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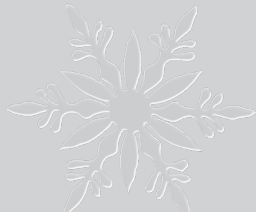
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LAURITA THOMAS

ex-officio board member

President



Introducing our 2021 Vice-Chair



Felicia A. Washington

Senior Vice President of Human Resources, University of Southern California

Greetings distinguished ARU-HRI members:

It is an immense honor to be elected Vice-Chair. Our most recent virtual conference exemplifies why ARU-HRI is such a valuable organization and resource for HR leaders. The passion that the planning team invested into hosting an engaging event that provided relevant and valuable content and meaningful

opportunities for making connections was truly awe-inspiring. I think we can all agree that each of the speakers did a fantastic job of providing information that we can use to elevate service and experiences for employees at our universities.

One of the most valuable elements of the recent conference, and what I look forward to most as Vice-Chair, is continuing to build connections with you and finding more opportunities for us to do so. Working in higher education, our calling is so much more than in typical organizations; we are part of institutions that are educating the leaders of tomorrow, creating solutions for a better future, and caring for the health and well-being of those in our local communities. It makes our actions, and those of our teams, that much more important and meaningful. Through our connections, we can serve as a source of support to each other and of ideas that help us in enhancing our cultures and the experiences we create for our employees to achieve our university missions, and in turn, make a positive impact on the world.

I look forward to serving as the ARU-HRI Vice-Chair, building connections, and to collectively supporting each other in making a positive impact on our communities.

Felicia A. Washington was appointed senior vice president of human resources at the University of Southern California in June 2019. In her role, she oversees several university central offices: university

(continued on page 9)

AAU Sr. Execs Share Perspectives on CHRO Role

PREPARED BY JOHN WHELAN, INDIANA UNIVERSITY

At the annual meeting in November, we reviewed the results of the first ever ARU-HRI survey that asked AAU presidents, provosts and chief business officers about their perspectives of the CHRO role. Specifically, they rated the most important priorities for CHROs along with the most critical competencies. The participants in the ARU-HRI annual conference had a robust discussion about some key takeaways. The executive leaders of our schools emphasized that attracting and developing talent is critical for the CHRO to be successful. Additionally, these leaders believe CHROs should demonstrate a commitment to diversity, with this ranking as the very top competency from our presidents.

(continued on page 2)

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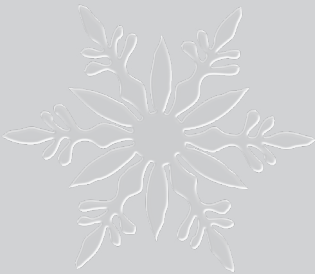
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Julia McCallin Elected Secretary for 2021



Julia McCallin was elected at the Board's December meeting to serve as secretary to fill the remaining year of Susan Basso's term. We thank past chair Julia McCallin for her willingness to

extend her term on the Board for another year. The Board expressed appreciation with commendation to Susan Basso for her outstanding contributions to the formation and development of ARU-HR Institute, having served as Chair and most recently as Secretary. We wish Susan Basso well as she has left Ohio State and considers the next chapter of her career.



AAU Sr. Execs Share Perspectives on CHRO Role *(continued from page 1)*

During this conference session, we emphasized the work yet to be done to combat the perception that CHROs are primarily compliance police following the revelation that our presidents and provosts ranked compliance as the most important responsibility of the CHRO.

The final product of this survey and research will be a report to help current CHROs further develop in our roles and to provide a roadmap for aspiring CHROs at our AAU institutions. The project committee members include Sharon

Butler, Legail Chandler, Mark Coldren, Elyne Cole, Lorraine Goffe, Carolyn Gregory, Ken Hutchinson, Julia McCallin, Laurita Thomas, Felicia Washington, and John Whelan, Chair. This committee will meet in January to decide what additional information, if any, is needed and to begin the draft report. Once the report is complete, it will be shared with all of the ARU-HRI members as well as the presidents, provosts and chief business officers at our institutions.

Individual responsibilities by position – top 5

Highest average importance ratings

	President	Provost	CHRO	CBO
1	Compliance	Compliance	Compliance	Recruit talent
2	Recruit talent	Develop talent	Organizational change	Develop talent
3	Leader accountability	Recruit talent	Culture and engagement	Talent shifts for future
4	Develop talent	Culture and engagement	Develop talent	Compliance
5	Culture and engagement	Link HR with mission	Advocate for employees	Culture and engagement

Individual skills by position – top 5

Highest average importance ratings

	President	Provost	CHRO	CBO
1	Commitment to diversity	Good judgment	Sound decision making	Good judgment
2	Recruit diverse workforce	Sound decision making	Good judgment	Collaboration skills
3	Responsiveness	Collaboration skills	Commitment to diversity	Commitment to diversity
4	Emotional intelligence	Commitment to diversity	Emotional intelligence	Responsiveness
5	Good judgment	Responsiveness	Collaboration skills	Emotional intelligence

2021 ARU-HRI Conference Planning is Underway

As we approach the end of the year, we're looking ahead to plan for another exciting annual conference and appreciate your feedback from this year's first virtual conference. Thank you to our colleagues who have agreed to lead planning efforts for our next annual conference in November 8th –10th, 2021:

MIKE ROUNDS

Vice Provost for Operations
The University of Kansas

MANUAL CUEVAS-TRISAN

Vice President and
Chief Human Resources Officer
Northwestern University

ELIZABETH ZACHARIAS

Vice President for Human Resources
Stanford University

On behalf of the 2021 planning committee, please let us know topics that will be helpful to inform our committee's next steps. You can email your feedback to Amanda_Bailey@brown.edu.

