



January 3, 2018

To My Fellow Fellows!

After winding down our 25th year, I want to give you a brief recap of our activities this year, and more importantly share with you the **results of the NAHR Fellow Survey**. **As always, action items for you in this letter are in red!**

As always, I will start with a huge thank you to all of the Fellows who contributed their time and/or financial support to NAHR this year. I know that you all have many demands on your time and requests for financial support from many places, so thanks again for all you do.

Below you will find updates on:

- The NAHR Fellow Survey Results (an attachment was in the email with a more detailed PowerPoint)
- NAHR and NAHR Foundation Events and Programs (including information on our two recently announced NAHR SHRM Scholarship Recipients!)
- NAHR and NAHR Foundation Contributions
- 2018 NAHR Fellow Nomination Schedule
- 2018 – 2019 Priorities
- **Action Required By You!**

NAHR FELLOW SURVEY RESULTS

We had 81 responses to the Fellow Survey, which is a 48% response rate. A PowerPoint document which has the quantified responses as well as a summary of recurring themes per question is attached in the email. In addition to the Survey tool, I had a number of conference calls with Fellows to further explore the feedback from the Survey as it relates to our current and potential future programs, and we also had extensive discussion about future programs at both Board meetings. The key themes are as follows:

- Our missions are appropriate but could be more succinct and have an emotive, action oriented representation
- Maintain focus on the most senior HR leaders and education of future HR professionals
- Do not significantly increase the number of programs...our Fellows have limited time to dedicate to NAHR
- Consider ways to increase NAHR's impact across a broader student audience
- Improve the website and add features such as an information sharing section
- Consider ways to increase the interactions of Fellows
- Do not add additional sources of income except for possibly a fourth Grand Sponsor
- New York is a preferred location for events for many, but other cities could be considered
- Increase awareness and knowledge of NAHR and our activities in the HR community

The next steps are as follows:

- Consider the following as a streamlined vision statement:

As the preeminent organization for senior human resources leaders, we are committed to:

- **Recognize** those who have significantly contributed to the human resources profession
- **Advance** excellence in the HR profession by sharing the experience of our Fellows
- **Impact** the education and experiences of those studying HR
- **Support and Connect** with NAHR Fellows for professional & personal growth
- **Educate** the business community of the positive impact HR can have on the success of the organization and its employees and communities

Recognizing and Advancing Excellence in the HR Profession

- Better market the CHRO Academy and Top Seat program going forward and solicit nominees from the Fellows for participants for both programs.
- Continue the work on an updated website, with an early 2018 roll out. Further enhancements could include:
 - Gather information about Fellows coaching and mentoring in terms of who is already doing it and who might like to volunteer to do it or increase their participation. As does the Top Seat Program, the CHRO Academy will also encourage participants to approach Faculty for 1:1 interaction.
 - Consider increased / different communications once the website is up and running, such as a quarterly newsletter that we could put on the website, news about Fellows, etc.
- Further explore options for increased NAHR impact on students, and consider both HR students and business students, including
 - Add more students to the Masters Program
 - Work with universities to advance HR in their core curriculums to gain exposure to HR in undergrad programs
 - Engage Fellows more in the classrooms
 - Work with SHRM's student chapters to help leverage impact and make sure curriculums have the proper content
 - Start a dialogue with AACSB regarding content of required business curriculums.
 - Gather a list of Fellows who are teaching or sitting on Academic Boards, their willingness to volunteer, and potentially have Fellows share their materials on our website.

- Further explore a one-day workshop with Fellows and invited academics (non-Fellows) who teach HR (or business?) to have a dialogue about what CHROs would want to be included in HR courses, what research the academics are doing related to HR, etc.

I realized that there was an oversight on my part in terms of areas to explore, that being our Fellow candidate identification and nomination process. **Please feel free to send me any feedback you have on this topic.**

NAHR AND NAHR FOUNDATION EVENTS AND PROGRAMS

CHRO Academy

Our 2017 CHRO Academy took place in New York at the Park Lane Hotel on June 14-15, 2017. We had 41 first time CHROs attend and 30 faculty! As always, the feedback on our signature program was exceptional. To date we have had 421 CHROs attend the Academy. Our next CHRO Academy will be held on June 13-14, 2018 at the Sheraton Times Square New York Hotel. Please plan on attending either as faculty or as a Table Host...the participants love the interaction. **Please let us know if you have anyone you would like to be invited to the CHRO Academy. If you need a room at the Sheraton please call (888) 627-7067 and mention the National Academy of Human Resources room block.**

