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On behalf of the 2024 ARU-HRI Conference Planning Committee, I'm thrilled to welcome you to vibrant Montréal for our 14th Annual Conference. We have an exciting agenda in store for you, packed with timely topics and opportunities for lively discussion, like our Tuesday evening dinner at **Time-Out Market** where we'll have the opportunity to catch up with colleagues while sampling some of Montréal's top eateries and bars, all under one roof.

Montréal has a wealth of restaurants, cultural attractions, and unique neighbourhoods to explore, and I hope you'll have the chance to experience some of our city's joie de vivre while you're here. Our central location, in the heart of the city's **Golden Square Mile** and close to the métro transit system makes it easy for you!

Across the street from the Omni Mont-Royal Hotel, be sure to take some time to explore **McGill University's** beautiful downtown campus, situated at the base of the mountain. Nearby, at the top of Peel Street, take the Grand Staircase to access **Parc Mont-Royal**, an extensive urban oasis designed in 1874 by Frederick Law Olmstead, designer of New York's Central Park. Or take a short stroll westward along Sherbrooke Street and admire the elegant nineteenth century Beaux-Arts style buildings, including the **Montreal Museum of Fine Arts**. You may also want to consider booking one of the many **walking tours** available around the city.

Looking for some retail therapy? The downtown shopping district is located two blocks south of the hotel, on Ste-Catherine Street West, mainly between Crescent and Union streets. If you find the weather a bit too chilly, check out the city's underground concourse which links many of the major shopping centers and department stores.

Of course, no trip to Montréal is complete without a visit to scenic **Old Montréal**, with its cobblestone streets, lively plazas, and charming boutiques and cafés. While you're there, check out **Notre-Dame Basilica** or stroll down to the Old Port to take in one of the many attractions, like the **Grande Roue**.

For more detailed information and additional suggestions, check out this list of **"musts"** for first-time visitors to Montréal, and the **Tourisme Montréal** website.

*A bientôt!*

**Diana Dutton**  
*Associate -Vice President, Human Resources*  
*McGill University*  
Co-chair, 2024 ARU-HRI Annual Conference Planning Committee

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## PROUD TO BE YOUR EXECUTIVE SEARCH GRAND SPONSOR



Good partnerships are built upon respect, warm regard, mutual interests, and shared goals. We respect your dedication to developing HR leaders who will be pivotal for continuity and growth. At the CHRO Academy in August, HR leaders from major R1 universities warmly welcomed our insights on talent attraction and assessment. We are aligned in our mutual interests and shared goals for higher education – in particular, to attract and retain top talent to advance the institutional mission. At the November conference, we look forward to answering your questions on attraction strategies, best practice search processes, interview insights, and how Predictive Index analytics can support talent attraction and team effectiveness. For over 40 years, Caldwell's higher education practice has attracted and advanced top talent to support the transformative power of education. We can't wait to see you in Montreal in November!

## TODAY'S HIGHER EDUCATION LANDSCAPE

The velocity of change across North America's colleges, universities, and academic medical centers is not slowing down. Indeed, it will likely speed up. The prospect of student enrolment falling off a demographic cliff in some jurisdictions coincides with the retirements of a large swath of leaders. The reality of attracting both students and faculty while addressing changing expectations is already upon us. Institutions are challenged to respond to the prospect of reduced enrolment and income, even as public support for the very concept of higher education is declining.

Higher education institutions are places of opportunity, aspiration, and transformation. They are also facing challenges – to equity and inclusion efforts, to the promotion of research, and to academic freedom, to name a few. Academic medical centers are faced with flat federal funding and the impending reduction in grants. With reduced funding, academic medical centers have placed even more pressure on their clinical providers to generate revenue, creating an increased dependence on the clinical organization.

Political and economic pressures have the capacity to significantly alter our institutions. To successfully confront unaccustomed and evolving realities, colleges, universities, and academic medical centers need leaders who are ready and able to accept the challenge of creatively strengthening the academy to serve its students, faculty, and future. Only extraordinary leaders will do.