Thank you and we wish you and your loved ones a safe, healthy holiday season.

Sincerely,

Amanda Bailey

Vice President for Human Resources
Brown University
Chair, 2021 ARU-HRI Conference

Save the Date:

ARU-HRI Conference

NOV. 8-10 2021



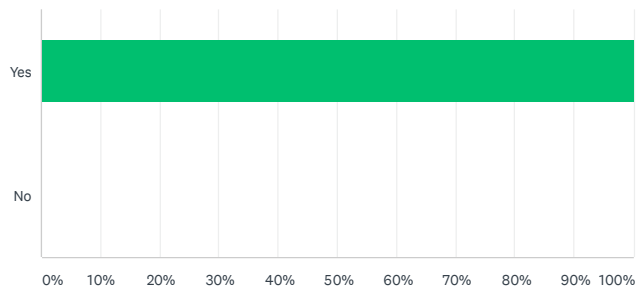
ARU-HRI Mentor/Mentee Program Sustainment Survey

PREPARED BY LAURITA THOMAS

This survey, along with the mid year feedback from the 15 pairs that participated in the inaugural program for the ARU-HR Institute members, was considered by the board at its annual meeting. The Board decided to continue the matching of CHROs with 3 years or less experience in higher education with those that have 5 or more years. See the companion article on Learning Partners for more information about the next steps.

Q1 Should the mentor/mentee program continue as Learning Partners?

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	100.00%	5
No	0.00%	0
TOTAL		5

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q2 If so, what characteristics of the current program should be retained?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Assignment of mentor/mentee	10/26/2020 4:19 PM
2	Networking opportunities.	10/26/2020 7:15 AM
3	Connecting mentors/mentees as a group to address specific topics	10/25/2020 12:55 AM
4	The one on one conversations are great as well as the group discussions on various topics.	10/22/2020 4:47 PM
5	Regular get togethers by phone or zoom	10/22/2020 4:19 PM

Q3 What additional characteristics would you recommend?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	Check-In material or guidance for mentors and mentees	10/26/2020 4:19 PM
2	None.	10/26/2020 7:15 AM
3	Allowing more time for breakout groups to address specific topics, regroup as a large group to share best practices that can be further discussed with mentors/mentees	10/25/2020 12:55 AM
4	It might be interesting to have some small group meetings where 2 or 3 sets of mentor/mentee groups come together at the same time. Just an idea. Kind of a middle ground between the 1:1 meetings and the larger group meetings.	10/22/2020 4:47 PM

(continued on page 4)

Calling for Volunteers for the Learning Partners Program

BY LAURITA THOMAS

We seek volunteers for learning partners for 2021 from our membership. If you are interested in participating in this experience, please email Laurita Thomas, laurita@umich.edu, and indicate your number of years of experience as a CHRO in higher education.

PARTNERS:

Pairs will consist of a member with three years or less experience as a CHRO in higher education and a member with five years or more experience as a CHRO in higher education. Pairs will be matched and notified in January 2021.

CHARACTERISTICS:

Initially, the matched pairs should agree to an appropriate number of phone contacts over the course of the year, e.g. a monthly telephone call. The pairs will define an agenda for their meeting in advance. Topics for consideration include hot topics for CHROs, resource identification, strategy development, executive development and general consultation. The pair should establish norms and goals for their time together in the first call.

MEETING CYCLE:

There will be two group meetings for the cohort during the year to discuss broad topics of interest. Smaller groups of pairs may meet at their initiative and discretion.

LEADERSHIP:

Carolyn Gregory will serve as the Board lead for this program. Mark Coldren will assist. Laurita Thomas, President, will support the program.



ARU-HRI Mentor/Mentee Program Sustainment Survey (continued from page 3)

Q4 If not, please identify the barriers to continuation.

Answered: 0 Skipped: 5

#	RESPONSES	DATE
	There are no responses.	

Q5 What other next steps would you recommend?

Answered: 4 Skipped: 1

#	RESPONSES	DATE
1	More programs for mentors to meet to share ideas and best practices	10/26/2020 4:21 PM
2	I recommend continuing with the program.	10/26/2020 7:15 AM
3	You are doing a great job leading this program. I don't have any other suggestions at this point. I am grateful to be a part of it.	10/22/2020 4:47 PM
4	It's a great idea - it is ok if results are spotty. Where it works, it will have been worth it!	10/22/2020 4:20 PM



Happy Holidays

and best wishes
for successful
achievements
in 2021!

Laurita Thomas
PRESIDENT

Location, Location, Location

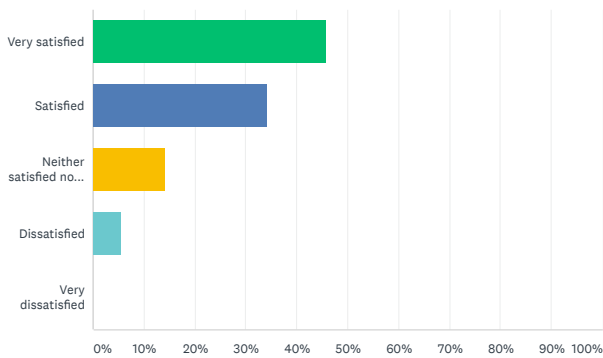
PREPARED BY LAURITA THOMAS

Following input from the members, the Board announced an annual conference location strategy during the annual business meeting. The ARU-HR Institute will meet in NYC in 2021 and every other year after that, in the odd numbered years. In the even numbered years, the meeting will travel to key cities prioritized by the members. The 2022 meeting will be in Chicago. This strategy will be revisited in 2025.

