



## Board of Directors

**MICHELLE PIEKUTOWSKI**  
*Chair*  
Carnegie Mellon University

**CHERYL REARDON**  
*Vice Chair*  
University of Iowa

**JEFF HERRING**  
*Treasurer*  
University of Utah

**DIANA DUTTON**  
*Secretary*  
McGill University

**AMANDA BAILEY**  
*Board Member*  
Boston University

**LORRAINE GOFFE**  
*Board Member*  
Northwestern University

**CAROLYN GREGORY**  
*Board Member*  
Case Western Reserve University

**HELENA RODRIGUES**  
*Board Member*  
University of Arizona

**FELICIA WASHINGTON**  
*Board Member*  
University of Southern California

**JOHN WHELAN**  
*Past Chair*  
Yale University

**EUGENE WHITLOCK**  
*Board Member*  
University of California – Berkeley

**LAURITA THOMAS**  
*ex-officio board member*  
*President*



## From the President



### Happy New Year Colleagues!

As many of you know, I worked for the University of Michigan most of my career and I am a Michigan alum. My brothers played and coached football and

all my sons played on their respective school teams. Perhaps you have an inkling at my elation that the Wolverines won the National Championship! *Go Blue Forever and Always!*

I'm also very excited as I begin my fifth year as your president. 2024 promises to be the best yet! I work with an outstanding, committed, and brilliant Board of Directors and our 2024 leadership team and officers are incredible – see the list of board members on the front page of this issue to see the list.

Before I discuss 2024 more, I want to step back to November 2023 and share with you that I represented ARU-HRI as the guest of our Founder, Ken Hutchinson, at the National Academy of Human Resources annual dinner and awards ceremony. It was a wonderful, elegant evening of conversation and ceremony with our profession's most esteemed leadership and graduate students that NAHR supports with scholarships and internships. Daniel Marsili, president and I touched base on his upcoming

*(From the President continued on page 2)*

## Years of Service Survey Results

**BENCHMARK REQUEST:** Boston University (BU) is exploring in what ways to further improve its employee retention rate of employees up to 5 years of service. Currently, BU recognizes years of service for employees at 10 years of service. A benchmark request was conducted to learn what our peers within the AAU have been doing or plan to do in the near future.

**RESPONSES:** Nearly 60% of AAU institutions, or 58%, recognize their employees completing 5 years of service. Recognition varies from certificates and pins to lunches or dinner and crystal / lead awards given. Most AAU institutions start at 5 years of service and continue recognizing their employees at 5-year intervals.



## Inside this issue:

- 2 Welcome New Members / Members in New Places
- 2 Transitions
- 3 Report for ARU-HRI 2023 Annual Conference

## Transitions

### Welcome – We look forward to working with you!

*In the last issue of Inform two of our new members' names were misspelled. My sincerest apologies.*

Welcome **Roger Cude**, Vice President of People and Talent (CHRO) for the University of Texas at Austin.

Welcome **Terri Winbush**, University of California - San Diego's Chief Human Resources Officer (CHRO).



## Welcome New Members / Members in New Places

*The content of this article is from the announcement at their institution.*



### MICHELLE PIEKUTOWSKI

Following a thorough and wide-ranging search, we are delighted to welcome Michelle Piekutowski to NYU as Vice President and Chief Human Resources Officer (CHRO).

At a large, complex university such as NYU, the position of Chief Human Resources Officer presents special challenges, and it calls for someone with special talents. In Michelle Piekutowski, we found just the right person.

A seasoned human resources professional with a demonstrated track-record of driving transformation within institutions of higher education, Michelle comes to NYU from Carnegie Mellon University, where she has been Associate Vice President and Chief Human Resources Officer since 2017. During her tenures at Carnegie Mellon and earlier at Clemson University, she developed and implemented a university-aligned human resources strategic plan; transformed the human resources division into a cohesive, proactive, and consultative employee-focused organization; and developed a human resources-related dashboard to provide timely data for university leadership.

She impressed those involved in the search process as a skillful communicator and a highly capable leader who has a clear understanding of the position. She is deeply committed to diversity, equity, and inclusion, and has significant experience working in environments with unionized workers. Smart, engaging, highly consultative, Michelle showed a keen understanding of the vital need for both the human connection as well as data and metrics in leading a Division of Human Resources. Her goal of seeing all NYU employees thrive and have career opportunities is one that resonates with our priorities for the University's future.

Prior to accepting the post at Carnegie Mellon, Michelle was in the Human Resources Department at Clemson University for 19 years, the last nine as Associate Vice President and Chief Human Resources Officer. Earlier, she had worked as a teacher, and in several technology-related training roles.

