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Welcome New Board Members



AMANDA BAILEY

Amanda Bailey is the Vice President of Human Resources at Brown University. Prior to her appointment at Brown, Bailey was the Associate Vice President and Acting Chief of Staff at Morehouse College. With twenty five years of professional experience in human resources, Bailey has held senior human resources leadership positions over the past decade at secondary and post-secondary educational institutions. Bailey is a national board member of CUPA-HR and an advisory council member to the Anne Frank Center for Mutual Respect headquartered in New York City. Bailey also serves on the boards of several local, non-profit organizations in Rhode Island and has been a panel committee reviewer of human resources operations with the Council of Great City Schools since 2013. Bailey has previously served as a SHRM chapter board member. Prior to serving in education, Bailey previously held HR positions at American Express and other private organizations.

Bailey earned a bachelor's degree from Florida Atlantic University and a master's degree in Human Resources Management and Labor Relations from the University of Rhode Island.



DIANA DUTTON

Diana Dutton is Associate Vice-Principal, Human Resources and Chief Human Resource Officer for McGill University. Diana has over twenty-five years of experience in university administration and human resource management, having held senior administrative positions at the Faculty level, in the Office of the Provost, and in Human Resources.

Diana holds a BFA in Art History from Concordia University, a Graduate Diploma in Management, and an MBA in Human Resource Management, both from McGill University. McGill's Human Resources department provides support and services for the University's more than 10,000 faculty and staff.



EUGENE WHITLOCK

For five years, Eugene served as Vice Chancellor, Human Resources, and General Counsel of the San Mateo County Community College District, which serves 45,000 students across three colleges. In his human resources role, Eugene led the District's equity-focused recruitment which resulted in the increased hiring of staff and faculty from underrepresented

backgrounds. He championed professional development opportunities for employees, developed workshops and training on harassment and discrimination, and led efforts to support faculty and staff in order to enhance the employee experience. As a passionate advocate for diversity, equity, and inclusion, Eugene has been invited by the California

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From the President



REMINDER:

During the annual meeting on November 10, 2020; we will discuss where to hold the annual conference for future years. This 3 minute survey will inform that discussion. Your input is very important. If you have not already, please complete:

<https://www.surveymonkey.com/r/AnnualMeetingLocationSurvey>

Our Annual Conference Advancing the World Class CHRO is available for registration until October 30: aru-hrinstitute.org.

In service,
Laurita

Thank You

TO OUR

**Annual Conference
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**NAVIGATING NEW WORKFORCE CHALLENGES:
*CUPA-HR's Workforce Planning Tool***

PREPARED BY SARAH NADEL-HAWTHORNE, PH.D.

Since March, the COVID-19 pandemic has impacted the higher education workforce. Budgets have been cut, hiring freezes have been implemented, remote work has become normalized, some institutions are rethinking outsourcing and shared services, and new policies and procedures have been crafted to adapt to shifting risks and priorities. In response to these changes and the need for CUPA-HR members to have a sense of what their peers are doing, CUPA-HR created the Workforce Planning Tool (WPT).

The WPT was developed and vetted by CUPA-HR members for CUPA-HR members to serve as a central repository of information that captures multiple facets of the higher education response to the effects of the pandemic related to the workforce. Topics include fall instruction, budget changes/impacts, remote work, child/daycare provisions, outsourcing and shared services, and more. To date, over 230 institutions have participated in the WPT, allowing them to utilize this resource to better inform decision making within their institution.

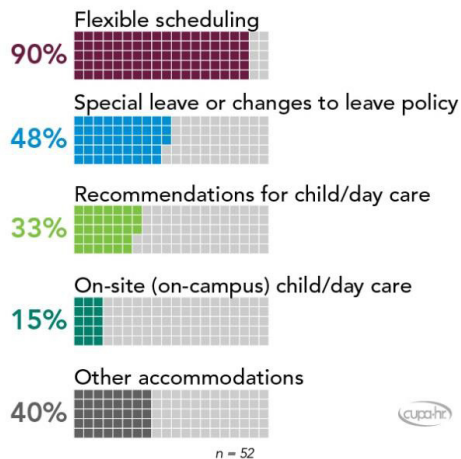
The WPT is designed so that participating institutions can report their current status surrounding various topics and update their responses as changes are made within their institution. The results from other participating institutions can be viewed at any time by WPT participants. Results are provided in both a spreadsheet and dashboard form, which can be sorted based on different variables (e.g., Carnegie classification, public affiliation, etc.). This allows institutions to compare their actions to their peer institutions and use guidance and actions taken by their peers to inform their own decisions.