Q1

How satisfied are you with NYC as our meeting location?

Answered: 35 Skipped: 0

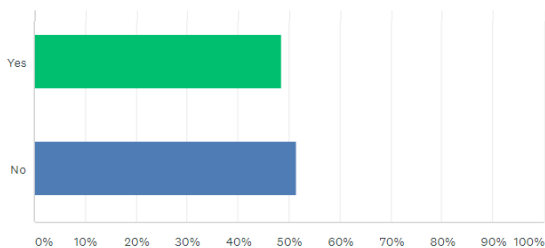


ANSWER CHOICES	RESPONSES	
Very satisfied	45.71%	16
Satisfied	34.29%	12
Neither satisfied nor dissatisfied	14.29%	5
Dissatisfied	5.71%	2
Very dissatisfied	0.00%	0
TOTAL		35

Q2

Would you prefer to meet somewhere other than NYC?

Answered: 35 Skipped: 0

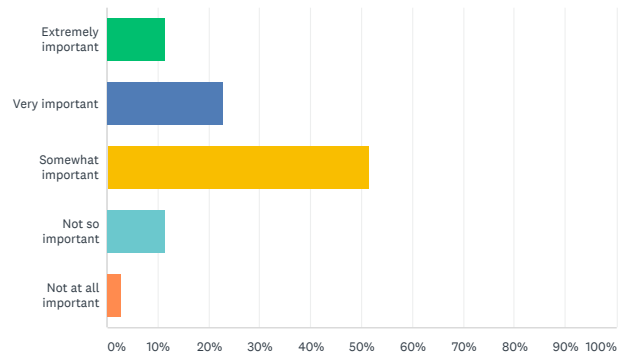


ANSWER CHOICES	RESPONSES	
Yes	48.57%	17
No	51.43%	18
TOTAL		35

Q3

How important is the meeting location in your decision to attend a meeting?

Answered: 35 Skipped: 0

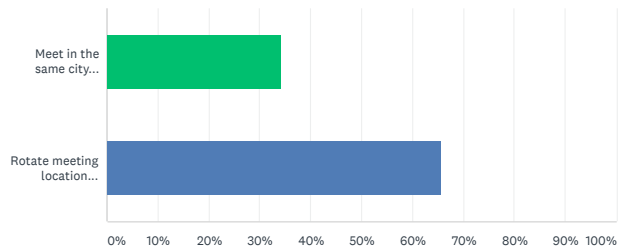


ANSWER CHOICES	RESPONSES	
Extremely important	11.43%	4
Very important	22.86%	8
Somewhat important	51.43%	18
Not so important	11.43%	4
Not at all important	2.86%	1
TOTAL		35

Q4

Which do you prefer?

Answered: 35 Skipped: 0



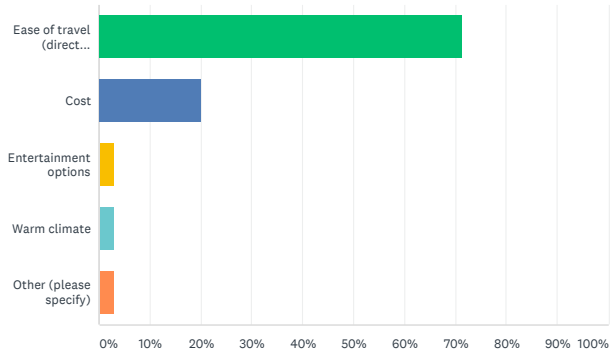
ANSWER CHOICES	RESPONSES	
Meet in the same city annually	34.29%	12
Rotate meeting location annually (east, west, central)	65.71%	23
TOTAL		35

Location, Location, Location (continued from page 5)

Q5

What is most important to you in choosing a location?

Answered: 35 Skipped: 0

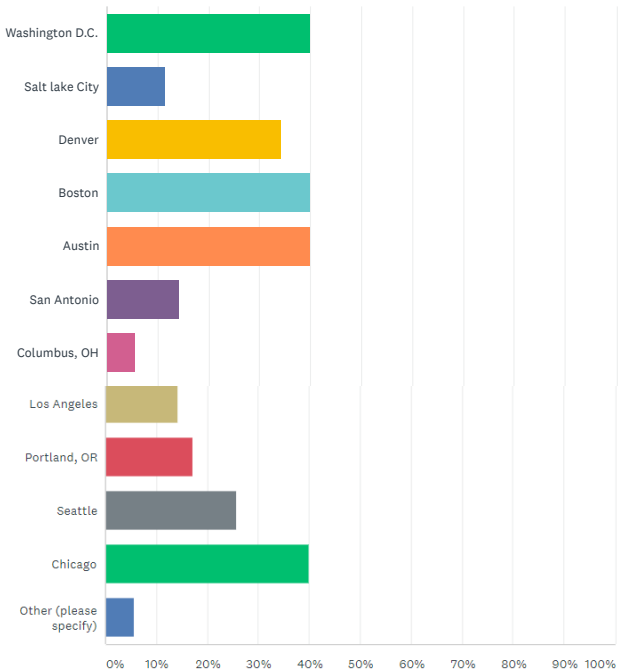


ANSWER CHOICES	RESPONSES
Ease of travel (direct flights, etc.)	71.43% 25
Cost	20.00% 7
Entertainment options	2.86% 1
Warm climate	2.86% 1
Other (please specify)	2.86% 1
TOTAL	35

