

NAHR Survey Results and Future Programs Discussion

Fellows Pre-Dinner Discussion

November 2, 2017

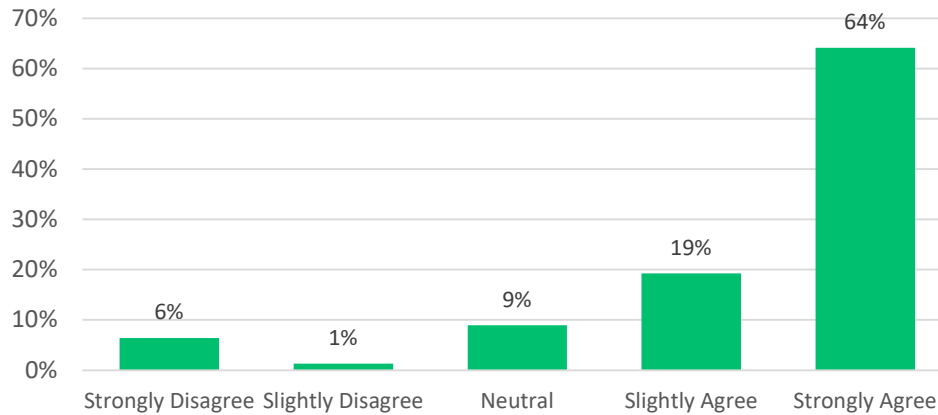
NAHR Survey Results

Highlights

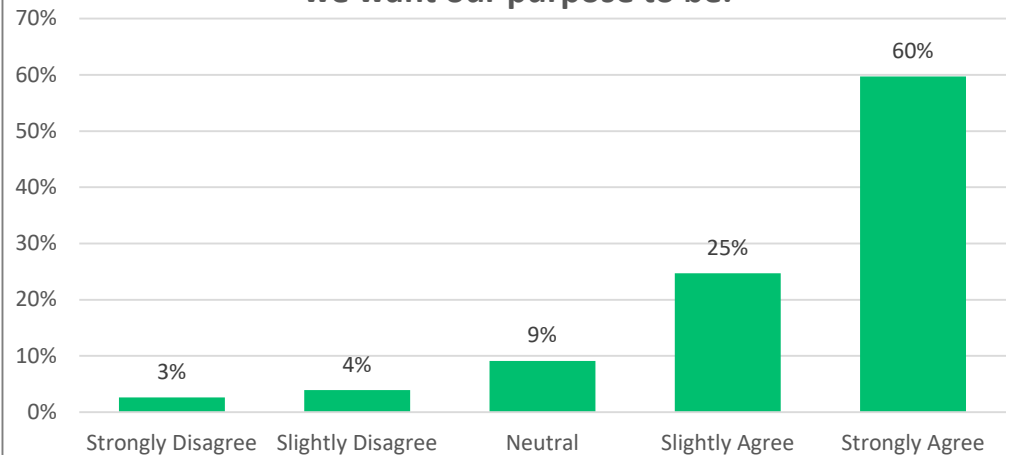
- **81 responses (48%)**
- **Our missions are appropriate but could be more succinct and have an emotive, action oriented representation**
- **Maintain focus on most senior HR leaders and education of future HR professionals**
- **Do not significantly increase the number of programs...our Fellows have 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 should be considered**
- **Increase awareness and knowledge of NAHR and our activities in the HR community**
- **Oversight – Did not ask about submission process**

Mission Statements

Q1. The NAHR Mission represents what we want our purpose to be.



Q3. The NAHR Foundation Mission represents what we want our purpose to be.



NAHR Mission Statements Combined

National Academy of Human Resources

The National Academy of Human Resources (NAHR), founded in 1992, is an organization in which individuals and institutions of distinction in human resources are recognized for their professional achievement and where, through a collaborative effort, the work of the profession is advanced. Through election as a “Fellow” of the NAHR, those individuals and institutions who have distinguished themselves through their leadership in the broad field of human resources are recognized and celebrated. They are recognized by their peers for their sustained achievements in and their contributions to their organizations, the human resources profession, and society at large. Fellows come from many life experiences and all aspects of contemporary and intellectual professional thought and activity in the field of human resources. Election as a Fellow of the NAHR is by vote of the membership and is the highest honor granted in the human resources profession.

NAHR Fellows work to enhance the human resources profession by leading and participating in the many programs and studies sponsored by the National Academy of Human Resources Foundation.