WORKFORCE PLANNING TOOL SNAPSHOT

As the fall term has commenced, new questions have emerged within institutions as they continue to make changes to their policies and procedures due to the pandemic. As such, the WPT continues to evolve by adding new questions to continue to serve as a source of information and guidance for participating CUPA-HR members. One such newly added question focuses on child/daycare accommodations for faculty and staff, as over the past month, this has presented as a new challenge within higher ed.

2020 Fall Workforce Planning Tool

Child/Daycare Accommodations



Remote work has been identified as another new challenge higher education institutions are facing regarding policies and best practices. Questions surrounding faculty remote work policies, staff remote work policies, and the percentage of both faculty and staff who are currently working remotely have been added to the WPT based on participant feedback.

Eugene Whitlock

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Community Colleges State Chancellor, community colleges, and K-12 school districts throughout California to deliver training to Board members, administrators, faculty, and staff. In 2017, Eugene's work was recognized by his peers who selected him for the "Progress in Diversity" award given for "Outstanding Achievement in Support of Diversity in the Higher Education Community."

In his role as General Counsel, Eugene advised the District on general litigation, privacy and data security, wage and hour rules, disability, accommodations, leave policies, contracts, the Brown Act, the Education Code, and the Labor Code. Eugene also led the District's International Student Program, focusing on growing the program's enrollment of students from Africa and South America.

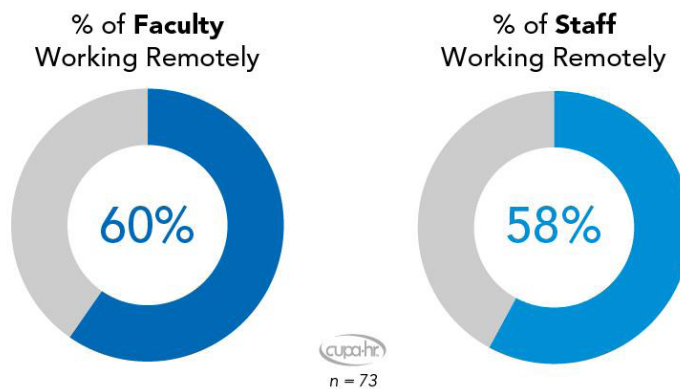
Prior to joining the Community College District, Eugene's professional background includes legal, investment banking, and project management roles in the U.S., Germany, Japan, and Venezuela. He has a strong affinity for academia and learning that brought him to the Community College District, and now to Berkeley.

Eugene obtained his undergraduate degree in Biological Sciences from Stanford University and earned his law degree cum laude from the University of Michigan. He is also a fluent speaker of Spanish and German.



CUPA-HR'S Workforce Planning Tool (continued from page 2)

2020 Fall Workforce Planning Tool



HOW TO PARTICIPATE

CUPA-HR invites all CUPA-HR members to participate in the WPT. This tool has been designed to be completed by the most senior HR leader on campus or their designee. Go to <https://www.cupahr.org/knowledge-center/covid-19-resources/workforce-planning-tool/> to participate. If your institution has already participated, consider updating your responses if you have not done so lately. We anticipate that as we get further into the semester, institutions will be changing their responses as risks and priorities shift.

Participation should take approximately 13 minutes the first time. Upon completion of the WPT, an email will be sent to the individual submitting on behalf of your institution. The email will include a link to edit your responses as needed, a link to the WPT dashboard to view results surrounding each topic, and a link to a spreadsheet with all participant responses.

Participants have already described the tool as a key resource and necessity in developing their own policies and procedures, and we know you will find it just as useful! The WPT is a CUPA-HR members-only resource, and only participants can access the results, which are free. All questions or comments regarding the WPT can be submitted to CUPA-HR's research team at research@cupahr.org.