Q6

If we chose to meet elsewhere and reduce the cost of meeting in NYC and comparable cities, please select three alternative cities of interest:

Answered: 35 Skipped: 0

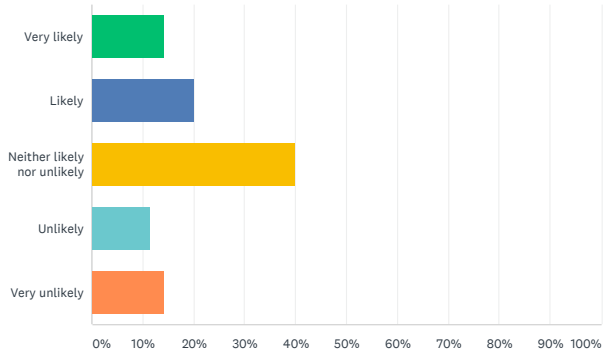


ANSWER CHOICES	RESPONSES
Washington D.C.	40.00% 14
Salt lake City	11.43% 4
Denver	34.29% 12
Boston	40.00% 14
Austin	40.00% 14
San Antonio	14.29% 5
Columbus, OH	5.71% 2
Los Angeles	14.29% 5
Portland, OR	17.14% 6
Seattle	25.71% 9
Chicago	40.00% 14
Other (please specify)	5.71% 2
Total Respondents: 35	

Q7

Would you be more likely to attend the ARU-HRI annual conference if it were contiguous to the CUPA-HR Annual Conference?

Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES
Very likely	14.29% 5
Likely	20.00% 7
Neither likely nor unlikely	40.00% 14
Unlikely	11.43% 4
Very unlikely	14.29% 5
TOTAL	35



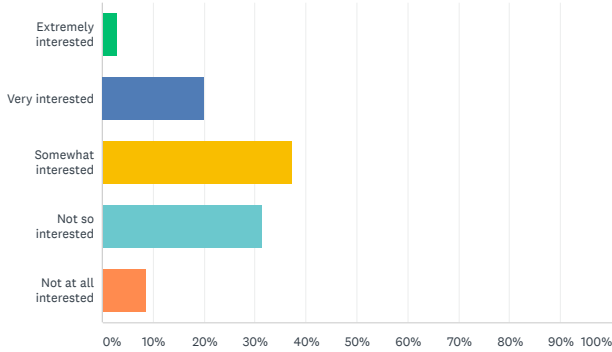
(continued on page 7)

Location, Location, Location (continued from page 6)

Q8

To what extent are you interested in meeting on a University campus?

Answered: 35 Skipped: 0

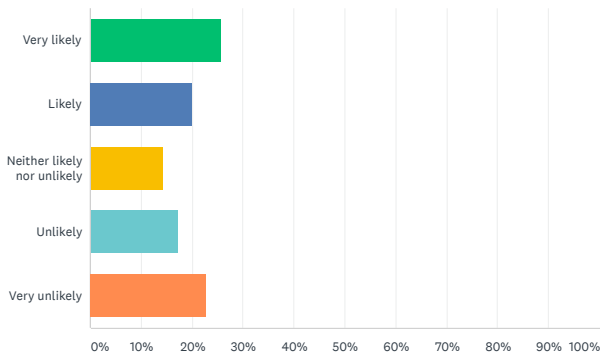


ANSWER CHOICES	RESPONSES	
Extremely interested	2.96%	1
Very interested	20.00%	7
Somewhat interested	37.14%	13
Not so interested	31.43%	11
Not at all interested	8.57%	3
TOTAL		35

Q9

How likely are you able to host our conference for 60 – 75 people on your campus?

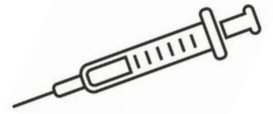
Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very likely	25.71%	9
Likely	20.00%	7
Neither likely nor unlikely	14.29%	5
Unlikely	17.14%	6
Very unlikely	22.86%	8
TOTAL		35

Flu Shot Practice Survey

PREPARED BY JOHN KOSKY, UNIVERSITY OF VIRGINIA



As institutions plan for a return to a more normal state post COVID, what is the current approach for flu shots for faculty, staff and students? Are institutions considering requiring flu shots as a work requirement, strongly encouraging this group to be immunized, or none of the above? Health care organizations historically require immunizations as a requirement as part of infection control practices, so in responses, these practices can be excluded as we are trying to understand the predominant thinking for the academic population plus students.

