.2

UNIVERSITY OF MARYLAND
• Currently completing RFP process

UNIVERSITY OF MICHIGAN
• PeopleSoft for HR, Finance and Student. In the early stages of building our business case for a future cloud-based system

MICHIGAN STATE
• HR—SAP
• Finance—Kuali
• Student—Homegrown system. We are currently implementing Oracle as our new student system

OHIO STATE
• Currently on PeopleSoft. Going live in June with Workday for everything - HR, payroll, finance and supply chain. We are contracted with them as well for Student, but because of the system's lack of maturity in that space, it's been pushed out 2-3 years. We are also a design partner with them on the student system

PENN STATE
• Workday—HR
• PeopleSoft—Students
• SAP—Finance

PURDUE
• SAP / SuccessFactors as our ERP system. SAP for financials and their SuccessFactors module for HR systems. Both have been somewhat recently implemented with financials going live in July 2018 and SuccessFactors going live in January 2019

RICE UNIVERSITY
• Currently Banner for HR/Finance/Student. We are implementing Oracle cloud for Finance/Procurement/HR/Payroll. Student will remain on Banner

UT AUSTIN
• Workday for both HR and Payroll
• Not moved to Workday financials or the student application at this time

VANDERBILT
• Oracle Cloud for both HR administration and finance (not student)

UNIVERSITY OF VIRGINIA
• Workday for HCM modules, including core HR, and recruiting, LMS, performance, etc. across both the Academic Division and the Medical Center. Also implemented the payroll module across both of those. Finance, in the Academic Division, will go live on Workday in July 2021. The Medical Center is engaged in the Finance project at a governance level and in the establishment of the chart fields, but they are not going live on Workday at this time. They feel like Workday procurement model is not where they need it to be.

UNIVERSITY OF WASHINGTON
• Workday for HR and putting in finance