She graduated with a BS from Western Carolina University in 1991, and received a Masters from Clemson in 2003.

Welcome, Michelle! We are delighted by the many skills you will bring to NYU, and we are looking forward to working with you.

*Michelle is our current Board Chair, Congratulations!*

### From the President *(continued from page 1)*

presentation to our organization and NAHR's interest in formalizing a mentoring program with our organization. More on that later and my sincere appreciation to Ken for the invitation and opportunity to bring more visibility to our membership with this distinguished body.

Your feedback on our annual conference was exhilarating. Please see the companion article in this issue. We take your input very seriously and will keep those conference elements which are important to you and your interests and adjust as indicated for the 2024 conference in Montreal, November 11-13, 2024.

This year we will also work on leveraging the current impact and influence of HR in our universities to raise the perspective of the value

of HR in Higher Education with our peers and our communities. We will create several paths to do so and if you would like to work on a board committee for this initiative, please send me an email: [president@aru-hrinstitute.org](mailto:president@aru-hrinstitute.org). We are also seeking members to serve on the annual conference planning committee, please let us know of your interest here as well. Many of you volunteered to work with the AAU on the challenges facing Higher Education. Roxanne Murray, Vice-President at the AAU and I are meeting on the next steps and a communication with the volunteers is expected by the end of this month. Another highlight of the year will be the second CHRO Academy this summer. Along with some other administrative and operational enhancements including a website that even

better meets your interests, it will be a great year for us.

As always, please share your thoughts, questions, suggestions, ideas so that the ARU-HRI will be the finest world class support to you in your roles as CHROs.

All the best,

Laurita Thomas  
President, ARU-HR Institute  
[president@aru-hrinstitute.org](mailto:president@aru-hrinstitute.org)  
734-355-2404



# Report for ARU-HRI 2023 Annual Conference

## Response Counts



### 1. Please rate the quality of the programming on Monday, November 13.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Responses
Welcome and Opening of the Conference						
Count	14	4	0	0	0	18
Row %	77.8%	22.2%	0.0%	0.0%	0.0%	
2024 and Beyond: Human Resources Leaders' Unique Opportunities						
Count	9	9	0	0	0	18
Row %	50.0%	50.0%	0.0%	0.0%	0.0%	
Keynote - John B. King, Jr.						
Count	17	1	1	0	0	19
Row %	89.5%	5.3%	5.3%	0.0%	0.0%	
<b>Totals</b>						
Total Responses						19

### 2. Please rate the quality of the programming on Tuesday, November 14.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Responses
Founder's Session: Finding and Crafting Meaningful Work: What Really Matters?						
Count	13	6	0	0	0	19
Row %	68.4%	31.6%	0.0%	0.0%	0.0%	
An Update from the Association of American Universities						
Count	13	6	0	1	0	20
Row %	65.0%	30.0%	0.0%	5.0%	0.0%	
Lightning Sessions						
Count	11	7	0	0	0	18
Row %	61.1%	38.9%	0.0%	0.0%	0.0%	
CHRO Panel: Sharing Our Stories Beyond the CHRO Role						
Count	12	5	2	0	0	19
Row %	63.2%	26.3%	10.5%	0.0%	0.0%	
<b>Totals</b>						
Total Responses						20

### 3. Please rate the quality of the programming on Wednesday, November 15.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Responses
Remembering Why We Are in Higher Education						
Count	9	7	0	0	0	16
Row %	56.3%	43.8%	0.0%	0.0%	0.0%	
Learning from Participants of the CHRO Academy						
Count	8	4	0	0	1	13
Row %	61.5%	30.8%	0.0%	0.0%	7.7%	
Closing Session						
Count	8	3	1	0	0	12
Row %	66.7%	25.0%	8.3%	0.0%	0.0%	
<b>Totals</b>						
Total Responses						16

## Report for ARU-HRI 2023 Annual Conference *(continued from page 3)*

### 4. Please evaluate the following:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Responses
Overall value of the programming						
Count	14	6	0	0	0	20
Row %	70.0%	30.0%	0.0%	0.0%	0.0%	
The opportunity to connect with your peers						
Count	16	4	0	0	0	20
Row %	80.0%	20.0%	0.0%	0.0%	0.0%	
The opportunity for personal and professional growth and learning						
Count	14	5	1	0	0	20
Row %	70.0%	25.0%	5.0%	0.0%	0.0%	
Totals						
Total Responses						20