University Wide Pay Equity Analysis

PREPARED BY THERESA MILAZZO

Carnegie Mellon:

- Has just developed a plan for pay equity analysis.

Harvard:

- The HR Practitioners' Toolkit: online, hosts a range of compensation tools for HR professionals (FLSA, bonus guidelines, etc.). We post our salary ranges on the public website: <https://hr.harvard.edu/salary-ranges>
- Job Framework: we employ benchmarks for each of our job functions to ease review and job slotting. Currently, these benchmarks are under review and refinement, and HHR Compensation leads this project, working closely with our HR colleagues and functional subject matter experts across the university. Here is a link to our progress: <https://hr.harvard.edu/admin-prof-job-descriptions>
- Internal Metrics: published twice a year by HHR Compensation, the salary average by job code report provides metrics to aid data driven decisions, used to generate target salary offer ranges and support base salary adjustment decisions.

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SURVEY RESPONSES:
Mediation Program Development Survey

SEPTEMBER 14, 2020, 8:47 am EDT

PREPARED BY MICHELLE PIEKUTOWSKI

Q1 - What university are you affiliated with?

Dartmouth College – no mediation program

University of Michigan

Indiana University – no mediation program

Cornell University – no mediation program, offers Diversity & Inclusion certificate program

University of Texas at Austin

Brown University – no formal mediation program

Q2 - What (if any) assistance did you get from vendors/third parties in establishing your program and training?

Dartmouth - N/A

Univ. of Michigan - External trainers provide the initial training for mediators.

University of Texas at Austin - We did not have external assistance in developing our program but are receiving consultation and training from the University of San Diego around Restorative Justice.

Brown University - Brown doesn't have a formal mediation program in place.

Q3 - What training are your mediators required to complete?

Dartmouth - N/A

Univ. of Michigan - Mediators take a 40 hour mediation training that is approved by our State Court Administrative Office.

University of Texas at Austin - Must be a certified mediator. Going forward will need to be trained in RJ. We have had an HR professional, an attorney and now a Social Worker who is a certified group psychotherapist in the position. Ability to do the work is the most important part.

Brown University – N/A

Q4 - How are your mediators identified?

Dartmouth - N/A

University of Michigan - Ad hoc, volunteers

University of Texas at Austin - Although there are several people within HR, the Ombuds Office and EAP that are trained as mediators, our office only has one staff member and a shared administrative associate.

Brown University – N/A

Q5 - How many trained mediators do you have?

Dartmouth - N/A

University of Michigan - Dozen?

University of Texas at Austin - 1 but we also offer an internship for Social Work masters students that expands our staffing resources

Brown University – N/A

Mediation Program Development Survey *(continued from page 4)***Q6 - Who/what area (unit/department) is responsible for your mediation program?**

Dartmouth - N/A

Univ. of Michigan - The office used to be stand alone, but then it was placed within our Office for Institutional Equity. There have been recent discussions putting it within our new Office of the Staff Ombuds. The Staff Ombuds has a trained and experienced mediator who also provides mediation through that office.

Cornell's School of Industrial and Labor Relation (ILR)?

University of Texas at Austin - Human Resources. There is also an Ombudsperson that offers mediation and reports to the Office of the President and a new Restorative Justice Center is being developed under the auspices of the Department of Diversity and Cultural Engagement

Brown University - If any mediators will be used for Title IX administration, it will be the Office of Institutional Equity and Diversity

Q7 - Have you seen success with a mediation program?

#	Answer	%	Count
1	University of Texas at Austin, Univ. of Michigan - Yes	66.67%	2
2	No	0.00%	0
3	Brown University - Not sure	33.33%	1
Total		100%	3

Q8 - What are some pitfalls/lessons learned that you can share with someone just starting out with establishing a mediation program?

Dartmouth - N/A

Univ. of Michigan - Not all people trained as mediators are created equally and will have varying levels of experience. I would invest in some additional training and continued development beyond an initial training.

University of Texas at Austin - Our mediation program is incorporated as part of the Alternative Dispute Resolution services which includes preventive training, consultation around communication and management, mediation, negotiation, and our formal grievance process. It is important to understand that mediation is only one part of a comprehensive conflict management program.

Brown University - N/A

Q9 - Did you create new policies/procedures as a result of the program?