## YOUR CALDWELL TEAM



### HEATHER RING

Managing Partner & Practice Lead  
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Heather is the managing partner of the firm's expansive Academic, Not-for-Profit, Social Enterprise, and Culture (ANSEC) Practice. Having completed over 500 searches, she is an expert in supporting committees through the process of leadership transition and truly loves the combination of head and heart involved in working with volunteer committees.



### KRISTIN HEBERT

Managing Partner  
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Kristin Hebert is the managing partner of Caldwell's Legal Practice and San Francisco office, and a leader in the Academic, Non-Profit, Social Enterprise & Culture practice. She is also a member of the Firm's leadership committee.



### STEVEN PRICE

Partner  
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Steven Price is a partner in Caldwell's Life Sciences & Healthcare Practice and a member of the Dallas office. He has a 20-year track record of success working with some of the highest-profile hospitals, academic institutions and private practices on time-sensitive mission-critical roles, as well as longer-term larger-scale strategic talent acquisition partnerships.



### TODD LINGLE

Analytics Partner  
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Todd Lingle is a Partner with Caldwell Analytics, the Organization Effectiveness division of Caldwell. Todd works with leaders to improve individual, team, and business-unit performance using people analytics.

Transform your institution's leadership with our expertise. Backed by over 1000 successful placements in higher education and consistently named one of North America's Top Academic Executive Recruiters by Hunt Scanlon Media, our seasoned higher education team offers unparalleled dedication and extensive networks.



## From the President



### HAPPY AUTUMN COLLEAGUES!

We are excited to welcome you to Montreal and our annual conference in three short weeks. Our conference agenda (posted on our website: [aru-hrinstitute.org](http://aru-hrinstitute.org)) is full

of exploration of your most challenging issues and new opportunities for idea sharing and discovery of innovative approaches among your peers. At our annual business meeting, we will discuss your interests in expanding programs and services of strategic value to you. Look forward to exceptional professional and personal growth and a lot of fun.

See you soon!

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



## Board of Directors Elects Three New Members

At the October meeting the ARU-HRI elected three new members to join the board for three year terms 2025-2028. These exceptional leaders have served the organization in a variety of ways and bring exceptional talent to our board. Welcome Manuel, Romy and Shari!

We are deeply grateful to the three board members completing their second terms and are therefore leaving the board: Lorraine Goffe, Northwestern, Felicia Washington, Penn and John Whelan, Yale.



### MANUEL CUEVAS-TRISÁN

Manuel Cuevas-Trisán joined Harvard University as Vice President for Human Resources in August of 2021. In this capacity, he sets the overall strategic vision for Human Resources aimed at elevating the University's profile as a progressive, business-forward employer, recruiting and retaining diverse talent, providing development opportunities for all members of the University workforce, and serving as a thought leader on how Harvard can thrive in the workplace of the future. He has oversight of and responsibility for staff employment policies, labor relations, benefits/wellbeing and compensation programs for the entire University and serves as the coordinating partner to the HR leaders at each of Harvard's 12 individual schools. He is also responsible for all aspects of HR for Central Administration and has oversight of Harvard's contingent workforce.

*Cuevas-Trisán continued on page 5*



### SHARI MICKEY-BOGGS

Shari Mickey-Boggs is the Senior Associate Chancellor for Human Resources at University of Illinois Urbana-Champaign. She has more than 25 years of experience leading HR transformation at multiple universities, both public and private. She leads human resources at Illinois on matters including HR strategy and analytics, work culture and well-being, employee experience and engagement, talent management, compensation, employee labor and relations, training and organizational development, HR systems and operations, and compliance.

Mickey-Boggs earned her bachelor's in political science from The Ohio State University and an MBA from Franklin University. She is presently pursuing her doctoral degree in Education Policy & Organizational Leadership at Illinois. She holds an Associate Coaching designation from the International Coaching Federation and is certified as a Core Strengths facilitator, as a DDI Targeted Selection Administrator, and in Strategic Workforce Planning with HRCI.



### ROMY RIDDICK

Romy Riddick joined Princeton University in 2012 and was appointed Vice President for Human Resources in 2022. She leads a vibrant team of nearly 100 staff which oversees the development and implementation of the University's employee-focused functions, including benefits and compensation, employee and labor relations, employee and organizational learning and development, diversity, equity and inclusion (DEI), talent acquisition and HR information systems. The office pursues its work in the interest of maximizing each staff member's potential and contributions so that all staff of the University have the best opportunity to thrive.