2017-2018 Understanding the Top Seat Program

The “Modern CHRO Role and Strategies for Success” program, also known as the “Understanding the Top Seat” program is designed for top HR leaders who have the potential to succeed the CHRO. The program, organized by Cornell’s ILR Executive Education and co-sponsored by NAHR, provides them both a realistic preview of the challenges entailed in the CHRO role and guidelines for how to navigate those challenges. The program is taught largely by NAHR Fellows, and is led by NAHR Fellow Patrick Wright. Two full programs were run last year and the eleventh session began in November with 24 participants. Approximately 145 participants have attended the program since inception. The next session will kick off November 7, 2018. **Please let us know if you have anyone you would like to be invited to the Top Seat Program.**

Masters Student Program

We hosted our ninth group of HR Masters Students at our Annual Pre-Dinner Discussion and Dinner. We had twelve students from a variety of universities, and their day began in a session led by Fellows David Lewin, Daniel Marsili and Noel Tichy discussing multiple current HR topics. The students then actively participated in the Pre-Dinner Discussion and attended the Dinner. Feedback from the students was outstanding, and we have asked them to be NAHR ambassadors on their campuses.

Annual Fellow Induction Dinner

Our Annual Dinner in November was held at the JW Marriott Essex House in New York City, and will be held there again next year on **November 8**. We welcomed in four new Fellows to the Academy (Timothy Bartl, CEO, Center on Executive Compensation and EVP, General Counsel and Secretary, HR Policy Association, Peter Fasolo, EVP & Chief Human Resources Officer, Johnson & Johnson, Donna Morris, EVP, Customer and Employee Experience, Adobe, and Christine Pambianchi, SVP, HR & Chief Human Resources Officer, Corning), bringing our total number to 172 installed Fellows.

I would like to thank Korn Ferry, <https://www.kornferry.com/>, SHRM, <https://www.shrm.org/> and Workday <https://www.workday.com/en-us/homepage.html>, for being our Grand Sponsors this past year, as well as our Fellows who were financial supporters of the Dinner. This was the last year of Sponsorship for SHRM. **Photos from the event can be found at** <https://www.dropbox.com/sh/v5u9iw1mz088tqw/AAAkFZ-jE4rsR0D5Z2XkX0iLa?dl=0>. Next November our third Grand Sponsor will be Alexander Mann Solutions, <http://alexandermannsolutions.com/>. **Please send us any leads for Annual Dinner Grand Sponsors (including your own organization where applicable!) to Jbsmart@nationalacademyhr.org.**

2017 SHRM Scholarship

We are in three of a five-year commitment from the NAHR Foundation to fund one \$5,000 graduate scholarship through the SHRM Foundation, and in year one of a second scholarship. The SHRM Foundation selects the scholarship recipients. **See Attachment 1 for more information about Burgandy Mallinger and Shannon Fazande, our two recently announced scholarship recipients.**

AAU HR Institute

The Association of American Universities - HR Institute (AAU-HR Institute) is the premier organization for the CHROs of the 62 universities who belong to the prestigious AAU. The NAHR Foundation provided initial support for the Institute, and NAHR Fellows continue to attend and contribute to many of its meetings.

NAHR AND NAHR FOUNDATION CONTRIBUTIONS

I appreciate your continued support and your generous contributions. This year we had a record number of Fellows contribute. Since I continue to get questions about our two fundraising programs, I am once again including a brief overview.

Support for NAHR operations comes from two sources:

- NAHR Patron's Program (\$5000 - most contributions are from a Fellows's organization, although we have a few generous exceptions)
- Annual Dinner (seats/table tickets and Grand Sponsorships)

Support for the Foundation and its many programs described above come from four sources:

- Foundation Solicitation Contribution from Fellows (includes contributions from individual Fellows and sometimes from their respective organizations)
- CHRO Academy tuition
- CHRO book royalties
- Dividends / interest / gains on investment holdings

Here are a few key stats:

- Participation rate including both the NAHR Patron's Program and donations to the Foundation:
 - 2013 – 28.6%
 - 2014 – 27.5%
 - 2015 – 25.0%
 - 2016 – 41.4%
 - 2017 – 45.4%
- Typical donation range of individuals: \$200 - \$7,500

While we did have an increase again in participation in 2017, both the NAHR and the NAHR Foundation Boards have again discussed the need to significantly increase both the participation rate and the average donation to continue to support the terrific programs we currently have, and more importantly to increase the number of our programs. In addition to maintaining and increasing our Patron's Program, we continue to set a goal of **100% of Fellow participation**, no matter what the level.