INSTITUTION: **UC - Berkeley** RESPONSE: Required
 Link: <https://hr.berkeley.edu/2020-flu-vaccine>

INSTITUTION: **UT - Austin** RESPONSE: Strongly Encouraged
 LINK: <https://www.healthyhorns.utexas.edu/fighttheflu.html>

INSTITUTION: **Rutgers** RESPONSE: Required
 COMMENTS: *Clinical staff, public safety personnel*
 LINK: <https://policies.rutgers.edu/sites/default/files/100-3-1-current.pdf>

INSTITUTION: **Purdue** RESPONSE: Required
 LINK: <https://www.purdue.edu/hr/COVID-19/flu-info/index.php>

INSTITUTION: **Columbia** RESPONSE: Strongly Encouraged

INSTITUTION: **UC - Santa Barbara** RESPONSE: Required
 COMMENTS: *System mandate*
 LINK: <https://ucnet.universityofcalifornia.edu/news/2020/08/new-flu-vaccine-requirement-for-uc-student-faculty-and-staff.html>

INSTITUTION: **Dartmouth** RESPONSE: Strongly Encouraged

INSTITUTION: **Univ of Southern Cal** RESPONSE: Required

INSTITUTION: **Harvard** RESPONSE: Strongly Encouraged
 COMMENTS: *State requires all students under 30 to receive flu shots*

INSTITUTION: **Boston U** RESPONSE: Strongly Encouraged
 COMMENTS: *Required*

INSTITUTION: **UNC - Chapel Hill** RESPONSE: Strongly Encouraged

INSTITUTION: **Northwestern U** RESPONSE: Strongly Encouraged

INSTITUTION: **Carnegie Mellon** RESPONSE: Strongly Encouraged

INSTITUTION: **Emory U** RESPONSE: Strongly Encouraged

INSTITUTION: **Florida** RESPONSE: Strongly Encouraged

INSTITUTION: **U of Virginia** RESPONSE: Strongly Encouraged

SURVEY RESPONSES: *Holiday Winter Break*

PREPARED BY MICHELLE PIEKUTOWSKI, CARNEGIE MELLON UNIVERSITY

Carnegie Mellon University – 2020-21 Paid Holiday Schedule

Official University Holiday	FY 2020–2021 (Observed*)
Independence Day	July 3, 2020
Labor Day	September 7, 2020
Thanksgiving Day	November 26, 2020
Day After Thanksgiving	November 27, 2020
Christmas Eve	December 24, 2020
Christmas Day	December 25, 2020
New Year's Eve	December 31, 2020
New Year's Day	January 1, 2021
Martin Luther King, Jr. Day	January 18, 2021
Memorial Day	May 31, 2021

Institutions Represented	
Brown University	University of Florida
University at Buffalo, SUNY	University of Kansas
Emory University	University of Maryland, College Park
Michigan State University	University of Pennsylvania
Purdue University	University of Pittsburgh
Stanford University	University of Virginia
University of Iowa	University of Utah
University of California, Berkley	University of Washington
University of California, San Diego	University of Florida

What paid days off do your staff have for Thanksgiving Break this year?

Answer	%	Count
Monday, November 23, 2020	0.00%	0
Tuesday, November 24, 2020	0.00%	0
Wednesday, November 25, 2020	7.69%	3
Thursday, November 26, 2020 (Thanksgiving Day)	48.72%	19
Friday, November 27, 2020	43.59%	17
Other	0.00%	0

Is this your original Thanksgiving Break schedule or are you offering a modified schedule with additional paid days off? If modified, please indicate the number of additional paid days off.

Answer	%	Count
Original schedule	94.74%	18
Modified schedule	5.26%	1
Total	100%	19

What paid days off do your staff have for your Winter Break in December/January?

Answer	%	Count
Monday, December 21, 2020	2.78%	3
Tuesday, December 22, 2020	2.78%	3
Wednesday, December 23, 2020	3.70%	4
Thursday, December 24, 2020 (Christmas Eve)	13.89%	15
Friday, December 25, 2020 (Christmas Day)	16.67%	18
Monday, December 28, 2020	9.26%	10
Tuesday, December 29, 2020	9.26%	10
Wednesday, December 30, 2020	9.26%	10
Thursday, December 31, 2020 (New Year's Eve)	13.89%	15
Friday, January 1, 2021 (New Year's Day)	16.67%	18
Other	1.85%	2

COMMENTS - What paid days off do your staff have for your Winter Break in December/January?

Other
12/14-1/3 with 5 days of paid time, and three holidays - 12/24-25 and 1/1. All other days, use PTO or unpaid.
Classes have been delayed by another week to lengthen the winter break for students -- spring break has been cancelled

Is this your original Winter Break schedule or are you offering a modified schedule with additional paid days off? If modified, please indicate the number of additional paid days off.

Answer	%	Count
Original schedule	63.16%	12
Modified schedule	36.84%	7
Total	100%	19



Introducing our 2021 Vice-Chair (continued from page 1)

HR; equity, equal opportunity and Title IX; culture, ethics and compliance; and professional standards. In this capacity, she provides the long-range strategic vision for building an integrated human capital strategy, leadership of the equity, culture, and compliance priorities, and enabling people and the development of accountability systems. She is deeply committed to advancing USC's mission by balancing the overall needs of the university with the unique needs of its schools and units.

Washington arrived at USC with decades of experience as a highly respected attorney specializing in employment law and dynamic university administrator. She built a strong reputation around implementing rigorous and ethical standards at the University of North Carolina at Chapel Hill in a similar role as vice chancellor for workforce strategy, equity, and engagement, while at the same time caring deeply about students, faculty, and staff.

