The Future of Work from the CHRO's Perspective

SAVE the DATE

Join us for our membership session discussing the future of work – specifically our strategies for returning our workforces to campus and remote work. Jeff Herring, University of Utah will moderate a panel of Rich Holcomb, University of Michigan and John Whelan, Indiana University. They will set the context for our discussion of our strategies, issues, challenges and possibilities. You will receive a calendar invite for April 30, 1:00 pm central time. The majority of the hour will be spent in breakout groups for sharing with your peers. This topic is broad and deep enough, we will also learn how we should take a deeper dive into this topic during the annual conference in November, 2021. Thank you to Legail Chandler, Washington University for hosting the event and chairing the planning committee which includes Nancy Resnick, UC San Diego, Mindy Kornberg, University of Washington and Jeff Herring.

April 30 @ 1:00 p.m. (CT) ◀

From the President

GREETINGS!

As you are engaged in a high level in your Universities planning for the fall and beyond; your Board of Directors has also been hard at work.

Shortly, you will receive access to the ARU-HR Institute document repository. This will allow you to share documents among the membership. As you are reporting on what your peers are doing, this resource will provide a way for you to share policies, processes and procedures in a secure way. The repository will also have member survey results and all past issues of our newsletter Inform. Other applications are included and will be developed over time. Your comments are most welcome. The repository has been created and is hosted by Board Member Michelle Piekutowski, Carnegie Mellon University. Thank you Michelle!

Our 2021 cohort of Learning Partners has begun meeting. A sharing session for all the partners is scheduled for March. Congratulations to the

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Save the Date:

ARU-HRI Conference

NOV. 8-10 2021

ARU•HRI

ARU–HRI Survey Request on Salary Budget

PREPARED BY THERESA MILAZZO, EMORY UNIVERSITY – JANUARY 2021

Org	Merit for Next FY	Merit for Current FY	Factors Impacting Decisions
Brandeis Univ	On hold; FY begins 7/1	No	TBD
Brown Univ	2.0 - 2.5% pending approval	No	Retention and recognition of employees whose workloads have increased significantly to keep community healthy and safe
Cal Tech	No decision	No	Aligning w/market; market based adjustments are needed for large # of staff
Carnegie Mellon	On hold; likely same for faculty & staff	No	None at this time
Emory	Discussions in process; will be the same for faculty and staff	No	Impact of pandemic on lower wage workers; impact of year without merit increases and with temporary reductions to higher paid faculty and staff; concern about employment market ramping up in coming months
Indiana Univ	Waiting on decisions from legislature	No; salary freeze	Hopeful but dependent on state budget, federal stimulus $ & fall enrollment
Iowa State Univ	Not sure	No	Retention and burnout are concerns; may consider one time payments in lieu of base salary increase or delaying increase depending on budget
Rice Univ	1.5% for faculty & staff; 2% min	No	Min pay rate to $11.50; eliminate ATB; increase only for emps exceeding expectations & must be 2%; may provide one time bonus for those who meet expectations; focus on rewarding those who really worked hard during difficult year
Univ of Kansas	No; considering budget cut for units; FY begins 7/1	No; reduced salaries for emps >$60K incrementally for higher salaries	Consideration for lower paid emps; consultant to help strategically apply cuts instead of applying them ATB; sensitive to burnout & shifting nature of work
Univ of Michigan	Discussions in process; FY begins 7/1; projected fall enrollment & long term state funding projections being considered; different programs & processes for faculty & staff	No; freeze on hiring & promotions since April	Welfare of employees in higher risk populations and those experiencing wage-related issues such as food / energy insecurity, isolation, etc.
Univ of Pennsylvania	Have plan but can't share until April; FY begins 7/1	2% < $70K for fac & staff	Market competitiveness & retention concerns (preparing for when economy improves)

QUESTIONS:

If you already have a merit/salary increase budget for the upcoming fiscal year (whenever yours begins), can you share what you have budgeted? Is it different for faculty vs. staff?

Did your institution provide merit increases for this fiscal year we are in (other than labor contract mandates)?

Whether you already have your budget for next year, or are still in the planning stages, can you share any particular factors that are impacting your thinking this year (other than pure financial affordability)? For example, impact of the pandemic on lower paid workers, heightened concern about turnover due to burnout, etc.?

From the President
(continued from page 1)

partners in the second year of our program. If you have three years or less service as a CHRO in higher education and would like to be paired with a more seasoned peer CHRO, please send me an email: laurita@umich.edu. Thank you Carolyn Gregory, Case Western University and Mark Coldren, University at Buffalo for your leadership of this program!

A membership profile survey will come to your inboxes this week. Please allocate 12-15 minutes to participate. The profile survey will enrich our ability to provide resources and services to you, our members! It's important that we have 100% participation!