National Academy of Human Resources Foundation

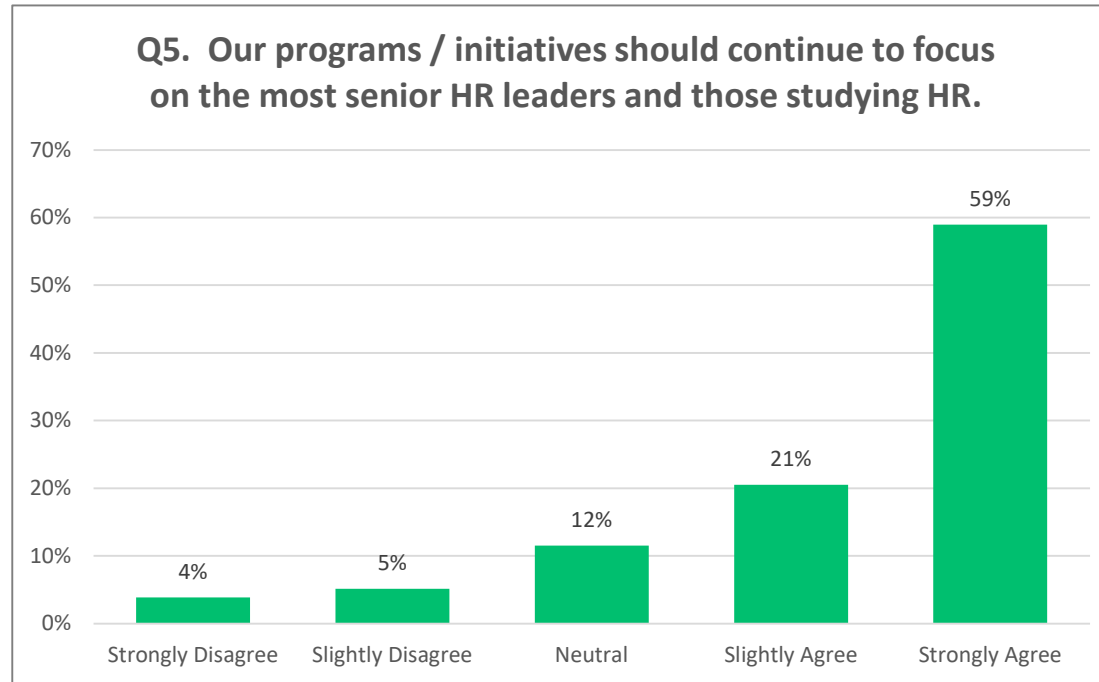
The National Academy of Human Resources (NAHR) Foundation was established to further contribute to the profession of human resources by conducting outreach programs to the profession through a program of various projects and studies that reflect the interest of its members and is responsive to the needs of the human resources profession, business, government and society.

The NAHR Foundation accomplishes its objective by developing and supporting unique programs and studies that enhance the human resources profession in ways that reflect the special nature of the Academy by utilizing the immense individual and collective wisdom of the Fellows, both active and retired. Additionally, through its various programs and initiatives, the NAHR Foundation strives to develop in students and other qualified individuals interest in the human resources profession as a career.

