



**American Research Universities  
Human Resource Institute**

# ARU-Human Resource Institute Annual Conference

November 13-15, 2023 | New York City

**Joy of Higher Education:  
A Recipe for Human Resources**



# Welcome



## Dear ARU-HR Institute Colleagues:

I'm delighted to welcome you to the 2023 ARU-HR Institute Annual Conference at the beautiful Park Lane Hotel in New York City. As this year's chair of the ARU-HRI board, it's an honor to convene this assembly of HR leaders from our remarkable AAU institutions. Our agenda this year is truly exceptional.

We are privileged to have an array of distinguished speakers, including John B. King Jr., chancellor of SUNY; Amy Wrzesniewski, professor of management at the University of Pennsylvania's Wharton School; Daniel Marsili, president of the National Academy of Human Resources; and

Ken Goldstein, Sr., vice president for survey research and institutional policy at AAU. Together with our expert panelists from the ARU-HRI community, our program promises not only to inform but also to inspire.

A special welcome is in order for those who have joined ARU-HRI since our last conference in Chicago! Your addition to this community enriches our collective expertise, and this conference serves as an invaluable platform for collaboration and growth for all members, new and continuing alike. The importance of connection and networking cannot be overstated. This gathering provides us a unique chance to share challenges, recognize achievements and build meaningful relationships within our community. It's an occasion to renew existing friendships, establish new connections and set the stage for future collaborations.

As HR leaders, we're navigating an increasingly intricate landscape — be it the emergence of AI, the complexities around hybrid and remote work, or the geopolitical issues affecting our campuses. These challenges underscore the critical nature of our work and the indispensable value of coming together to share insights and solutions.

I'd like to extend a heartfelt thank-you to our generous sponsors — TIAA, Segal, and Providege Consulting. Your support enriches the impact and reach of this event.

I look forward to a conference filled with robust dialogue, meaningful connections and actionable insights.

Best regards,

A handwritten signature in black ink that reads "John Whelan". The signature is fluid and cursive, written in a professional style.

John Whelan  
Chief Human Resources Officer, Yale University  
2023 ARU-HRI Board Chair

# In Appreciation

The Institute is grateful for the generous support  
of our sponsors.



The Institute wishes to express appreciation to the National Academy of Human Resources, the National Academy of Human Resources Foundation and the College and University Professional Association for Human Resources (CUPA-HR) for support.

# Agenda

Monday, November 13

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See the ARU-HRI website for session descriptions ([aru-hrinstitute.org/annual-conference/agenda/](http://aru-hrinstitute.org/annual-conference/agenda/)) and speaker bios ([aru-hrinstitute.org/annual-conference/speakers/](http://aru-hrinstitute.org/annual-conference/speakers/)).

- 2:00-8:30 p.m.      **Registration**
- 2:15-2:45 p.m.      **New Members/First-Time Attendees Orientation**  
*For new members and first-time attendees*
- 3:00-3:30 p.m.      **Welcome/Conference Opening**  
*John Whelan, Vice President for HR at Yale University and ARU-HRI Board Chair*
- 3:30-5:00 p.m.      **Session 1: 2024 and Beyond: HR Leaders' Unique Opportunities**  
*Speaker: Daniel Marsili, President of the National Academy of Human Resources and former Chief HR Officer of Colgate-Palmolive Company*  
*Panelists: Manuel Cuevas-Trisán, Vice President for HR, Harvard University; Marsha Fischer, Vice President for HR, Chief HR Officer, and Chief Equal Opportunity Officer, University of Missouri; James Gallaher, Vice Chancellor for HR, University of Pittsburgh; Julia McCallin, Associate Vice President for HR and Chief HR Officer, California Institute of Technology*
- 5:00-6:00 p.m.      **Introduction of Members, Sponsors and Participants**  
*Diana Dutton, Interim Vice Principal, Administration and Finance, and Associate Vice Principal, HR, McGill University and ARU-HRI Board Secretary*
- 6:00-6:30 p.m.      **Conference Opening Reception**
- 6:30-7:30 p.m.      **Group Dinner**
- 7:30-8:30 p.m.      **Session 2: Keynote**  
*John B. King, Jr., Chancellor, State University of New York (SUNY)*

Find session materials and handouts online at [aru-hrinstitute.org/handouts](http://aru-hrinstitute.org/handouts). The password is: **2023aruhri**

# Agenda

Tuesday, November 14

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7:00 a.m.-4:00 p.m. Registration

7:30-8:15 a.m. Breakfast and Discussion

*Facilitators: Amanda Bailey, Vice President for HR, Boston University; Lorraine Goffe, Vice President for HR, Northwestern University*

8:15-10:00 a.m. Session 3: Founder's Session - Finding and Crafting Meaningful Work: What Really Matters?