Our April membership session is announced on page one. We will begin planning our summer session very soon. We value the topics of most interest to you. Please send me your suggestions for our summer session.

John Whelan, Indiana University and board member, continues his leadership of our work on World Class CHRO. The survey data presented at our annual conference last year raised several questions for further exploration with survey participants. Interviews are in process. Results will be shared this November.

Our Board of Directors has undertaken a review of our by-laws. Thanks to chair Sharon Butler, Michigan State University; and members Diane Dutton, McGill University, Julia McCallin, California Institute of Technology and Eugene Whitlock, Berkeley, for your service!

Our planning for the annual conference: November 8-10,2021 in NYC is well underway. Our theme is Sustaining a World Class CHRO! Great topics and speakers have been identified. Rich opportunities for peer sharing are a top priority. Thank you to board member co-chairs Amanda Bailey and Michelle Piekutowski and planning committee members Mike Rounds, University of Kansas, Elizabeth Zacharias, Stanford and Manuel Cuevas-Tristan, Northwestern, for your service!

Finally, we are in negotiations for our 2022 Conference Location in the Windy City, Chicago! We think you will be well pleased!
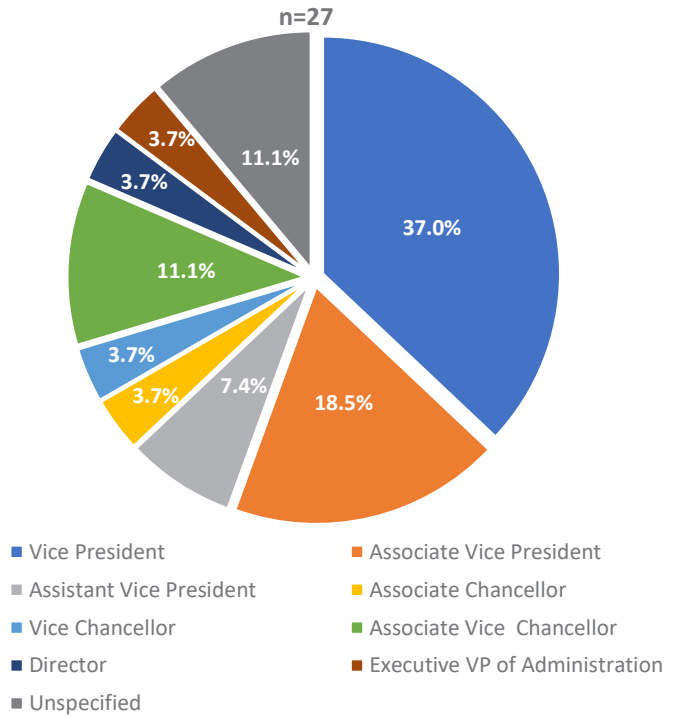
As always, please share your comments, questions, suggestions, concerns and ideas!
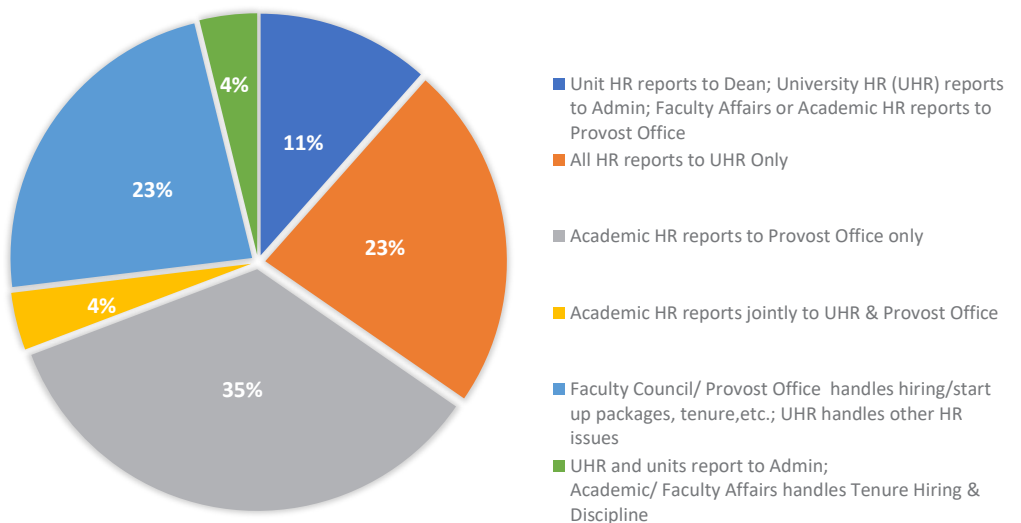
In service,