Riddick was previously Assistant Vice President of the office's Client Services Team, managing employee relations, talent management, labor relations and contract negotiation, learning and development, and diversity and inclusion. Prior to that she served as HR's director of diversity and inclusion.

*Riddick continued on page 5*

## Transitions

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

**Felicia Washington** has left the University of Southern California to lead human resources at the University of Pennsylvania. **Stacy Giwa** will serve as Interim SVP, Human Resources, Equity, and Compliance (213-740-4018, [sgiwa@usc.edu](mailto:sgiwa@usc.edu)) at USC.



## Welcome New Members / Members in New Places

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



### KEVIN MOODY

Kevin Moody has been appointed senior vice president and chief human resources officer for Emory University, effective Nov. 1. An Emory alumnus, Moody will lead all aspects of human resources across the university.

Moody returns to Emory from Stanford University's School of Medicine, where he has been associate dean for human resources, facilities, planning and management since 2019. In this capacity, he oversaw the HR functions and facilities management for a community of 18,000 faculty, staff and students.

"During our search process, Kevin received outstanding references, praising his leadership skills, strategic vision and ability to manage both the tactical and strategic aspects of HR," says Christopher L. Augostini, Emory's executive vice president for business and administration and enterprise chief financial officer. "His deep experience across higher education — including roles at Harvard University, Stanford University and Emory — has equipped him with the knowledge and expertise that we desire in our next chief human resources officer."

Reporting to Augostini, Moody will oversee talent acquisition and development, employee relations, policy, compensation, organizational development, talent management, benefits, wellness and human resources information systems. He will also serve as a member of President Gregory L. Fennes' leadership team and the senior leadership team in the Office of Business and Administration.

After earning his bachelor of arts degree in psychology from Emory in 1996, Moody was a captain and air traffic control operations officer in the United States Marine Corps from 1997 to 2001. He then returned to Emory as an employee for more than 14 years, including serving as senior director for administration. During those years, he earned a master's degree in organizational leadership from Brenau University and an executive MBA from Emory's Goizueta Business School. Moody next served as assistant dean and chief human resources officer for Harvard Law School before taking on the associate dean role at Stanford.

*Moody continued on page 5*



### FELICIA WASHINGTON

Felicia Washington has been named vice president of human resources at the University of Pennsylvania. She succeeds Jack Heuer, who is retiring.

In making the announcement, Craig Carnaroli, senior executive vice president, praised Washington for "her exceptional leadership skills, experience, and commitment to the mission of higher education."

As vice president, Washington will oversee talent acquisition and management, compensation, benefits, employee relations, wellness and quality of work life programs, and professional development. She will also lead and manage Human Resources' strategic and operational direction.

Since 2019, Washington has been senior vice president of human resources at the University of Southern California, where she provided leadership impacting 28,000 faculty and staff as well as 47,500 students. She was instrumental in forming the Human Resources, Equity, and Compliance Division and implementing USC's first university-wide policy on prohibited discrimination, harassment, and retaliation, covering all community members.

Prior to her tenure at USC, Washington served as vice chancellor for workforce strategy, equity, and engagement at the University of North Carolina at Chapel Hill.

She holds a B.A. from UNC at Chapel Hill and a law degree from the University of Virginia. She has an extensive career in higher education and private practice, including her role as a partner at the law firm of K&L Gates LLP. Washington has served on several boards and committees, within various academic and professional communities, including the North Carolina Medical Board and UNC Board of Trustees.



*Cuevas-Trisán continued from page 3*

Most recently, Manuel was Vice President for Human Resources and Chief Human Resources Officer at Northwestern University. Previously, he had a successful career at Motorola Solutions, Inc. in Chicago, which culminated in his service as Chief Human Resources Officer and Corporate Vice President of Employment Law.