Mission Highlights

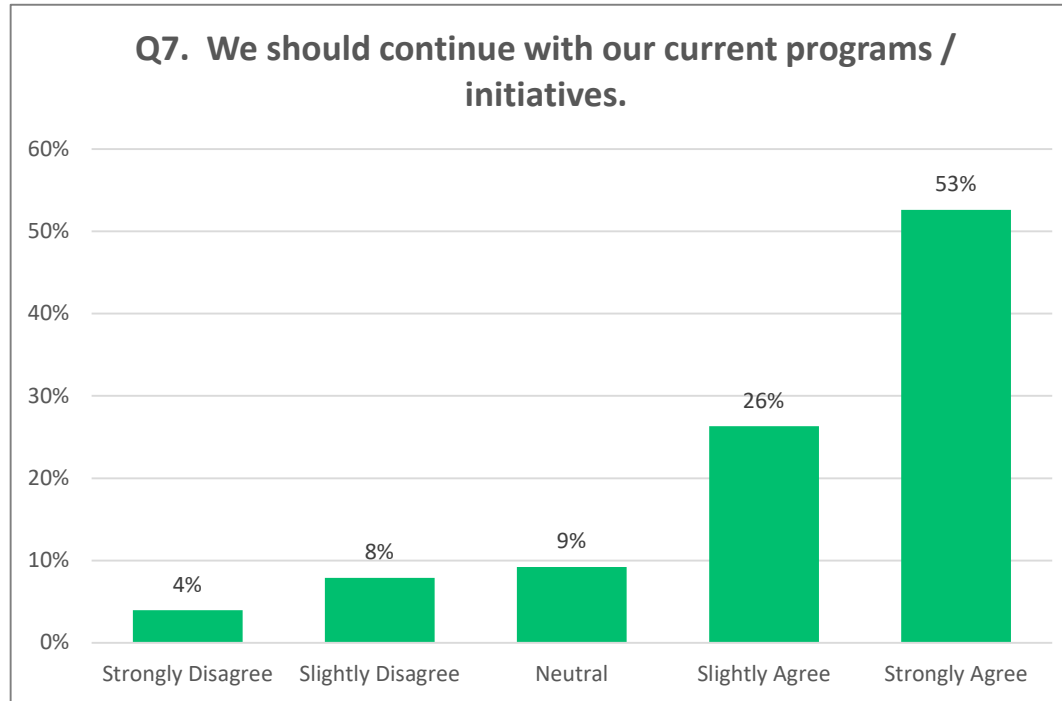
- **Our missions are appropriate but**
 - **could be simpler and more succinct**
 - **should have an emotive dimension**
 - **should have a more action oriented focus on HR's impact on the business, people, and communities**
- **Most felt we should continue to not compete with the space other HR organizations are in**
- **Many suggested we not try to be more than we are today or overextend**

Program Participants



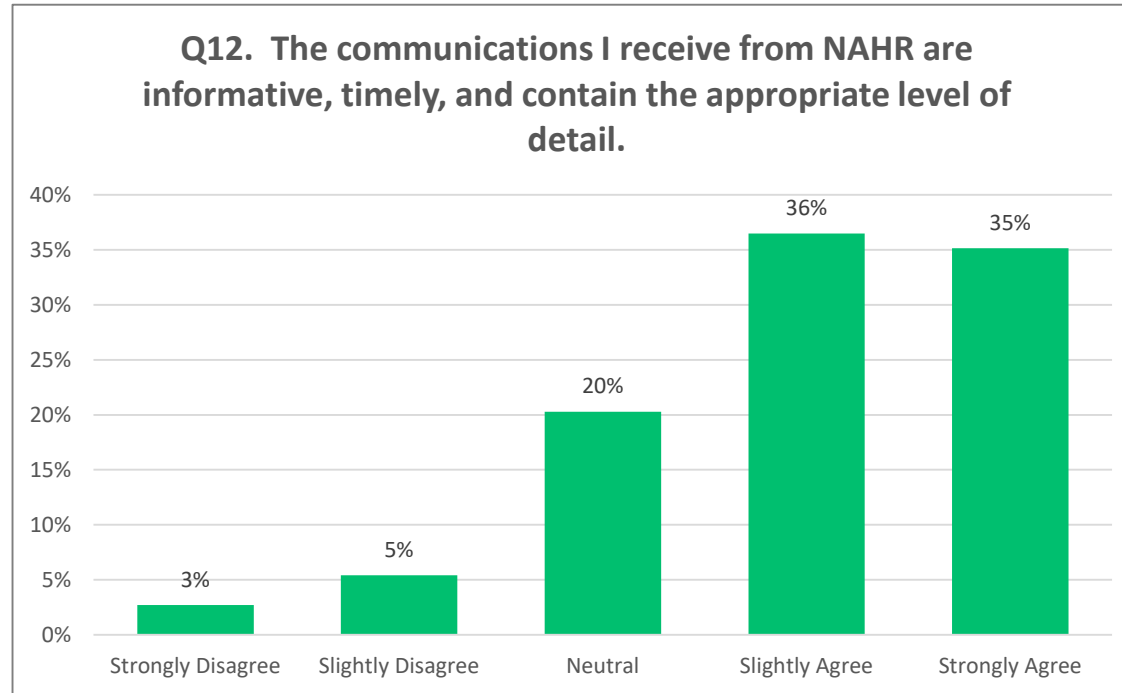
- **Maintain focus on most senior HR leaders and education of future HR professionals**
- **Consider including more participants from smaller companies and outside the U.S.**
- **Increase the number of students we reach**
- **Look for ways to include HR content for students outside of those studying HR**