Laurita Thomas

HR Structure Survey
PREPARED BY SHARON BUTLER, MICHIGAN STATE UNIVERSITY

HUMAN RESOURCES LEADERSHIP TITLE BREAKDOWN
n=27

- ■ Vice President — 37.0%
- ■ Associate Vice President — 18.5%
- ■ Assistant Vice President — 7.4%
- ■ Associate Chancellor — 3.7%
- ■ Vice Chancellor — 3.7%
- ■ Associate Vice Chancellor — 11.1%
- ■ Director — 3.7%
- ■ Executive VP of Administration — 3.7%
- ■ Unspecified — 11.1%

HR STRUCTURE BREAKDOWN
n=27

- ■ Unit HR reports to Dean; University HR (UHR) reports to Admin; Faculty Affairs or Academic HR reports to Provost Office — 11%
- ■ All HR reports to UHR Only — 23%
- ■ Academic HR reports to Provost Office only — 35%
- ■ Academic HR reports jointly to UHR & Provost Office — 4%
- ■ Faculty Council/ Provost Office handles hiring/start up packages, tenure,etc.; UHR handles other HR issues — 23%
- ■ UHR and units report to Admin; Academic/ Faculty Affairs handles Tenure Hiring & Discipline — 4%

Transitions

Jewel Washington left the University of Maryland to become CHRO at University of Texas - Arlington in February.

Casey Cook has left University of Chicago.

Janet Linder has retired from Yale.

Cynthia Seneriz retired from the University of California, Santa Barbara, on February 1st.

Susan Basso left Ohio State.

Shenita Brokenburr, PhD left University of Wisconsin System and is now a Senior Vice President with Lee Hecht Harrison.

Nancy Resnick will retire from UC San Diego later this year.

Amanda Brown has resigned from Brown University.

Lisa Romero will serve as interim CHRO for UC Santa Barbara.
Employee Services Manager
(805) 893-5163
lisa.romero@hr.ucsb.edu

Kathleen Gallucci
Interim Chief Human Resources Officer
Office of Human Resources
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The interim leader at Ohio State is
Paul Patton.
patton.570@osu.edu
Interim CHRO at Ohio State University

Brett Leibsker
Interim CHRO
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Kimberly Roskiewicz
Interim CHRO
Brown University
kimberly.roskiewicz@brown.edu

Small-N Survey

PREPARED BY MICHELLE PIEKUTOWSKI, CARNEGIE MELLON UNIVERSITY – FEBRUARY 2021

Q1 What is the small-N value used by your institution? (Enter value)	**Q2** Please use the space below to provide other relevant information and considerations related to your current practices.	**Q3** What institution do you represent? (Institution)
5		Brown
5		CWRU
5		University of Washington
10	10 is our public facing limit. We typically use 5 for internal facing sensitive fields.	University of Virginia
5		University of California, Berkeley
n/a	As a matter of practice we do not suppress demographic data unless requested by the sponsor. Users of data (as we all do) sign a confidentiality agreement and the data is to be used in fulfillment of job responsibilities.	Harvard University
10	U of Iowa does not provide data if it is under 10. This is for our employee engagement survey as well as displaying data on HR dashboards.	University of Iowa
5		McGill University
10		University of Kansas
5	We have traditionally used 5 or below as our suppression rule. However, we have recently decided to produce headcount information by race, ethnicity and gender and are reporting data for n=1 and above.	Stanford University
5	Any exceptions to n<5 are considered by job role or use. The university has proper use guidelines and access requirements. The data steward/representative assesses exceptions.	University of Michigan
10	IU doesn't have a formal policy on the N-value but the general guideline is to use 10. Each unit has a data steward who ultimately has the final determination on this, however.	Indiana University

Small-N Survey *(continued from page 4)*

Q1 What is the small-N value used by your institution? (Enter value)	Q2 Please use the space below to provide other relevant information and considerations related to your current practices.	Q3 What institution do you represent? (Institution)
30	For Affirmative Action purposes - we try to keep job groups between 15-100 people for the sake of the statistical analysis, but really would consider anything below 30 a small population for AAP purposes. For other data points, it depends, if it impacts benefits or the ability to administer a process due to complexity, but 30 is a good guideline.	University of Maryland, College Park
5 - 10	Demographic data in relation to small-N values is managed on a case-by-case basis dependent upon factors such as data type, audience, business case, data size, and other identifying data points included in the data. A small-N of between 5 to 10 is often where we consider the threshold for maintaining confidentiality in aggregated demographic data.	Northwestern University
10	Demographic data in relation to small-N values is managed on a case-by-case basis dependent upon factors such as data type, audience, business case, data size, and other identifying data points included in the data. A small-N of between 5 to 10 is often where we consider the threshold for maintaining confidentiality in aggregated demographic data.	Boston University