Previous to her role at UNC-Chapel Hill, she spent more than two decades in private practice at the Charlotte office of K&L Gates, a multinational law firm. As an employment law partner, she litigated cases in federal and state courts and advised clients on a variety of matters, including such issues as hiring and firing, internal investigations, and regulatory compliance. She has been involved in a wide range of legal and community organizations, including service on the North Carolina Medical Board and as a member of the board of trustees at UNC-Chapel Hill.

Washington holds a bachelor's degree in economics from UNC-Chapel Hill and a juris doctorate from the University of Virginia School of Law.

She and her husband, Ron, are the proud parents of three adult children, two college students, and two grandchildren.

2020 ARU-HRI Virtual Annual Conference Recap

PREPARED BY FELICIA A. WASHINGTON, UNIVERSITY OF SOUTHERN CALIFORNIA

Overall

- ▶ Successful event, pivoting seamlessly to a virtual format
- ▶ Line-up of engaging speakers and relevant topics
- ▶ Attendees
 - 52 registered members, exceeding the goal of 50
 - Attendance reached as high as 82 when including sponsors and AAU officer
- ▶ Audience engagement and participation throughout
- ▶ Audience took advantage of the opportunities to connect in a virtual format
- ▶ Two event sponsors: TIAA and Segal

Planning Committee Observations

- ▶ Documented instructions for speakers and virtual rehearsals were key to a smooth event
- ▶ While virtual, the event still felt like a professional conference
- ▶ Sessions began and ended on time
- ▶ With five minutes of the end of break times, the majority of attendees rejoined sessions
- ▶ *Let's Connect* session was well attended
 - Although some attendees had to leave early, almost all were apologetic and clearly would have stayed longer if their schedules allowed
- ▶ If the conference were to be virtual again, committee would consider using different tools to keep in contact (e.g., Slack vs. text messaging)

Overview of Survey Results

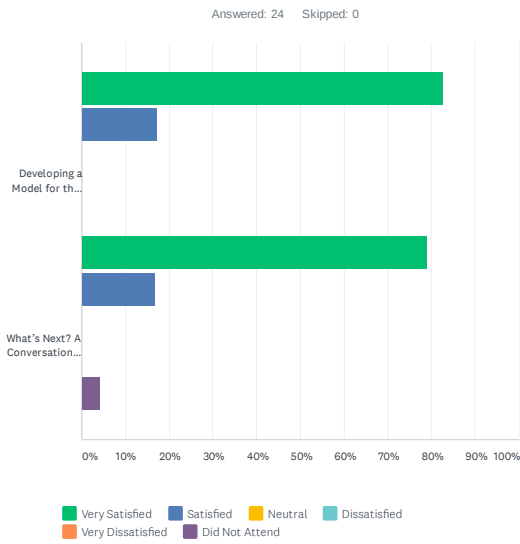
- ▶ 24 attendees completed the post-conference survey
- ▶ Generally, very positive feedback for all sessions
 - All but 2 sessions received 100% ratings of 'satisfied' or 'very satisfied'
 - No 'dissatisfied' or 'very dissatisfied' responses
- ▶ Three speakers were noted for hosting valuable presentations:
 - Roger Ferguson
 - Dr. Ana Mari Cauce
 - Dr. Shaun Harper
- ▶ Attendees enjoyed the opportunity to meet and interact in smaller groups
- ▶ Opportunities noted:
 - One request was received to record the entire event
 - A handful of comments noted they would have liked more breaks and a longer lunch break given the virtual format

Learnings for 2021

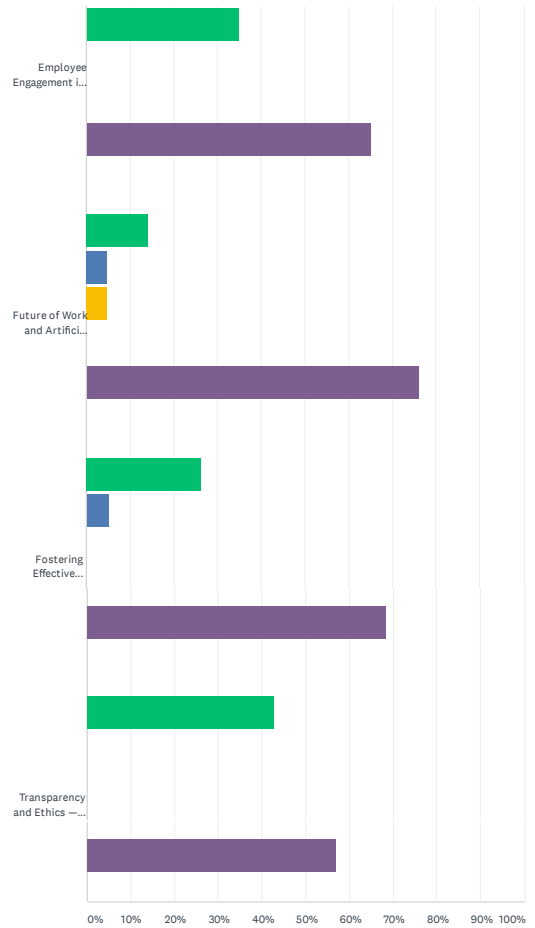
- ▶ CHROs enjoyed connecting with one another and we might consider creating more connection opportunities throughout the year
- ▶ Workforce planning was an incredible topic, but possibly a bit rushed
 - Could consider more sessions around this topic, including discussing assessment of workforce planning efforts