### 5. From which part of the event did you receive the greatest benefits?

ResponseID	Response
13	Great Conference
14	Keynote speakers
15	Chancellor King's remarks were amazing!
17	Connecting at a more personal and deeper professional level is always the best part of this conference. Must dive deeper into AI and anticipated workforce impacts. I look forward to the Montreal conference in 2024.
19	Keynote was phenomenal. Lightning rounds were very useful to collaborate and learn from peers.
20	Chancellor King was fabulous. All the speakers were wonderful. The entire program was excellent. Thank you for all the hard work that went into putting this on.
21	The sessions were all beneficial in different ways. I particularly liked the keynote, the session on crafting meaningful work, and the lightning rounds.
25	While the HR leaders were incredibly valuable, the guests speakers selected were very beneficial from NACUA, NADOHE, AAU, SUNY Chancellor.
26	The best keynote speaker-he was amazing! Also, really appreciated all the data from the AAU and the panelist on day three from the professional organizations that oversee Legal, DEI, and HR. Thank you planning team.
27	John King's keynote address. Introductions of participants and what each is focused on.
28	The keynote speech and the panel discussion provided amazing insight and information.
30	Sessions with John King and Amy W and the opportunity to connect with my peers socially
31	Connecting with peers and learning about resources and approaches to our work.

## Report for ARU-HRI 2023 Annual Conference *(continued from page 4)*

### 6. What suggestions do you have for improving the event?

ResponseID	Response
14	Some sessions were very, very long. Suggest shortening sessions and extending breaks. NYC is outrageously expensive.
15	Hot breakfast..... :)
17	Addressing Compensation equity and compression with union and non union workers.
18	Some of the session were too long...good content but seemed to drag on. 715 am to 8 or 9 pm is too long of a day when we are all still trying to handle work back at the institution. We all are required either before or after the day, otherwise, we have to skip out of the programming to attend to those issues. Lastly, I think it would be helpful to ask which programming everyone is attending with the reservation. It seemed like there were a lot of empty seats at dinner because some had made other plans.
19	Day 2 is extremely long. Please don't start so early or end it earlier. By the end of the day we are just spent. Some of us introverts need a break and would love to do the organized dinner but at that point feel like we need something low key. I would be supportive of starting even earlier on Day 1 if it would shorten day 2. Also, it seems that travel prohibits some from staying all morning on day 3. I wonder if there's a way to eliminate that short day and just have two full days, then travel home on day 3. The CHRO panel on getting to know them better was enjoyable but not sure I got anything meaningful out of it that I can use. It was also longer than it needed to be. It would be nice if that could have been something over breakfast or lunch so we could have another speaker during that time that we would have some real take aways. I am very appreciative that you are exploring other locations and that we will be in Montreal next year. NYC has become so expensive that it will be cost <a href="#">(Read More)</a> .
20	I have no suggestion other than may want to start the morning a bit later like 8 or 8:30 for those of us who are coming in from the west coast.
21	Opportunity for interactions with each other in a manner outside of the conference room and dinners with speakers - perhaps a more social/networking event at an outdoor venue or that gets us moving around a bit (a walk, engaging in an activity). In the spirit of networking, well-being, and learning, programming outside of a windowless conference room feels essential to me.
24	Once again I am asking you to look at the schedule of this event. Starting at 7:15 and going until 8:30 is extremely difficult with our jobs. Having sessions for an hour and a 1/2 is too long - they should all be cut down to one hour and the entire day should be shrunk.
25	I would like us to get outside more or have windows for some vitamin c - being indoors the entire day was a little dreary. It would also be interesting in the future to pair the event with a charitable activity that benefits the area.
26	It would be helpful to have the dinner/eve out on the later start day, so it isn't as long of a day. Going from 7:30 a.m. to 8:30 p.m. is long. Please consider having soda in the mornings as well as a larger breakfast especially on the final day when departures will occur.
27	Perhaps start on Sunday with Monday being the full day, finish on Tuesday. Not sure just a thought.
28	Change the morning session start time from 730 to 9am and close the sessions by 7pm. Make Wednesday a full day. It was rough on my west coast colleagues to be there so early and the late night session left little time to gather unless you stayed out late.
30	I would suggest shortening the sessions and the overall schedule on Tuesday. 7:15am-8:30pm is exhausting. Maybe start earlier on Monday to build a little breathing room into the schedule on Tuesday. Also, please book a hotel that has desks in the rooms.
31	The food. The first dinner was fantastic, but the continental breakfast was a challenge given how long our days were together. I needed more substantive options.