He earned his BA from the University of Notre Dame and his JD from the University of Puerto Rico, School of Law. He holds Information Privacy Professional (CIPP) and Information Privacy Manager (CIPM) certifications from the International Association of Privacy Professionals (IAPP), and a Master's degree in Executive Coaching & Leadership from Universitat de Barcelona/OBS.

*Riddick continued from page 3*

During her 30-year career, Riddick has also worked as head of talent management and diversity at TD Bank, manager of national diversity recruitment and retention for PricewaterhouseCoopers, and trainer and executive coach for Merrill Lynch. She began her career as a legislative aide in state government, where she was responsible for research to support legislative testimony to benefit women and children for the Maryland State bipartisan Women's Caucus.

Riddick has received numerous industry awards for her efforts in building diverse workforces for achieving excellence in the private sector. She has also served on the Women's Refugee Commission, a nonprofit advocating for laws, policies and programs to improve the lives and protect the rights of refugee women and children.

Riddick earned her bachelor's degree in political science from University of Maryland-College Park.

***Jeff Herring Receives CUPA-HR's Donald E. Dickason Award***

Jeff Herring, chief human resources officer at the University of Utah, has been selected to receive the College and University Professional Association for Human Resources (CUPA-HR) 2024 Donald E. Dickason Award. This award, named for the association's founder, is CUPA-HR's highest honor, recognizing an individual for exceptional leadership and service to CUPA-HR and higher education human resources. Thanks to the generous support of

TIAA, CUPA-HR is pleased to offer an \$8,000 contribution to the institution of Jeff's choice.

Herring, a long-time member of CUPA-HR, served as chair of the board of directors during the 2021-22 fiscal year. Prior to his election as chair of the board, he served in many association leadership roles including chair of the Research Advisory Committee; treasurer and at-large member of the national board; member of the Learning and Professional Development and Public Policy Committees; and participant in the Emerging CUPA-HR Leaders Program. Herring continues to be an active member of the association, serving on the Creating Inclusive Communities Steering Committee and acting as a guide for the Emerging CUPA-HR Leaders Program.

"Jeff Herring is an outstanding higher education, HR, and CUPA-HR leader. I am so pleased that his CUPA-HR colleagues are honoring him with this much-deserved recognition," commented CUPA-HR President and Chief Executive Officer Andy Brantley.

Susan Norton, senior associate vice president and chief HR officer at the University of Alabama and former CUPA-HR board chair shares, "Jeff has demonstrated leadership at all levels of CUPA-HR, and his excellence and professionalism in the field are recognized ... Jeff is also a wonderful colleague, always seeking to share his knowledge and expertise and doing so with humor and kindness."

Jeff serves as Treasurer of the ARU-HRI Board of Directors.

*Moody continued from page 4*

"I am excited to rejoin Emory at a time of great momentum," Moody says. "I have strong personal and professional ties to this institution, and I am truly honored to have this opportunity to be a part of the leadership team and serve in this capacity. Emory has such a wealth of talent, and I look forward to working with the members of this diverse and vibrant community to support and advance our mission."

Augustini cites Moody's "breadth of experience and proven track record of leading organizational change, upgrading HR functions and technologies, and effectively managing relationships across large, complex institutions" among the factors that make him "an excellent fit for Emory."

"Kevin has experience in all facets of HR, including talent management, employee relations, labor relations and organizational development," he says. "His leadership style is collaborative, and he brings a strong commitment to fostering a supportive and engaging workplace environment."

Augustini expressed gratitude to Del King and Theresa Milazzo, who announced in March their plans to retire as vice presidents for HR, "for their ongoing commitment to Emory, including their efforts to ensure a smooth leadership transition."

