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Vision Statement

The Board of Directors shared a draft vision statement for our organization during the annual business meeting in November, 2021. There was rich discussion, feedback and input. Thank you members! At the December 13, 2021 Board meeting, our first vision statement was adopted. The vision will provide direction for our goals and objectives.



The ARU-HR Institute will be recognized as a trusted resource, thought leader and strategic partner in support of Chief Human Resources Officers (CHROs) in higher education by providing innovative and timely professional development, conducting research in collaboration with its partners, and creating opportunities for CHROs to establish, develop, and nurture cooperative ties to advance not only their work but also their careers as leaders. The ARU-HR Institute members will collaborate to grow and identify a diverse talent pool for human resources leadership positions within their member institutions.

ARU-HR Institute Learning Session: April 4th

ARU-HR Institute will host its first learning session of 2022 on April 4th at 3:00 pm EST. You will receive a calendar invite and we look forward to seeing you. We are honored to welcome **Dr. Andy Brantley**, President and CEO of CUPA-HR to share his research on this important topic:

Chief Academic Officer Transition: Opportunity, Chaos, or Something in Between?



As we experience unprecedented levels of turnover for positions across campus, we must consider how turnover of executive level positions impacts the institution. Organizations like the American Council on Education (ACE) have frequently studied the turnover of presidents, but very little attention has been given to the turnover of provosts and the impact this has on our campus communities. Forty-seven percent of higher education chief academic officers have been in their positions for three years or less, but there

has been no systematic review and exploration into why this level of turnover has occurred. During this session, Andy will share the outcomes from his qualitative research study of doctoral institution provosts to more fully understand the reasons why chief academic officers choose to leave or stay in their positions. He will also share some of his recommendations for presidents, provosts, and search committees and engage ARU-HR colleagues in small and large group discussions regarding his recommendations and the recommendations from session participants.

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From the President



Dear Colleagues,

"In every field, in every business, every organization, leaders are rapidly coming to the awareness that the world in front of us is radically different from everything behind us. In the words of

futurist and distinguished Fellow of the Institute for the Future, Bob Johansen, after centuries of stability and slow incremental change, in less than a generation our world has become VUCA, volatile, uncertain, complex and ambiguous. This VUCA world will only become more so in the days ahead and will require all leaders to learn new skills." This quote is from a great book I just read: *Canoeing the Mountains* by Tod Bolsinger.

In the new world of the CHRO, decisions are made, without all the evidence we may have had in the past. One outcome of the pandemic has been the opportunity created for HR to have greater impact and influence in the universities we serve. We want ARU-HRI to be a key partner to you in your uncharted waters requiring innovation and creativity. We want you to fully utilize our several vehicles of idea stimulation through our learning sessions, leadership partners, surveys and of course our annual conference. As we navigate this new world, let us do it together.

As always, I remain available for your questions, ideas, comments and suggestions.

In service,
Laurita

Save
the
Date

12th Annual Conference

NOV. 7-9, 2022

CHICAGO, ILLINOIS

Welcome New Members / Members in New Places



SKYE DUCKETT

The Georgia Institute of Technology has selected Skye Duckett as the new vice president and chief human resources officer. Under Duckett's leadership, Georgia Tech Human Resources will build and support innovative staffing models to align with the Institute's strategic plan and reflect the diversity of the Georgia Tech community. This role will be responsible for anticipating employee needs to proactively improve people-centric practices in a constantly changing environment. Looking forward, Duckett will also help lead a campuswide organizational transformation as transactional, high-volume HR processes move into the Administrative Services Center later this year.

Duckett joins the Institute from nearly eight years at Atlanta Public Schools, where she most recently served as the chief human resources officer, leading the organization through a dramatic improvement following the testing scandal of 2009. As a committed Atlanta resident, she brings nearly 20 years of experience in HR roles in urban educational settings. Her experience includes implementing ethics programs, launching new HR technology, developing capacity of hiring managers, designing

("Skye Duckett" continued on page 6)



JAMES W. GALLAHER, JR.

James W. Gallaher, Jr. is the new vice chancellor in the University of Pittsburgh's Office of Human Resources. As head of HR, he will oversee all teams, programs and services.