*Amy Wrzesniewski, William and Jacalyn Egan Professor at the Wharton School, University of Pennsylvania*

10:00-10:30 a.m. Break

10:30 a.m.-Noon Session 4: An Update From AAU

*Ken Goldstein, Senior Vice President for Survey Research and Institutional Policy, Association of American Universities (AAU)*

12:00-12:30 p.m. Lunch

12:30-1:15 p.m. AAU Members-Only Business Meeting

1:15-1:30 p.m. Break

1:30-3:00 p.m. Session 5: Lightning Round Sessions

- **Leading Authentically While Frustrated and Learning to Set Boundaries**  
*Facilitator: Hayley Harris, Chief HR Officer, University of Chicago*
- **Confronting the Current Blaming Society in Which We Live**  
*Facilitator: Mindy Kornberg, Vice President for HR, University of Washington*
- **New Tools of Engagement for Tough Conversations**  
*Facilitator: Ken Horstman, Vice President for HR and Chief HR Officer, University of Minnesota*
- **The Catalysts for Joy in Our Work in Higher Education**  
*Facilitator: Eugene Whitlock, Associate Vice Chancellor, HR, and Chief People & Culture Officer, UC Berkeley and ARU-HRI Board Member*
- **The Evolving Mental Health Challenges for Organizations**  
*Facilitator: Cleo Rucker, Associate Vice Chancellor and Chief HR Officer, Vanderbilt University*
- **Navigating an Increasingly Complex Regulatory Environment**  
*Facilitator: Ramona Agrela, Chief HR Officer and Vice Chancellor, UC Irvine*

# Agenda

3:00-3:15 p.m.      **Break**

3:15-4:45 p.m.      **Session 6: CHRO Panel Discussion**

*Facilitator: Jeff Herring, Chief HR Officer, University of Utah and ARU-HRI Board Treasurer*

*Panelists: Christine Lovely, Vice President and Chief HR Officer, Cornell University; Romy Riddick, Vice President for HR, Princeton University; Helena Rodrigues, Senior Vice President and Chief HR Officer, University of Arizona and ARU-HRI Board Member; Mark Schmelz, Vice President and Chief HR Officer, University of Oregon*

4:45-5:15 p.m.      **Session 7**

*Jim Mullery, TIAA*

5:15-6:00 p.m.      **Break**

6:00-8:00 p.m.      **Group Dinner**

## **ARU-HRI Member Community**

Connect with your ARU-HRI colleagues online through the **ARU-HRI Community in CUPA-HR Connect**. The community is a forum where you and other ARU-HRI members can discuss the day-to-day issues you face as chief HR officers in higher education. Discussions in the group are shared with members through daily email digests. Learn more at [www.aru-hrinstitute.org/events-and-initiatives](http://www.aru-hrinstitute.org/events-and-initiatives).

# Agenda

Wednesday, November 15

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- 7:00-10:00 a.m.**      **Registration**
- 7:30-8:15 a.m.**      **Breakfast**
- 8:15-8:30 a.m.**      **Opening Remarks**  
*Representative From Provide Consulting*
- 8:30-10:00 a.m.**      **Session 8: Panel Discussion: Remembering Why We Are in Higher Ed**  
*Facilitator: Roxanne Murray, Senior Vice President for Administration, Association of American Universities*  
*Panelists: Andy Brantley, President and Chief Executive Officer, College and University Professional Association for Human Resources (CUPA-HR); Ona Alston Dosunmu, President and Chief Executive Officer, National Association of College and University Attorneys (NACUA); Paulette Granberry Russell, President, National Association of Diversity Officers in Higher Education (NADOHE)*
- 10:00-10:15 a.m.**      **Break**
- 10:15-11:30 a.m.**      **Session 9: Learning From Participants of the ARU-HRI CHRO Academy**  
*Panelists: Jeff Leinback, Deputy Director, HR, Georgia Institute of Technology; Michelle Quint, Executive Director, Health Human Resources, UC Irvine Health; Jeffrey Rowland, Executive Director of HR, Staff and Labor Relations, University of Pennsylvania; Jennifer Schaefer, Assistant Vice Chancellor, Compensation and Benefits, Washington University in St. Louis; Angela Stopper, Chief Learning Officer, UC Berkeley; Joan (Joni) M. Troester, Senior Assistant Vice President (Total Rewards) and Deputy Chief HR Officer, University of Iowa*
- 11:30 a.m.**              **Closing Remarks/Close of Conference**  
*John Whelan, Vice President for HR, Yale University and ARU-HRI Board Chair*
- POST-CONFERENCE OPPORTUNITY (for current Workday clients only):**
- 12:00-2:00 p.m.**      **Lunch for Workday Client Interest Group**