## ARU-HRI CHRO Academy Conference Survey

Total submissions: 14

1. Please rate your satisfaction with your overall ARU-HRI CHRO Academy experience:	Percent	Count
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Neither satisfied nor dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Satisfied</b>	<b>7%</b>	<b>1</b>
<b>Very Satisfied</b>	<b>93%</b>	<b>13</b>

  

2. Kickoff Session	Percent	Count
<b>Very satisfied</b>	<b>86%</b>	<b>12</b>
<b>Satisfied</b>	<b>14%</b>	<b>2</b>
<b>Neither satisfied nor dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

  

3. Strategic HR Leadership	Percent	Count
<b>Very satisfied</b>	<b>64%</b>	<b>9</b>
<b>Satisfied</b>	<b>36%</b>	<b>5</b>
<b>Neither satisfied nor dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

  

4. Deloitte Leadership Transition Lab	Percent	Count
<b>Very satisfied</b>	<b>86%</b>	<b>12</b>
<b>Satisfied</b>	<b>7%</b>	<b>1</b>
<b>Neither satisfied nor dissatisfied</b>	<b>7%</b>	<b>1</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

  

5. The Business of Higher Education	Percent	Count
<b>Very satisfied</b>	<b>71%</b>	<b>10</b>
<b>Satisfied</b>	<b>21%</b>	<b>3</b>
<b>Neither satisfied nor dissatisfied</b>	<b>7%</b>	<b>1</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

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<i>6. Building Academic Allies</i>	<i>Percent</i>	<i>Count</i>
<b>Very satisfied</b>	<b>71%</b>	<b>10</b>
<b>Satisfied</b>	<b>29%</b>	<b>4</b>
<b>Neither satisfied nor dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

<i>7. People Analytics</i>	<i>Percent</i>	<i>Count</i>
<b>Very satisfied</b>	<b>43%</b>	<b>6</b>
<b>Satisfied</b>	<b>50%</b>	<b>7</b>
<b>Neither satisfied nor dissatisfied</b>	<b>7%</b>	<b>1</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

<i>8. How We Show Up as Leaders</i>	<i>Percent</i>	<i>Count</i>
<b>Very satisfied</b>	<b>79%</b>	<b>11</b>
<b>Satisfied</b>	<b>21%</b>	<b>3</b>
<b>Neither satisfied nor dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

<i>9. The Search Process</i>	<i>Percent</i>	<i>Count</i>
<b>Very satisfied</b>	<b>71%</b>	<b>10</b>
<b>Satisfied</b>	<b>14%</b>	<b>2</b>
<b>Neither satisfied nor dissatisfied</b>	<b>14%</b>	<b>2</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

<i>10. Case Study</i>	<i>Percent</i>	<i>Count</i>
<b>Very satisfied</b>	<b>36%</b>	<b>5</b>
<b>Satisfied</b>	<b>43%</b>	<b>6</b>
<b>Neither satisfied nor dissatisfied</b>	<b>21%</b>	<b>3</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

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11. Closing Session	Percent	Count
<b>Very satisfied</b>	<b>64%</b>	<b>9</b>
<b>Satisfied</b>	<b>29%</b>	<b>4</b>
<b>Neither satisfied nor dissatisfied</b>	<b>7%</b>	<b>1</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

12. Which session was your favorite?	Count
<b>Answered</b>	<b>14</b>
<b>Skipped</b>	<b>0</b>

1. How we show up as leaders
2. The Business of Higher Education
3. The search process
4. Leadership Transition lab
5. How we show up as leaders
6. They were all amazing! My favorite was probably the "How we show up as leaders"
7. The Business of Higher Ed
8. Strategic HR leadership
9. Transition Lab
10. Search Process
11. Leadership Lab
12. How we show up
13. The Q&A sessions with the CHROs
14. People Analytics and how we show up as leaders

13. Why was that session your favorite?	Count
<b>Answered</b>	<b>14</b>
<b>Skipped</b>	<b>0</b>

1. Hearing from chro's and their personal experience was invaluable
2. It introduced me to aspects of higher education that I was not aware of.
3. It gave me specifics that I can immediately apply as opportunities come my way.
4. Loved hearing about external opportunities for support to piece plans together.
5. We had the ability to guide the conversation and ask what was on our mind and the questions we had about the topic
6. It was my favorite because the authentic leadership section gave me great knowledge and feedback to apply. This is a topic I always wondered about at the CHRO level and how to manage. The real world stories and feedback from current CHRO's was priceless to be able to listen to.

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7. Given the differences across public/private institutions, sizes, etc, hearing the varied organizational structures was helpful in understanding the landscape for me. As a close second, How We Show Up As Leaders was a thoughtful and engaging discussion that helped me to understand the expectations of a CHRO which was my goal. The candor and breadth of the conversation was excellent.