Gallaher arrives at Pitt from the University of Illinois at Urbana-Champaign (UIUC), where he served as the executive director for strategic initiatives in its human resources department.

At UIUC, Gallaher led HR strategy, succession planning, professional development and other campus-level initiatives including the Return to Onsite Operations (Future of Work) committee, which focused on rethinking work at UIUC post-pandemic. He also led the development and integration of a newly formed unit that included HR strategy, dual career programs, employee development and learning, marketing and communications, and campus well-being services.

Additionally, he served as a clinical assistant professor in UIUC's Human Resource Development

("James W. Gallaher, Jr." continued on page 6)



LORRAINE GOFFE

Lorraine Goffe, who has served as vice president and chief human resources officer at The Pennsylvania State University since 2019, has been named Northwestern University's vice president for human resources and chief human resource officer.

"I am honored to be selected as the next HR leader for Northwestern University and look forward to joining the vibrant Northwestern community," Goffe said.

"I am also excited about the opportunity to collaborate with HR colleagues, leadership and all other members of the University community to help Northwestern achieve even greater heights."

Goffe will lead all aspects of Northwestern's central human resources functions and will be a key partner in identifying and implementing practices that contribute to employee wellness, recruitment and retention and advance the University's diversity, equity and inclusion (DEI) initiatives.

She will oversee functions including hiring, compensation and benefits for faculty and staff, as well as wellness and talent development programs, and she will collaborate with leaders across campus to

("Lorraine Goffe" continued on page 6)

Information Security Survey

Felicity O'Herron, University of Colorado has summarized below the responses to a survey question she distributed to the members:

Do you have a full time system-wide chief information security officer? Who does your top info security person report to?

33 INSTITUTIONS RESPONDED:

- 2 have the roles combined with a chief privacy officer
- 1 with risk
- Remaining 30 appear to be full time CISO roles

30 REPORT TO THE CIO/VP TECHNOLOGY:

- 2 report to the COO/VP Ops
- 1 reports to Academic Affairs

18 SCHOOLS IDENTIFIED THE NEXT LEVEL OF REPORTING:

- 3 report to the president
- 7 to the provost
- 7 to CFO (1 VP Admin & Finance + 1 VP Finance & Ops)
- 2 to EVP Administration

Welcome New Members / Members in New Places *(continued from page 2)*



PIERRE JOANIS

Pierre D. Joanis, an experienced and highly collaborative higher education human resources leader who has spent the past eight years at Bucknell University, has been selected as Johns Hopkins University's next vice president for human resources following an extensive national search.

At Hopkins, Joanis will guide a team of nearly 300 HR professionals across the university responsible for implementing practices, policies, and programs to serve and support employees. These include talent acquisition, benefits, employee relations, employee health/wellness programs, and retirement plan oversight.

Joanis has served since 2014 as vice president for human resources at Bucknell, where he is a strategic and operational leader responsible for inspiring and promoting a positive and diverse faculty and staff culture. He leads a team charged with planning, managing, and supporting the recruitment, development, total rewards, and retention efforts for all employees.

("Pierre Joanis" continued on page 6)



SHARI MICKEY-BOGGS

Shari Mickey-Boggs has been selected as the senior associate chancellor for human resources at the University of Illinois Urbana-Champaign, with an "interim" job title pending approval by the Board of Trustees. She will begin in this role March 1.

Mickey-Boggs is currently the chief HR officer at Wright State University, responsible for human resources consulting and strategy, talent management, employee and labor relations, compensation, and training and compliance. She also served two years as the secretary to the Board of Trustees.

Mickey-Boggs has more than 27 years of experience in higher education. Prior to Wright State, she held HR positions at Xavier University and Ohio State University. She earned a bachelor's in political science from Ohio State and an MBA from Franklin University.

In her new role, Mickey-Boggs will lead the university's human resources function in support of The

("Shari Mickey-Boggs" continued on page 6)



JONATHAN SMALL

As the Associate Vice President of Human Resources and Institutional Equity, Jonathan gets great personal satisfaction in helping to steer Tulane's HR services to support the resource our office values most—our people.

With 17 years of HR professional leadership experience, Jonathan serves as the strategic leader of the Office of HR&IE. He works collaboratively with each department to successfully deliver high-quality, innovative, and effective programs. But Jonathan also keeps an eye on our future, always searching for ways to ensure our university evolves and adapts to its ever-changing environment.