Programs



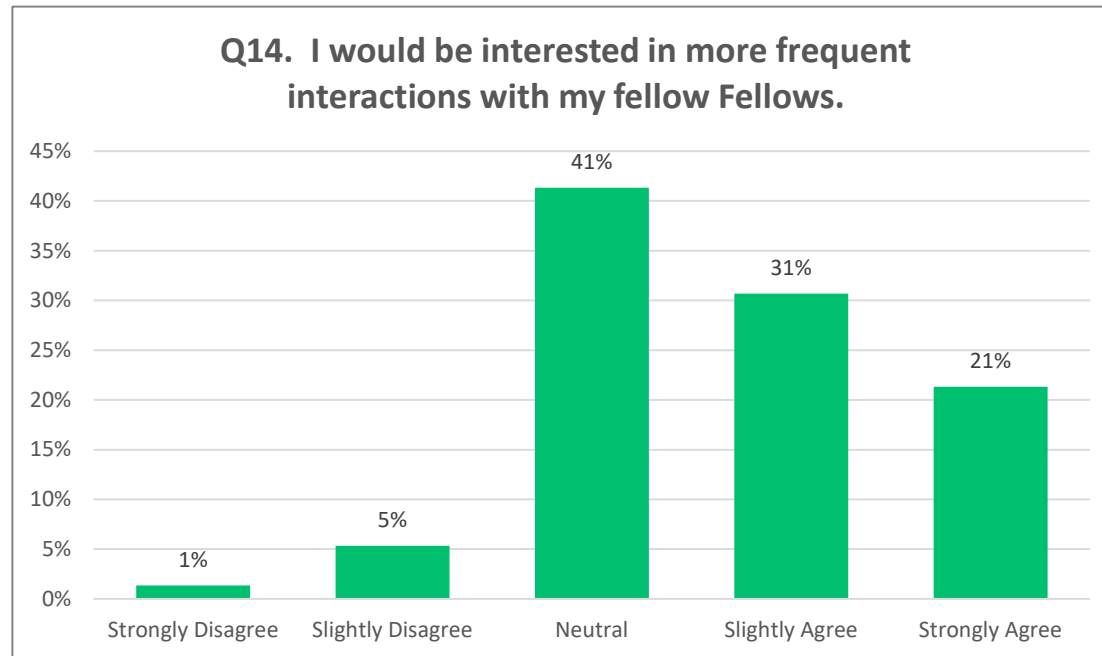
- **Keep the number of programs small so Fellows can continue to be the providers**
- **Continue with the CHRO Academy signature program**
- **Make sure topics are current and forward looking**
- **Add an initiative to impact students more broadly versus only 10-15 students per year**
- **Consider some type of mentoring program**
- **Consider an initiative around HR for non-HR professionals**
- **Ensure programs have pragmatic outcomes**

Communications



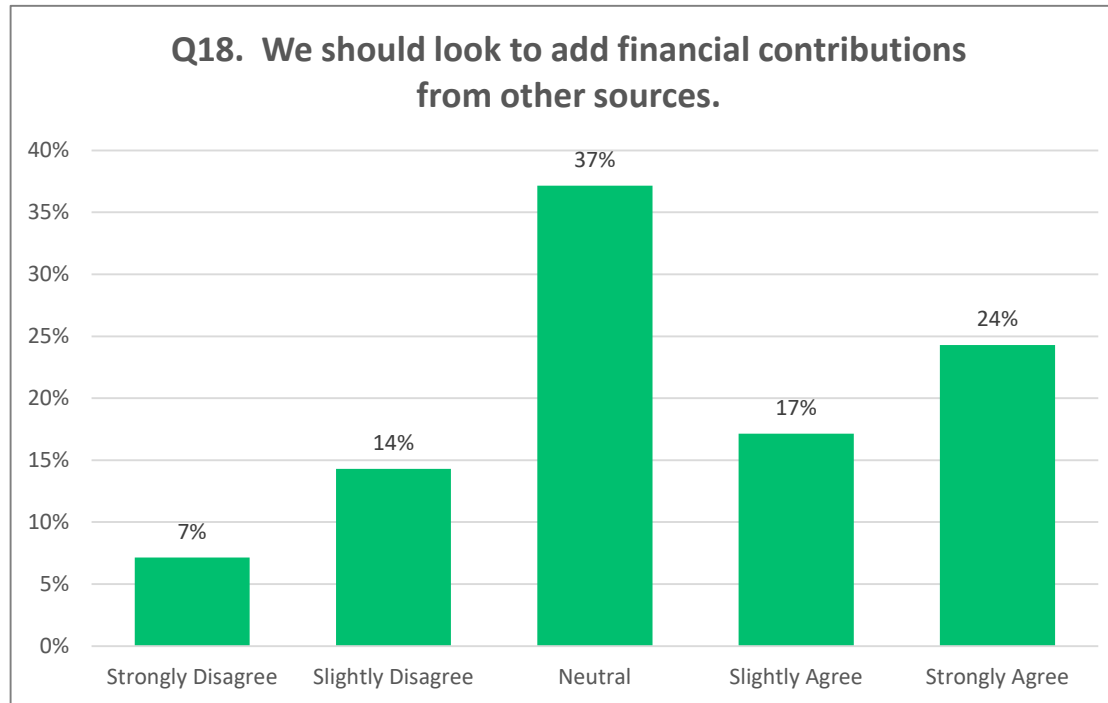
- **Need a more functional and useable website**
- **Have a mechanism to allow Fellows to share intellectual property and other HR news**
- **Consider a quarterly newsletter with news about our Fellows, events, etc.**
- **Should have more direct contact with Fellows to increase participation**