8. The focus on the 4Cs will always be on my mind as approach my work. Also appreciate Laurita's additional C - confidence.

9. The framework of the outcome of the lab .. eg the action plan provides a framework to guide our thinking in our current roles as well as when the time comes for us to be CHRO

10. Helpful to peek behind the scenes to anticipate how to prepare and navigate that process

11. Not previously aware of the resource. It provided a lot of food for thought on how to organize my ideas into a cohesive strategic plan.

12. Was. Connected to all other sessions. Also hit really well w the case study conversation and the additional thoughts of the hr academy leaders.

13. Understanding the real world challenges and ethical dilemmas we face.

14. Both sessions were extremely interactive and allowed us to get a glimpse, from the CHRO's in the room, on what the role really is like. Being able to put myself in their shoes was very helpful.

14. Please rate the extent to which you feel ready to apply the information that you learned at the Academy:

	Percent	Count
<b>Extremely ready</b>	<b>71%</b>	<b>10</b>
<b>Somewhat ready</b>	<b>29%</b>	<b>4</b>
<b>Neither ready nor unready</b>	<b>0%</b>	<b>0</b>
<b>Somewhat unready</b>	<b>0%</b>	<b>0</b>
<b>Extremely unready</b>	<b>0%</b>	<b>0</b>

15. How likely is it that your learning from the Academy will help you achieve your professional goals:

	Percent	Count
<b>Extremely likely</b>	<b>100%</b>	<b>14</b>
<b>Somewhat likely</b>	<b>0%</b>	<b>0</b>
<b>Neither likely nor unlikely</b>	<b>0%</b>	<b>0</b>
<b>Somewhat unlikely</b>	<b>0%</b>	<b>0</b>
<b>Extremely unlikely</b>	<b>0%</b>	<b>0</b>

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16. Which of the following sessions from the Academy was most valuable to you? Percent      Count

<b>Kickoff Session</b>	<b>0%</b>	<b>0</b>
<b>Strategic HR Leadership</b>	<b>7%</b>	<b>1</b>
<b>The Business of Higher Education</b>	<b>21%</b>	<b>3</b>
<b>How We Show Up as Leaders</b>	<b>29%</b>	<b>4</b>
<b>People Analytics</b>	<b>21%</b>	<b>3</b>
<b>Building Academic Allies</b>	<b>14%</b>	<b>2</b>
<b>Case Study</b>	<b>0%</b>	<b>0</b>
<b>Deloitte Leadership Transition Lab</b>	<b>0%</b>	<b>0</b>
<b>The Search Process</b>	<b>7%</b>	<b>1</b>
<b>Closing Session</b>	<b>0%</b>	<b>0</b>

17. Please rate your satisfaction with the networking opportunities: Percent      Count

<b>Very satisfied</b>	<b>79%</b>	<b>11</b>
<b>Satisfied</b>	<b>14%</b>	<b>2</b>
<b>Neither satisfied nor dissatisfied</b>	<b>7%</b>	<b>1</b>
<b>Dissatisfied</b>	<b>0%</b>	<b>0</b>
<b>Very dissatisfied</b>	<b>0%</b>	<b>0</b>

18. What was your biggest takeaway from the Academy? Count

<b>Answered</b>	<b>14</b>
<b>Skipped</b>	<b>0</b>

1. A better understanding of what is needed to be a chro at this level and what gaps I should address

2. That I am ready for a CHRO role.

3. The challenges across institutions are very similar. Influence with data will be a key skill to be successful.

4. Build relationships and allies

5. I am much more prepared than I thought I was. Discussing with colleagues the issues we are all facing and how we are dealing- I am confident that if we all end up in the CHRO role within the next few years, we will be an amazing group!

6. This academy brought great leaders and insight that can allow me to to continue to grow and plan for the next phases of my career. I gained confidence in my abilities and it helped demystify areas of the CHRO role that previously made me feel anxious.

7. Confirmation that I am ready (within a year or so) to assume the right CHRO position, if that is what I decide to do. The education I had at the Academy along with the affirmation that I belong here were instrumental for me.