Before devoting his work full-time to Tulane, Jonathan's noteworthy career included serving as a VP and strategic leader for several hospital and healthcare organizations as well as a large nationally recognized university. Jonathan is also the co-founder of TOCO Group LLC, a professional services firm promoting inclusivity and innovative hiring practices. This last endeavor, in particular, has afforded him the unique skill set to deliver on Tulane's ongoing commitment to Equity, Diversity, and Inclusion.

Jonathan earned a BA in Human Resources Management and Business Administration from Towson University and an MBA from Indiana Wesleyan University.

Transitions

You will be missed, thank you for your service in ARU-HRI. Best wishes in your next venture.

Jodi Gentry has retired from the University of Florida.

Kyle Cavanaugh will retire from Duke University in June.

Mary Opperman will retire from Cornell University in June.

Lianne Sullivan-Crowley will retire from Princeton University.

Legail Chandler will retire from Washington University at St. Louis in June.

Priya J. Harjani is no longer serving as Interim CHRO, since the position has been filled by Lorraine Goffe. She will return to her position as Associate Vice President & Deputy General Counsel at Northwestern University.

Welcome – We look forward to working with you!

With Lorraine Goffe taking the position at Northwestern University, **Jennifer R. Wilkes** will serve as Interim CHRO at the Pennsylvania State University.
EMAIL: jenniferwilkes@psu.edu
PHONE: 814-863-0327

With Jodi Gentry retiring from the University of Florida, **Dr. Charlie Lane**, will serve as Interim Vice President for Human Resources.
EMAIL: charlielane@ufl.edu
PHONE: 352-392-9122

ARU-HRI BOARD UPDATE

2021 Conference: Post-Event Assessment

BY: AMANDA BAILEY AND MICHELLE PIEKUTOWSKI, CO-CHAIRS, 2021 CONFERENCE

Summary

- Post-COVID environment created a need to pivot for a 2nd year to a virtual program (communications; registration fee impact)
- Despite interim roles and participants who didn't attend, participation YOY was nearly the same
- Included best practices from 2020's first virtual conference:
 - Abbreviated program overall: delayed start time and ending sooner on each day
 - Variety of individual presentations and panel presentations
 - Increased amount of breaks during each day
 - Pair presenters with a facilitator to increase participation/engagement/manage discussions via chat

Survey Findings – Overall Program

- Participant responses of “very satisfied”:
 - Overall value of programming: 90%
 - Opportunity for personal/professional growth and learning: 83%
 - Opportunity to connect with peers: 55%
- Greatest benefit of the program:
 - 1st – World-Class CHRO presentation
 - 2nd – Lightning Round sessions
 - 3rd – Workforce Planning session
 - 4th – Presidents' sessions (Rutgers / TIAA)
- Event improvements:
 - Capture and use discussions in the chat (resources/themes for upcoming sessions, etc.)
 - More sessions in the Lightning Round
 - Increase sessions on adapting to the future state of higher education
 - Offer sessions with feedback from Presidents, Chief Business Officers, or Faculty about their perceptions / suggestions to improve HR

Survey Findings – Program by Day

- 19 participants completed the survey (as of Nov 23, 2021)
- Below is a summary of > 75% “very satisfied” responses for each day
 - Day 1: > Sustaining a World-Class CHRO in Higher Education (90%)
 - > Keynote – What's next in Higher Education (84%)
 - Day 2: > Reimagining the Higher Education Workplace (72%)
 - > Sustaining our Relationships (61%)
 - Day 3: > Lightning Sessions (78%)
 - > Workforce Planning: A Deeper Dive (78%)
- Below is a summary of lowest responses “very satisfied” for each day
 - Day 1: > The Role of Heart in Human Performance: Helping CHRO Leaders Thrive During Challenging Times (68%)
 - Day 2: > Impact of Changes to the Worker, Workplace and Work Environment (56%)
 - > Founder's Session (50%)
 - Day 3: > Closing Session: Sustaining the World-Class CHRO (72%)

NEW INTEREST GROUP FORMING FOR ARU-HRI WORKDAY PARTNERS

Would you like to share your experience?