#	Answer	%	Count
1	University of Texas at Austin - Yes	33.33%	1
2	Univ. of Michigan, Brown University - No	66.67%	2
Total		100%	3

Q10 - What new policies/procedures were established?

University of Texas at Austin - As referenced in previous narrative, having a comprehensive program instituted new procedures under the grievance policy

Q11 - Did anything surprise you when this program was established?

Dartmouth - N/A

Univ. of Michigan - Not that I can think of at the moment.

University of Texas at Austin - I was not in this position as the program was established. What surprised me upon taking the position is how little training managers receive in how to do their jobs well.

Brown University - N/A

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University Wide Pay Equity Analysis (continued from page 3)

- External Market data; hosted by HHR Compensation; we use Market Pay to post survey results for industry and higher education, and this portal allows us and our HR Business Partners to review and analyze data as pay decisions are made.
- Ongoing job reviews: HHR Compensation collaborates on individual cases and departmental reviews to ensure consistency. We also assist with the communication aspect of the analysis and outcomes.
- Formal Equity Analyses: Our office works with our General Counsel and an outside consulting firm to produce analyses (OFCCP and MEPA); DCI: <https://www.dciconsult.com/success-story/pay-equity-analysis>. Results are then shared with units/schools as needed for follow-through.

Indiana:

- Close to finishing a 2-year comp structure realignment that will reduce the number of unique job descriptions so that we can perform internal and external compensation equity analyses.

Virginia:

- Will be starting a university-wide analysis likely in the next several months.
- Plans to have an outside firm conduct the analysis after the methodology is solidified.

Brown:

- Has conducted a pay equity analysis (for staff) administered by the legal team for confidentiality purposes.

UC Irvine:

- Fair Pay initiative uses a statistical analysis to look at pay within “substantially similar groups”. Outliers from the analysis are reviewed with the business unit on an individual basis and recommendations are made for improvement for true outliers.
- Analysis conducted by the Total Rewards team; methodology developed by an outside consultant using Syndio software.

Mediation Program Development Survey (continued from page 5)

Q12 - What advice would you give a university starting to establish a mediation program?

Dartmouth - N/A

Univ. of Michigan - Keep it under one roof (either on it's own or within a unit that makes sense), keep engaged with your mediators and keep them trained, doesn't have to take much.

University of Texas at Austin - Establish a comprehensive Conflict Management and Dispute Resolution program rather than a drop-in mediation program.

Brown University – N/A

Q13 - Is there anything you wish you could change with your existing program?

Dartmouth - N/A

Univ. of Michigan - Yes, move it under the Staff Ombuds umbrella or make it a separate unit. Improve marketing of office and establish a community of practice for our volunteer mediators.

University of Texas at Austin - Yes! Additional staffing. This is a very isolating position and emotionally taxing work so it is important to have a team to rely on.

Brown University – N/A

Q14 - How do you evaluate the effectiveness of your mediation program?

Dartmouth - N/A

Univ. of Michigan - Effective, but could be improved (more outreach, more training, etc.)

University of Texas at Austin - We use post service, including mediation, surveys. We also evaluate utilization, identify trends.

Brown University – N/A

Q15 - Is there someone at your college/university who can we contact for more details?

#	Answer	%	Count
1	Univ. of Michigan, Brown University, University of Texas at Austin - Yes	100.00%	3
2	No	0.00%	0
	Total	100%	3

Q16 - If yes, please list their name and contact information.

Dartmouth College - Scot R. Bemis, CHRO, Scot.R.Bemis@Dartmouth.edu (no mediation program)

University of Michigan - Jennifer Symanns (jsymanns@umich.edu / 734-660-9123)

Indiana University - No mediation program, but interested in project for own reference - John Whelan, whelanj@iu.edu

Cornell University - Peter Rogoff, Director, Corporate Programs, Cornell Univ. External Education - peter.rogoff@cornell.edu – has online professional development programs (Counteracting Unconscious Bias)

University of Texas at Austin – Deborah Sharp - deborah.sharp@austin.utexas.edu

Brown University - If the program is to administer Title IX matters, Rene Davis (lajuan_davis@brown.edu) is the Brown University contact.