The NAHR and the Foundation Board committed to their 100% participation beginning with 2016. I hope you will consider contributing next year if you have not contributed recently, continue to contribute if you have done so recently, and consider increasing the level of contribution, so that we may further our mission. Thanks for your consideration on this matter...we would not be who we are without you!

2018 NAHR FELLOW NOMINATION SCHEDULE

We will be soliciting nominations for our class of 2018 in February, but **you can always let me know if you have a candidate to consider, either this year or in the future.** Attachment 2 is the schedule for the nomination process.

2018-2019 PRIORITIES

Below are my top priorities for the next one to two years. I look forward to any input you have.

- Continue to focus on increasing the diversity of our Fellows, in terms of ethnicity, geography, industry, etc.
- Design and implement new program(s)
- Increase our brand awareness, through social media and other venues
- Roll out new website including improved user interface, additional functions such as ability for Fellows to post material and news, credit card functionality, and efficiencies in updating and utilizing the information on the site

ACTION REQUIRED

Contact Debbie if your contact information has changed or access the website via this link <http://www.nationalacademyhr.org> and update your information.

Book your hotel for the 2018 CHRO Academy at the Sheraton New York Times Square, located at 811 7th Avenue 53rd Street, New York, NY 10019. You may make your reservations by calling (888) 627-7067 and mentioning the National Academy of Human Resources room block.

Book your hotel for the 2018 Annual Dinner at the JW Marriott Essex House, located at 160 Central Park South, New York, NY 10019. You may make your reservations by calling (800) 228-9290 or (212) 247-0300 and mentioning the National Academy of Human Resources room block.

Browse through photos from this year's 25th Anniversary Dinner to download yours.
<https://www.dropbox.com/sh/v5u9iw1mz088tqw/AAAkFZ-jE4rsR0D5Z2XkX0iLa?dl=0>

Let us know if you have anyone you would like to be invited to the CHRO Academy or the Top Seat Program. Please send their contact information to Jbsmart@nationalacademyhr.org.

Send us any leads for Annual Dinner Grand Sponsors (including your own organization where applicable!) to Jbsmart@nationalacademyhr.org.

Be on the lookout for NAHR Fellow Candidate call for nominations.

Save the Dates:

Please add these dates to your calendar.

Date	Time	Event	Location
Wednesday, June 13, 2018	8:00am – 8:30pm Eastern	CHRO Academy – Day 1	Sheraton New York Times Square
Thursday, June 14, 2018	8:00am – 12:30pm Eastern	CHRO Academy – Day 2	Sheraton New York Times Square
Thursday, November 8, 2018	11:30am – 4:30pm Eastern 6:00pm – 11:00pm Eastern	NAHR Fellows Pre-Dinner Discussion Annual Dinner	JW Marriott Essex House – NYC
Wednesday, June 12, 2019	8:00am – 8:30pm Eastern	CHRO Academy – Day 1	NYC – exact location TBD
Thursday, June 13, 2019	8:00am – 12:30pm Eastern	CHRO Academy – Day 2	NYC – exact location TBD
Thursday, November 7, 2019	11:30am – 4:30pm Eastern 6:00pm – 11:00pm Eastern	NAHR Fellows Pre-Dinner Discussion Annual Dinner	NYC – exact location TBD

Attachment 1



Announcing the NAHR Graduate Student Scholarship Winner for 2017 Burgandy Mallinger from the University of Minnesota at Duluth

Burgandy Mallinger is a full-time student earning her Master's in Human Resources and Industrial Relations at the University of Minnesota at Duluth (UMD), Carlson School of Management. She has earned scholarships from her university, was selected for the UMD Award for Human Resource Commitment, is on the Dean's List for Academic Excellence and was an invited speaker at the SHRM Foundation Scholarship Dinner in 2016. She served as president of the SHRM UMD student chapter 2015-2017, where she previously served as merit award director and membership chair. Under her leadership, meeting attendance tripled and a new club brand was created. They made program changes to incorporate influential speakers biweekly and interactive personal development activities in alternate weeks. Their new brand, "the people you want to know", allowed SHRM student members to help other non-HR students with interview and resume tips. Burgandy completed an HR internship at Daikin Applied and currently works as a Talent Acquisition Coordinator at Polaris Industries in Medina, Minnesota. Burgandy is unique in that she knew early in her education that she wanted to devote herself to helping others through a career in human resources. She adds value to every organization to which she belongs.