2020 ARU-HRI Virtual Annual Meeting Evaluation

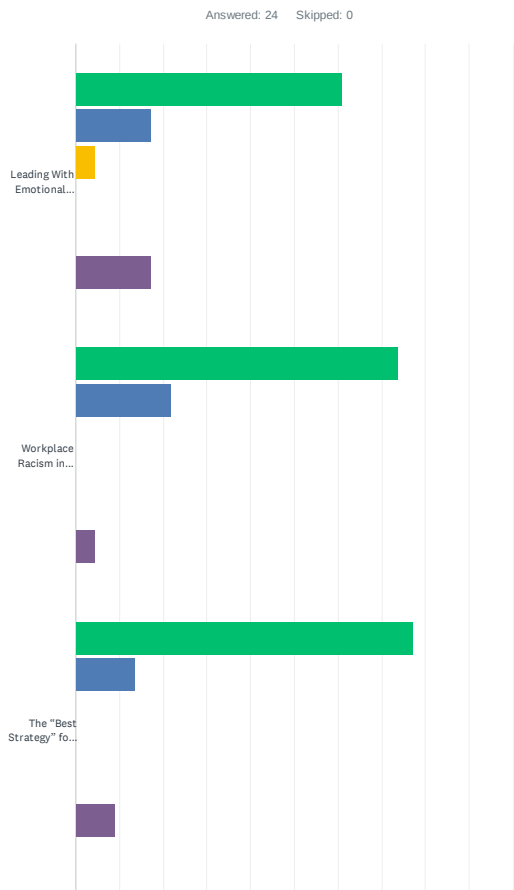
Q1 Please rate the quality of the programming on Monday, November 9.



	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	DID NOT ATTEND	TOTAL	WEIGHTED AVERAGE
Developing a Model for the World-Class Higher Ed CHRO	82.61% 19	17.39% 4	0.00% 0	0.00% 0	0.00% 0	0.00% 0	23	4.83
What's Next? A Conversation With TIAA President and CEO Roger Ferguson	79.17% 19	16.67% 4	0.00% 0	0.00% 0	0.00% 0	4.17% 1	24	4.63



Q2 Please rate the quality of the programming on Tuesday, November 10:



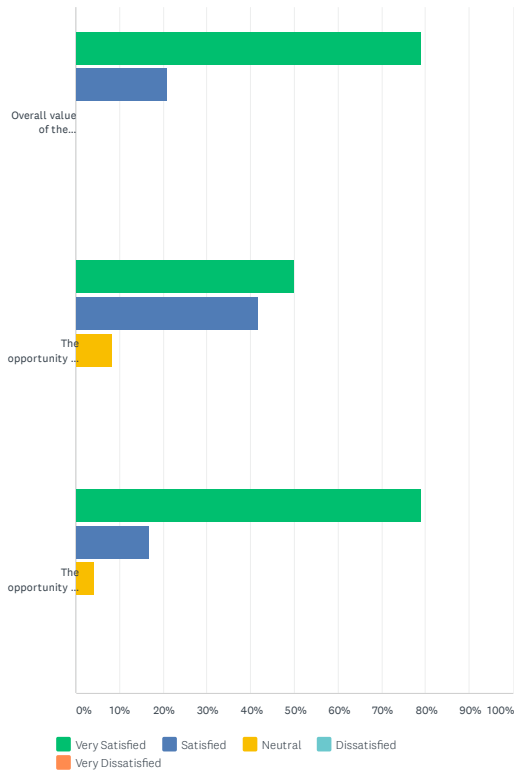
	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	DID NOT ATTEND	TOTAL	WEIGHTED AVERAGE
Leading With Emotional Integrity — The CHRO's Role in Putting People First During Unprecedented Times	60.87% 14	17.39% 4	4.35% 1	0.00% 0	0.00% 0	17.39% 4	23	3.87
Workplace Racism in Higher Education	73.91% 17	21.74% 5	0.00% 0	0.00% 0	0.00% 0	4.35% 1	23	4.57
The "Best Strategy" for the Future of Higher Education: Workforce Planning (Is It Really?)	77.27% 17	13.64% 3	0.00% 0	0.00% 0	0.00% 0	9.09% 2	22	4.41
Employee Engagement in Unprecedented Times: Challenges and Opportunities	35.00% 7	0.00% 0	0.00% 0	0.00% 0	0.00% 0	65.00% 13	20	1.75
Future of Work and Artificial Intelligence	14.29% 3	4.76% 1	4.76% 1	0.00% 0	0.00% 0	76.19% 16	21	1.05
Fostering Effective Relationships With Faculty	26.32% 5	5.26% 1	0.00% 0	0.00% 0	0.00% 0	68.42% 13	19	1.53
Transparency and Ethics — Restarting Our University in the Midst of a Pandemic	42.86% 9	0.00% 0	0.00% 0	0.00% 0	0.00% 0	57.14% 12	21	2.14

(continued on page 11)

2020 ARU-HRI Virtual Annual Meeting Evaluation (continued from page 10)

Q3 Please evaluate the following:

Answered: 24 Skipped: 0



	VERY SATISFIED	SATISFIED	NEUTRAL	DISSATISFIED	VERY DISSATISFIED	TOTAL	WEIGHTED AVERAGE
Overall value of the programming.	79.17% 19	20.83% 5	0.00% 0	0.00% 0	0.00% 0	24	4.79
The opportunity to connect with your peers.	50.00% 12	41.67% 10	8.33% 2	0.00% 0	0.00% 0	24	4.42
The opportunity for personal and professional growth and learning.	79.17% 19	16.67% 4	4.17% 1	0.00% 0	0.00% 0	24	4.75

Q5 What suggestions do you have for improving the event?

