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From the Chair



Dear ARU-HRI Colleagues,

I hope this message finds you well.

As we continue to navigate through the dynamic landscape of human resources, I am continually inspired by the dedication and expertise each of you brings to our collective efforts. Your commitment to fostering a positive workplace culture, nurturing talent, and ensuring organizational success does not go unnoticed.

In our role as HR leaders, we are not just administrators; we are architects of meaningful employee experiences, champions of diversity and inclusion, and drivers of organizational growth. Our work shapes the very fabric of our universities, influencing the lives of our colleagues and communities we serve.

I am proud to serve as your chair, to collaborate with such a talented group of individuals, and to announce our five 2024 goals that our Board has approved.

1. Continue to improve upon the CHRO Academy. We will continue to partner with Deloitte, identify KPIs and metrics, explore CHRO readiness assessment for participants, and explore CHRO experiential interview training.
2. Enhance relationships with key stakeholder groups, engage with AAU to identify strategies to strengthen our partnership, and explore research and reporting on HR's impact to the economy.
3. Continue to expand the development and utilization of our website by developing quarterly KPIs.
4. Continue to engage with our membership through various means, including three sessions of Learning Partners, our annual conference, mentorship opportunities, Inform newsletter, and Board Committee service.
5. Establish a financial strategy for our organization exploring sponsorship relationships, developing a 3-to-5-year proforma, explore opportunities to leverage funds to elevate ARU-HRI and establish an annual budget.

As we move forward, I encourage each of you to continue sharing your insights, ideas, and best practices with one another. Let's leverage our collective wisdom to address challenges, seize opportunities, and drive positive change across our organizations.

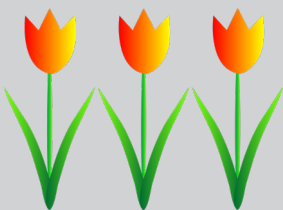
Thank you for your unwavering dedication and passion for the field of human resources. Your contributions make a difference every day, I am honored to work alongside each of you.

Warm Regards,

Michelle Piekutowski, *Chair, ARU-HRI*
VP and CHRO, New York University

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From the President



Happy Spring Colleagues:

ARU-HRI needs your participation in an important initiative. Deloitte, followed up after their tremendous sponsorship of the CHRO Academy, with a request to learn more about how

Higher Education structures our service delivery – centralized, decentralized, combination or other. You will receive an email with a survey link this week. We want every member University represented in this study.

There are many ways to become engaged with our organization. Please think about your interests and be in touch.

All the best,

Laurita Thomas
President, ARU-HR Institute
president@aru-hrinstitute.org
734-355-2404

Transitions

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

Mike Rounds has retired from the University of Kansas. **Angie Loving** will be serving as the interim CHRO as the university conducts a nationwide search for their next HR leader.

After more than 50 years of combined service to Emory, **Del King** and **Theresa Milazzo**, Vice Presidents for Human Resources, have announced their retirement.

The exact dates for Del and Theresa's retirement will be aligned with the overall transition plan to ensure continuity of leadership in HR, as a national search will be launched in the coming weeks to identify a Chief Human Resources Officer for the university. Del and Theresa will continue to be highly engaged in their work in partnership with their teams over the next few months.

ARU-HRI LEARNING PARTNER SESSION: *Mental Health: Impacts and Efforts on Campus*

We are all feeling the pressure of mental health issues and burn out from employees. This presentation will provide an overview of a unique way to manage a mental health benefit and review the many additional resources to tap into in addition.

March 21, 2024

11:00 a.m. MST
(12:00 p.m. CST • 1:00 p.m. EST)

PRESENTER: Tina Halliday



REGISTER: <https://tinyurl.com/ARU-HRI-mental-health-session>

Tina Halliday has been an integral part of the UNI CAT program since its inception in 2011. She also serves as manager of the U of U Mental Health carve out benefit. With over 30 years of experience in the behavioral health field, she brings a wealth of knowledge and expertise. Tina graduated from the University of Utah, Graduate School of Social Work with her MSW.

2024 CHRO Academy

We're excited to share that our 2024 CHRO Academy will take place July 31-August 2, 2024 at Deloitte University in Westlake, Texas. Stay tuned for details on how to nominate an HR leader from your organization. In the meantime, visit our CHRO Academy webpage to learn more about this exciting program for high-potential HR leaders.

<https://aru-hrinstitute.org/events-and-initiatives/chro-academy>

Save the Date: November 11-13, 2024

Annual Conference • Montreal, Canada



We embrace our International members!