A survey conducted by the ARU-HRI Board last fall identified 10 current ARU-HRI universities* using Workday, a leading provider of cloud-based administrative systems. Based on the commitment of these institutions to implement and shape the delivery of their HR services through Workday, the Board has decided to create an interest group for current and implementing institutions as a place to share their experiences, issues, ideas, and solutions for this often transformational change. Although each institution has specific and unique challenges that must be accommodated in adapting to any new system, there are likely many scenarios that have already been identified, worked through and resolved along the way. Rather than each institution operating in a vacuum, such a forum would provide support for our member institutions in implementing Workday, improving day-to-day experiences within the system, and enhancing Workday's awareness of ARU- HRI members and our unique niche in higher education. An end goal might even be the development of a shared statement of needs or areas of interest for further development with Workday.

This group is in the initial planning stages of organizing themselves and welcome others to join . . . if you would like to participate and share your experiences and expertise, please contact Legail Chandler, at Legail_Chandler@wustl.edu

*Carnegie Mellon University, Cornell University, Iowa State University, McGill University, Texas A&M University, University of Kansas, University of Southern California, University of Virginia, Washington University in St. Louis, and Yale University.

ARU-HRI Begins a Project with a Doctoral Student

The Board of Directors approved the Capstone Proposal for doctoral student Sharri Margraves to work on research on recognition programs in our universities. We are very interested in this opportunity and look forward to hearing what Sharri learns and recommends at our annual conference in November. *When she contacts you or you receive a survey, please prioritize participation!*



Sharri Margraves, M.A., SHRM-SCP, LEED-AP joined MSU HR in 2012 and is currently serving as Executive Director of Organization and Professional Development. Her team provides consultative services for MSU leaders who are interested in improving their organizational effectiveness and developing learning programs for employees. She also leads the university's Performance Excellence program for support staff, New Employee Welcome, exiting, and administering the employee's educational assistance program.

Prior to coming to MSU HR, Sharri served the students and parents of MSU through multiple leadership roles within Residential and Hospitality Services including student housing, dining, Construction, Maintenance, & Interior Design, and established the Marketing Communications department among other positions.

Sharri earned her Master's in Higher, Adult Learning and Education, and her Bachelors in Dietetics from Michigan State University and is currently a doctoral student at Oakland University in the Organizational Leadership program with a cognate in Lean Leadership.

Abstract: Recognition Programs for Administrative Staff in Research Institutions

In the age of the "Great Resignation/Retirement," employee recognition programs have taken on new urgency. However, there is very little research on the recognition efforts of administrative employees (non-academic) in major research universities, making it difficult to compare current efforts with best practices. Also, it is not well understood what programs and efforts currently exist, how they operate, and what results and benefits the institution experiences. We also do not know the depth or breadth of the individual growth and development gains the individual experiences when participating in efforts that may yield recognition. We are unclear how recognition programs are incentivized. And finally, it is not understood if institutions have specific reviews and development of their recognition programs that systemically consider the diversity, equity, and inclusion efforts.

In summary, understanding the scope of administrative staff recognition programs in research universities in a structured approach may reveal best practices that can be shared and implemented to benefit both the institution and the individual.

Welcome to Our First Honorary Member!

Roxanne Murray, Vice-President of Administration, AAU was granted honorary membership by the board of directors at the February 11, 2022 meeting. We are pleased to recognize our ongoing positive relationship with the AAU through our liaison V-P Murray. Roxanne Murray has attended our annual conferences. She is the CHRO for the AAU among her other responsibilities. She said that she would be grateful to have access to our information and network!

Roxanne Murray has served at AAU since October 2002. As Vice President for Administration, she oversees AAU's operations, finance, IT, meeting

planning, and human resources. Roxanne participates in strategic planning, problem solving, policy formation, and budgetary decision. In addition to business and administrative oversight, Roxanne has worked on issues such as membership, institutional data, and undergraduate and graduate education.

Roxanne serves as AAU's chief diversity officer and staffs the Chief Diversity Officers constituent group. She also staffs the AAU Membership



(continued on page 6)

Skype Duckett *(continued from page 2)*

career development pathways, developing comprehensive compensation programs, and supporting employee well-being.