During her short time at Lake Superior Consulting she helped recruit several key employees, which was critical for engineering projects to be successful." After graduation with an advanced degree, she looks forward to pursuing a senior leadership position in human resources.



Announcing the NAHR Graduate Student Scholarship Winner for 2017 Shannon Fazande from Tulane University

Shannon Fazande has a 4.0 GPA in her Masters of Jurisprudence Labor & Employment Law at Tulane University. She is a dedicated HR professional who took a risk and launched her own consulting firm, Fazande Consulting, LLC, in 2016, where she works with small to mid-sized businesses in the areas of talent acquisition, compliance, strategy, training and policy development. She has a passion for legal study and is eager to gain a more extensive understanding of the complexities of federal and state regulations that govern most aspects of HR today.

Shannon has extensive volunteer experience in creating programs and raising funds for underserved communities. She facilitated career development training for the young parents of children in the Head Start Program, including training in resume writing, interview skills and effect job searches. One recommendation writer writes, "Under Shannon's leadership, the PTO, for the first time in school history, raised more than \$40,000 to support classroom supplements that were not covered by the school's operating budget."

Shannon's dedication to serving others is summed up in a sentence on her application, "My life is about sharing knowledge, encouraging others, teaching and empowering people. I would like my career to reflect my love of HR, people, and education. I want to assist organizations with finding and retaining talent through innovative programs that show a true appreciation for human capital. I also want to continue assisting people with developing the best version of themselves and pursuing their professional dreams."

Attachment 2

2018 NOMINATIONS SCHEDULE

- Email sent to all Fellows requesting Fellow nominations (February 5)
- Email sent to Board Distinguished Fellow Representative requesting Distinguished Fellow nomination (February 5)
- Candidate Preview Forms due (by February 23)
- Distinguished Fellow nomination name due (by March 1)
- After review and any necessary follow up by President, final Candidate Preview Forms (with bios) and Distinguished Fellow nomination name (if applicable) due to President (by March 2)
- Candidate Preview Forms and Distinguished Fellow nomination name sent to Board (March 5)
- Conduct NAHR Board of Directors conference call to review nominees and determine which candidates will continue through the nomination process (March 16)
- NAHR Board President contacts nominators (by March 21)
- Solicit Candidate Reviewers (April 2)
- Nomination Packages completed and submitted to NAHR President (by April 18)
- Assign Candidate Reviewers to candidates (by April 23)
- After review and any necessary follow up by President, final Candidate Nomination Packages due to President (by April 27)
- Candidate Nomination Packages sent to Candidate Reviewers (by May 1)
- Candidate Reviewer reports due to President (by May 18)
- After review and any necessary follow up by President, final Candidate Reviewer Reports due to President (May 31)
- Full Nomination Packages, including Candidate Reviewer Reports, sent to Board with other meeting materials (June 4)
- NAHR Board of Directors meets to determine the ballot for Fellows' final vote (June 14)
- President notifies Candidate Reviewers of Board action and thanks for participating in nomination process (by June 19)
- President notifies nominators of Board action (by June 22)
- Complete nominations packages added to website (June 25)
- Ballot (due by July 11) sent by email to Fellows (June 26)

- Reminder for ballots sent out (July 9)
- Ballots due (July 11)
- Ballots tallied and Board is informed of results (July 12)
- President notifies nominator of election results, asks them to congratulate the new Fellow and let them know to expect a call from the NAHR President, and to inform the President when the call has been made (July 13)
- Nominators call newly elected Fellows and informs the President when the call has been made (by July 18)
- Email sent to Fellows with election results and contact info for newly elected Fellows, encouraging them to reach out to the new Fellows to welcome them (July 19)
- President personally visits all new Fellows to congratulate and explain NAHR/gives them new Fellow orientation manual (by September 30)