Fellow Interactions



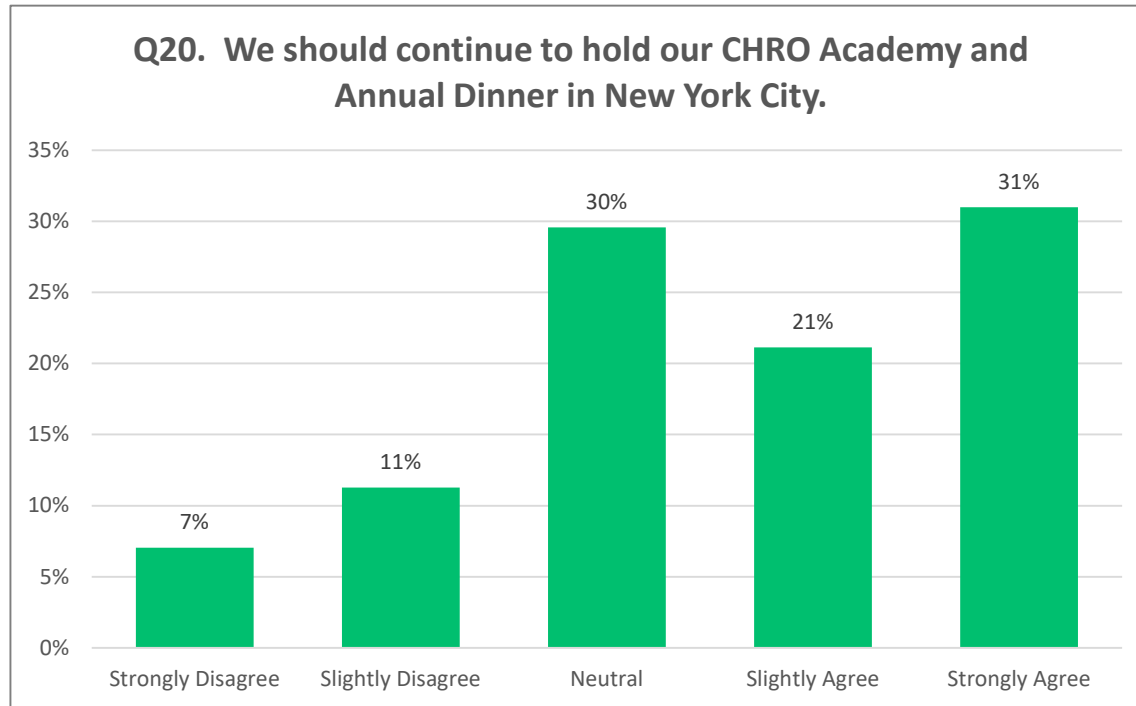
- **Consider regional events and/or video/conference calls on specific topics**
- **Consider more use of social media to stay connected**
- **Comments reflected that the Neutral really was more aligned with not wanting to add more programs that would only compete for Fellows time with other programs.**
- **Would need Fellows to sponsor events**

Contributions



- **Most believe we should keep our sources of income as is**
- **Consider adding another Grand Sponsor**
- **Maintain our independence and neutrality**