8. Listening to the stories and experience of current CHROs was extremely helpful. Knowing that while the job can be challenging, it is rewarding and it can be done if you have a strong team. Thank you, instructors!

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9. *That I need to learn more about the business of higher education and to begin being proactive about learning trends, etc that impact higher ed (Cheryl termed it as “peeking around corners”*

10. *I had not considered public/private dynamics.*

11. *I am so inspired by the passion, commitment and achievement that the instructors exhibited. It was energizing to hear the stories and see their efforts all day, everyday, to ensure they were accessible, welcoming and focused on our experience.*

12. *The support available if successful and the networking if still in same or similar role. The passion you all have to giving back and commitment to your profession in helping your institutions was phenomenal.*

13. *I’m ready to CHRO at a R2 or land-grant (not AAU, not medical) institution, and will be ready to*

14. *My biggest takeaway is that I am ready to be a CHRO.*

19. *What suggestions do you have for improving the Academy in the future?* Count

**Answered 14**

**Skipped 0**

1. *Roster of instructors asking with the participants... Helpful to see in writing/visually as a reference through program*

2. *The speakers were extremely engaged but at times they answered questions before the participants. Perhaps allow the participants to go first and then have the speakers answer as both insights are extremely valuable.*

3. *Tools- what systems, approaches processes have these leaders had success with. A couple mentioned Power BI, what else?*

4. *Allocate more time to the program and sessions to allow time to cover all questions. Add half a day.*

5. *I would have liked a little more time to chat with my colleagues discussing/troubleshooting how we can help each other- otherwise everything was amazing!! Thank you all for your time and commitment to us and the profession.*

6. *This was an absolutely wonderful experience and it was a privilege to be a part of this cohort. I enjoyed all aspects of the program, especially the well thought and presented topics and the overall organization. I know courage came up as a big topic of the 4 C’s for most of us. It would be enjoyable to include a team building exercise in the future (something that requires some activity and movement) to showcase courage and help people find their voice or confidence if they’re struggling with that. Thank you for all your work putting this wonderful program together!*

7. *More frequent bio breaks.*

8. *To keep the cohort going from a connection standpoint and also to build confidence and presence, maybe have each member prepare a presentation on a topic after 6-8 months (applying the content they learned). This will help them prepare for a cabinet/board presentation in the future. Having current CHROs provide feedback on the presentation would be valuable.*

9. *I enjoyed the case study for the immediate application. However I was glad that we pivoted away from the case study and adjusted to find other ways to ensure application....such as asking us what questions we want answered. Also, I would recommend that you have participants shift tables each day...there are 3 days and 3 tables so each day you are at a new table with new participants. This will allow us all the opportunity to connect with and bond with everyone in the cohort and not just those at the table we shared for 3 days.*

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10. *The case studies were too basic/generic. The one on data analytics seemed too perfect to be true and the answers were already obvious in the scenario. Suggest less about the case study and more opportunity to hear from others how they navigated that subject. Would also like a moment each day for personal reflection. Just a few minutes to write down thoughts. I did that on my own but setting that time aside for the group sets the expectation it is important to reflect.*

11. *Potentially some structured pre- or post- activities to develop/continue the cohort relationships.*

12. *The academy itself was great with deep expertise and encouragement. If I could add one session it would be a hands on public speaking, aka filmed "board" type presentation ..I saw that DU has a room for something like that. On logistics side I feel really bad but the communication and schedule from DU was a little confusing. Keep it at DU.*

13. *"What would you do" case studies... Seton Hall's ... President's Spouse Reports Harassment to You. (Outside investigation? Everywhere: Diplomatically handing a trustee overly influencing a dean search (tactfully tell them to buzz off? Maybe give some minor info?) Akron: CFO gets 2 DUIs in a year. (Working with the board, coordinating the exit, FLMA and ADA thoughts) Oklahoma: Football coach says (another) stupid thing. (AD and President's decision) Michigan: Faculty Stephenson Situation (was a bad EEO investigator selected? ) Thank you so much for all the effort - really helping prepare me for my next step in my career!*

14. *More interactive sessions with the CHRO's.*