MEMBERS: CHECK YOUR PASSPORTS.

Please make sure your expiration date is May 12, 2025 or later.

Benchmark Data

Benchmark data from R1 universities is an important source for decisions among our members.

Thirty-three AAU institutions participated in an executive compensation survey.

The high-level takeaways were as follows:

70% reported institutions reported providing bonuses to executives.

35% reported utilizing a formulaic and individual performance approach to determine bonus opportunities, followed by 17% purely utilizing discretion to determine the bonus payout. Other reported survey responses included: a mix of formulaic, individual performance and discretion; purely formulaic; purely individual performance; or based on a mix of individual performance and discretion.

57% of institutions reported determining an executive bonus opportunity based on a percentage of base salary, 26% use a fixed dollar amount, and 17% utilize a mix of approaches.

– **Felicia Washington**

University of Southern California

In response to the question about whether or not faculty/academics are subject to criminal background checks, 28 institutions responded and 21 said “yes.”

– **Eugene Whitlock**

University of California – Berkeley

How do leaders act on themes raised from exit/stay interview programs?

2 institutions responded – 1 is exploring the implementation of an exit/stay interview program. The other institution is 6-12 months from launching stay interviews

– **Amanda Bailey**

Boston University

The University of Iowa sought details on the search firms engaged by other institutions for their recent Vice President (VP) for Research recruitment processes. Responses were received from nine institutions. The findings reveal that a diverse range of search firms are utilized for such executive searches, and the report includes contact information for each firm mentioned. This variety indicates no single preferred provider; instead, institutions select firms that best match their specific needs.

– **Cheryl Reardon**

University of Iowa

Welcome New Members / Members in New Places

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



JENNIFER DONNELLY

Jennifer Donnelly has been named Interim Vice President for Human Resource Services at Stony Brook University.

Donnelly brings more than 25 years of experience as an innovative human resources executive and strategy consultant, along with extensive experience in building leading-edge workplace practices, implementing employer of choice/great workplace initiatives, creating high-performing work cultures, and demonstrated technical expertise in key HR areas. She will continue to champion the transformation of HR practices, structures, culture and programming at Stony Brook, work that has already begun under her predecessor, Lynn Johnson’s leadership. She will serve as a member of the University leadership team and will oversee talent acquisition/recruitment, total rewards, training, organizational development, employee engagement, payroll, appointments, HRIS/employee records, employee and labor relations, Healthier U and EAP.

Donnelly most recently served as senior vice president at The Segal Group in New York City, and has been working with SBU over the last three years on numerous HR initiatives, including HR NOW. Stony Brook benefited from her expertise in organization effectiveness, culture assessment and improvement, employee and labor relations, and organizational design. Donnelly has been a transformational leader in helping teams design strategies and tactics that will continue to be rolled out under her leadership in HR.

Prior to joining The Segal Group, Donnelly has served as a strategic partner and advisor to major corporations, public sector clients, and a diverse range of universities across the country, including many AAU research institutions. She spent three years as executive vice president at Excelcor, a leading professional services firm specializing in strategic planning and organizational improvement for a range of organizations. She also spent more than 12 years with the University at Buffalo, as the associate vice president of Human Resources, senior advisor to the president, and the director of Employee and Labor Relations. In this role, she served on the statewide bargaining team for United University Professions (UUP) and helped successfully negotiate several contracts.

With a BA in Political Science from SUNY Brockport and a JD from the University at Buffalo School of Law, Donnelly is also a member of the Board of Directors for the U.S. Olympic Bobsled and Skeleton team, serving as chair of the Strategic Planning, Compensation and Nominating Committees, and liaison for the Judicial and Ethics Committees.

jennifer.l.donnely@stonybrook.edu



KATIE HALL

Katie Hall has been named senior vice president of talent, culture and human resources at Ohio State University, pending approval by the Board of Trustees at the February meeting.

As you know, Katie has served as the university’s interim senior vice president since last spring – and has been with Ohio State for 24 years. She has served in a variety of leadership roles, including chief of staff and interim associate vice president for shared services in the Office of Human Resources, and chief of staff in the Office of the President. Her background and training are in human resources, having also served in multiple roles in talent acquisition and as an HR business partner for the Wexner Medical Center. She has also served on important shared governance committees, including the University Staff Advisory Committee where she served as chair in 2009.

Join us in congratulating her on this appointment.