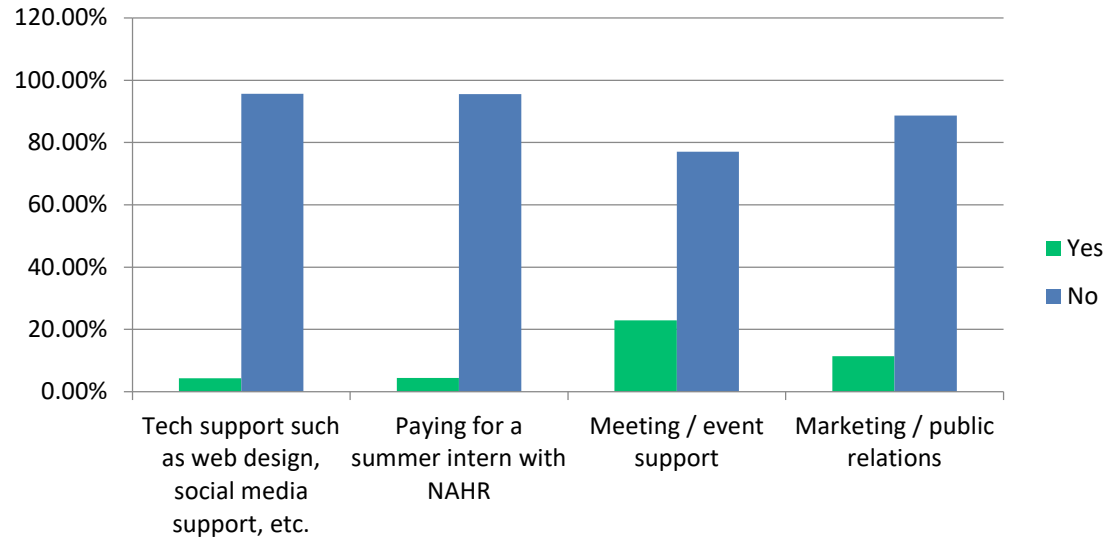
Location of Events



- **Many comments supported staying in New York City**
- **Other cities to consider include Chicago, Miami, Washington D.C., and the west coast, although some comments suggested we get a better geographical spread of our Fellows before we move events out west**

In-Kind Support

Q22. Would you and/or your organization be interested in volunteering for any of the following:



- **Limited availability of additional in-kind resources**

Recommendations and Next Steps - Mission

- Keep the current mission statements but consider minor simplifications
- Consider a vision statement that is more specific about what we do and will do in the future with anticipated outcomes

Suggested NAHR 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 esteemed 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 business and its employees and communities

RAISING the bar for HR. *Advancing Excellence in the HR Profession*

DISCUSSION

NAHR Future Programs

Programs Committee

- **Bill Allen**
- **Dick Antoine**
- **Marcia Avedon**
- **Mike D'Ambrose**
- **Mike Davis**
- **Susan Davis**
- **Rich Floersch**
- **Mary George**
- **Opperman**
- **Ken Hutchinson**
- **Ed Lawler**
- **David Lipsky**
- **John Murabito**
- **Jill Smart**
- **Sharon Taylor**
- **Charlie Tharp**
- **Noel Tichy**
- **Dave Ulrich**
- **Pat Wright**

Current and Past Programs

- **Current Programs**
 - **CHRO Academy**
 - **Top Seat Program (in conjunction with Cornell)**
 - **Masters Students Program**
 - **Fellow Pre-Dinner Discussion**
 - **NAHR SHRM Scholarship**
 - **American Association of Universities - HR**

- **Past Programs**
 - **Retail CHRO Program**
 - **Masters Student Internships**
 - **NAHR Ram Charan Essay Contest**
 - **Business Cases**
 - **Research (CHROs on Boards, CHREATE)**
 - **Books**

Programs to Consider Adding

- **Add additional scholarships**
- **Work with universities to enhance HR Curriculums**
 - **Daylong workshop between Fellows and select faculty (non Fellows)**
 - **Review and add to HR courses and curriculums**
 - **Work with SHRM on their HR certified curriculum**
 - **Work with universities and/or the AACSB (American Association of Collegiate Schools of Business certifies business curriculums) to get HR courses in business curriculums**
 - **Get Fellows in the classroom**
 - **Create business cases to use in the classroom**
- **Fund academic research on a specific topic either individually or in conjunction with other HR organizations**
- **Create a forum for student publications**
- **Increase the number of masters students that come to the program before the dinner**
- **Provide summer internship(s) at NAHR**
- **Mentor/coach new CHROs and near-CHROs**
- **Author a white paper about what a CEO and Board should expect of a CHRO and the HR function**

Programs to Consider Dropping and Other Possible Investments

- **Programs to consider dropping**
 - **Masters Students Program**

- **Other possible investments**
 - **Public relations / marketing, including social campaign**

DISCUSSION