Answered: 11 Skipped: 13

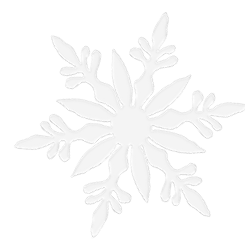
#	RESPONSES	DATE
1	Meeting in person!	11/13/2020 8:18 PM
2	Pretty good for a virtual event!	11/12/2020 12:17 PM
3	If possible, presentation materials or suggested readings in advance of the meeting	11/12/2020 10:50 AM
4	It will be great to get back to in-person; but under the circumstances, this went tremendously well!	11/12/2020 8:56 AM
5	Laurita, you're doing a wonderful job! Hope we can keep the discourse at an extraordinarily high level. Thought the west coast and Ivy's were engaged---important. Bottom line, wonderful work Laurita. As always, let me know if I can ever be supportive. This is such a special group. The ROI on our work 10 years ago is substantial.	11/11/2020 8:23 PM
6	I think the virtual format went very well and was planned perfectly. I would just have a few more breaks to help us get away from the screen and stretch our muscles.	11/11/2020 6:45 PM
7	I love the way you created connections with the smaller groups--I always welcome a chance to get to know people and that only happens in small groups (for me, anyway).	11/11/2020 5:55 PM
8	Survey members ahead of time on topics we want to hear about at the next event. Provide for a longer lunch break than 30 minutes so we have time to eat and catch up on email/work. Provide recording of all the sessions for paid attendees in case we had to miss portions.	11/11/2020 4:38 PM
9	If virtual more breaks.	11/11/2020 4:33 PM
10	In person next year :)	11/10/2020 5:15 PM
11	Maybe a few more breaks to get up and stretch.	11/10/2020 4:56 PM



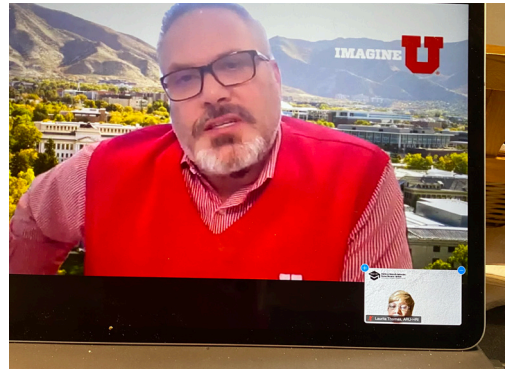
Q4 From which part of the event did you gain the greatest benefits?

Answered: 16 Skipped: 8

#	RESPONSES	DATE
1	Hearing from experienced, excellent leaders like Roger Ferguson and Ani Mari Cruce. Different information/perspectives from other CHROs and the interaction during the discussions.	11/13/2020 8:18 PM
2	Learning how others are dealing with our unprecedented challenges	11/12/2020 12:17 PM
3	Breakout into small discussion groups	11/12/2020 10:50 AM
4	breakout sessions	11/12/2020 10:29 AM
5	I was inspired by Roger's keynote: the voice of a great leader. Really though, everything was great.	11/12/2020 8:56 AM
6	Thought Roger Fergus Ferguson, Jr.'s comments absolutely on target. Was a special treat to have him on the program. Secondly, believe John's survey is a wonderful start in helping define the CHRO at major research universities.	11/11/2020 8:23 PM
7	Practical tools	11/11/2020 6:57 PM
8	The sessions, especially the opening one and the session with President Cauce.	11/11/2020 6:45 PM
9	Comments/questions from peers and interacting with peers	11/11/2020 5:55 PM
10	Dr Harper's presentation was exceptional.	11/11/2020 5:17 PM
11	Love hearing specific information from peers about the things they are struggling with/working on.	11/11/2020 4:59 PM
12	Smaller breakouts where we could share ideas, strategies and best practices.	11/11/2020 4:38 PM
13	Presentation from Ferguson	11/11/2020 4:33 PM
14	Shaun Harper presentation	11/10/2020 5:15 PM
15	What a great overall event! Thanks for the balance between conversation and learning.	11/10/2020 5:08 PM
16	World Class CHRO and workforce planning	11/10/2020 4:51 PM



2020 ANNUAL CONFERENCE PHOTOS



Trends: The Need for Strategic Workforce Planning

Historical lack of strategic recruiting capabilities, succession planning, and strategic management of positions

The need to align hiring and staffing practices to institutional strategic priorities (i.e. growth and decline in academic programs, DEI objectives, Student Success, Operational Excellence)

The growing need to address significant shifts in the US workforce (Generational shifts, aging workforce, growth of technology)

Decentralized service delivery models that have resulted in duplication and structures that are not efficient or cost effective (HR, Finance, Procurement, IT, Pre and Post Award, Communications).

Historical lack of investment in administrative technology and systems, resulting in inefficiencies and a larger

Opportunity to reimagine future of work Post-Cov

Workplace Racism In Higher Education

USC Race and Equity Center Executive Director Clifford and Betty Allen Chair in Urban Leaders Provost Professor of Education and Business

Shaun R. Harper, Ph.D.

A grid of Zoom participants is visible at the bottom.