“It is an honor to be selected to lead the human resources team for such a prestigious organization and have the opportunity to collaborate across all academic, research, and business functions,” Duckett said. “I look forward to leveraging my life and work experiences to build upon the solid foundation that has been laid in order to take human resources into a new era of innovation, efficiency, and work-life balance in support of recruiting and retaining a highly engaged and talented workforce.”

James W. Gallaher, Jr.*(continued from page 2)*

program, where he advised doctoral students and served on early research and dissertation committees in addition to teaching courses.

Gallaher’s career spans numerous higher education institutions, as well as the corporate sector, including roles as vice president of human resources, diversity and wellness at Butler University and chief human resources officer at Eastern Michigan University. Gallaher started his career in human resources at General Motors in Detroit, where he served in various roles including human resource management and consulting, labor relations, global organizational capability, leadership development, training and evaluation, and organizational development.

Gallaher received his PhD in human resource development from the University of Illinois at Urbana-Champaign, where he also earned his MBA and master of education degrees. Additionally, he holds undergraduate and master’s degrees in workforce education and development from Southern Illinois University. He is also a proud veteran and holds an associate of applied sciences degree from the Community College of the Air Force.

Lorraine Goffe *(continued from page 2)*

identify opportunities to improve HR functions and offerings.

Goffe has more than two decades of experience in higher education, having served as vice president for human resources at the Massachusetts Institute of Technology (MIT) and as vice chancellor for human resources at Washington University in St. Louis.

Throughout her career, Goffe has prioritized using data to gain insight into the needs of the workforce as well as create retention strategies, develop compensation and benefits programs and improve diversity outcomes. Additionally, Goffe has worked in organizations in the midst of change at various times during her career and has worked collaboratively with university leaders to implement necessary change efforts.

During the COVID-19 pandemic, Goffe helped guide Penn State’s policies related to remote work and return-to-work strategies, emphasizing programs that meet the varied needs of the community.

Goffe also has led efforts to recruit, engage, develop and retain a diverse workforce, including creating Penn State’s first position for a senior-level Diversity, Inclusion and Belonging leader in Human Resources. In addition, she has focused on developing paths for staff to build their careers at the university, including through leadership skills training and talent development programs.

Goffe holds an MBA from National University in San Diego and a bachelor’s degree in business administration from William Woods University in Missouri. She is the past board chair of the Northeast Human Resources Association and current board member of the American Research Universities HR Institute. She also is the proud mother of two adult sons.

Pierre Joanis *(continued from page 3)*

Prior to joining Bucknell, he was a human resources leader at Princeton University and was a commissioner and chairman of the New Jersey Employee Relations Commission, a quasi-judicial administrative agency that aims to prevent and resolve labor disputes.

Joanis has played a key role in helping Bucknell navigate the coronavirus pandemic as a member of its COVID-19 Emergency Response Team, Financial Response Team, and the team charged with safely reopening the university.

During his eight-year tenure, he has helped improve health outcomes and lowered health care costs by successfully transitioning Bucknell to fully self-insured health insurance programs. He also developed a consultative recruitment model that improved talent acquisition, embraced new approaches to faculty and staff total compensation, and partnered with the faculty chair of the university planning and budget committee to support the annual budget building process and long-range financial planning.

A native of New York City, Joanis earned an MBA from Arcadia University and a bachelor’s degree in labor studies at the National Labor College in Silver Spring, Maryland.

Shari Mickey-Boggs *(continued from page 3)*

Next 150 Strategic Plan, with a focus on the Operational Excellence at Illinois initiative’s blueprint to more clearly define roles and responsibilities, improve services and align resources with institutional priorities.

Mickey-Boggs will succeed Senior Associate Chancellor for Human Resources Elyne Cole, who retired in June.

Welcome to Our First Honorary Member! *(continued from page 5)*

Committee and the Audit and Finance Committee.

Roxanne’s expertise in the human resources field extends to her personal volunteer work. She has volunteered as a mentor and has served as an expert on multiple committees for professional societies. She also leads employee readiness seminars to prepare adults and youth for careers in the public and private sector.

Roxanne has a B.A. in Human Resources Management from the University of Maryland, University College. She has memberships in the Society for Human Resource Management (SHRM), American Society for Association Executives (ASAE), and the Human Resource Association of the National Capital Area (HRA-NCA).