



HRPI

newsletter

Human Resources Policy Institute

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LEFT: Mr. Daniel Marsili, Senior Vice President, Global Human Resources, Colgate-Palmolive Company. **RIGHT:** Members, Ms. Lisa Kelly-Crowell and Mr. Frank Reid.

Fall 2012 Meeting

The Human Resources Policy Institute held its fall 2012 meeting at the Boston University School of Management. With a growing business focus on sustainability and an interest in generational differences, the theme, the Future of HR, spoke to the challenges faced by members in their respective organizations. Members were given an update on trends in executive compensation from Dr. Charles Tharp (CEO, Center on Executive Compensation), a strategic perspective on HR and sustainability by Ms. Jeana Wirtenberg (President and CEO, Transitioning to Green), Mr. Thomas Dziki (Chief HR and Sustainability Officer, UNFI) and Ms. Samantha Joseph (Director of Corporate Responsibility and Sustainability, Iron Mountain).



ABOVE: Dr. Fred Foulkes and members listen to Ms. Jeanne Meister of Future Workplace.

Ms. Jeanne Meister (Founding Partner, Future Workplace) presented on future trends in the workplace and Mr. J. Randall MacDonald (Senior Vice President, IBM) shared with members and guests his views about the future of HR. Mr. MacDonald was also presented with the inaugural W.E. Burdick Award for HR Excellence. Discussions at the meeting covered a wide variety of HR challenges and solutions including executive compensation, say on pay, HR's role in sustainability, implications of new technologies for HR, generational challenges, and the use of gamification in HR practice and learning.

Following introductions, Professor Foulkes opened the meeting with a roundtable discussion on five topics (i) veteran's outreach programs, (ii) healthcare strategy, (iii) HR dashboard and metrics, (iv) in-house executive recruiting, and (v) global human resource information systems. This was followed by a presentation by Dr. Charles Tharp on executive compensation and HR.

Dr. Tharp provided members with an update on say on pay and shareholder engagement. He also discussed pay for performance trends, proxy advisory firm policies, the public policy landscape in the US, and how companies are approaching pay for performance. Dr. Tharp also discussed findings from interviews with institutional investors. He shared specific examples on how companies are approaching pay for performance and described trends in actions taken by different organizations, including the ISS and SEC.

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New Perks for Life and Work

As technology permits the line between work and home to blur, companies are looking at ways to address the impact this has on home life. At Evernote, a California-based software company, all 250 employees have their homes cleaned twice per month for free. Employees also get \$1,000 to spend on a “real” vacation, as long as they actually unplug and go somewhere.

In keeping with the idea that life and work should blend together rather than be separate, Stanford School of Medicine recently rolled out a pilot program to provide doctors with take-home dinners and housecleaning, in an attempt to minimize distractions and tensions at home that can adversely affect focus at work.

At Facebook, employees can take home a free dinner, or if working late, can invite family members for dinner at the company cafeteria. The company also offers new parents \$4,000, pays \$3,000 in childcare expenses, and offers up to \$5,000 in adoption assistance.

“Housecleaning, Then Dinner? Silicon Valley Perks Come Home”, www.nytimes.com, October 19, 2012

Legal Plan a Popular Benefit

Since 2002, Sprint has been offering employees access to legal services as part of its benefit package. Administered by Hyatt Legal Plans, the benefit provides legal advice and fully covered legal services for a range of matters, including, court appearances, document review and preparation, debt-collection defense, estate planning, and real estate transactions. There is no waiting period or limit on usage of the service.

“At Sprint, Legal Services Prove to be a Popular Benefit”, www.hreonline.com, May 30, 2012

Social Media Law Passes in California

In September, California joined Maryland

and Illinois to become the third state to limit employers’ ability to request or access employees’ or applicants’ social media accounts. The law, which goes into effect on January 1, 2013, will prohibit an employer from requiring or requesting an employee to disclose a username or password or access personal social media in the presence of an employer. It will also prohibit an employer from retaliating against an employee for not complying with such a request. However, the law does not impact an employer’s right to request social media information for the purposes of investigating an internal complaint of misconduct or violation of the law.

“California Becomes Third State to Enact Social Media Password Law, Joining Maryland and Illinois”, www.nixonpeabody.com, October 2, 2012

California Governor Signs Religious Freedom Act

California Governor Edmund Brown recently signed the California Workplace Religious Freedom Act into law, which prohibits religious discrimination in the workplace. The new law makes it clear that wearing religious clothing or a religious hairstyle as a belief is protected. The new law also requires that an employer reasonably accommodate the religious belief or observance of an individual unless such accommodation would cause undue hardship.

“New California Law Bans Workplace Discrimination”, www.laboremploymentperspectives.com, September 25, 2012

Government Employees Slow to Embrace Telework

According to an Office of Personnel Management (OPM) report on the status of telework in the federal government, 32 percent of federal employees are eligible to work from home, yet only 25 percent of those eligible did so in September 2011. While almost two-thirds of employees at the Patent and Trademark Office, an early adopter of telework, work from home, the government-wide figures reveal reluctance on the part of managers to allow telework.

Officials at the OPM suggest that all managers need to become more comfortable with managing by results rather than focusing on time spent in the office. Managers report a lack of telework training, security issues, and concern that they won’t be able to discontinue

telework if necessary. Departments with low teleworking rates, such as Veterans Affairs and the Justice Department, say their duties are not compatible with teleworking, even if officially eligible.

“Telework is a Work in Progress”, The Washington Post, July 9, 2012

Employees at Amazon Return to School

In July 2012 Amazon CEO Jeff Bezos announced a program that allows some of the lowest-paid employees at the company to return to school to learn new skills. Amazon will prepay 95 percent of tuition, up to \$2,000 annually, for full-time, hourly, employees with at least three years of service at Amazon. However, not all areas of study will be covered under this initiative. Eligible areas of study include aircraft mechanics, computer-aided design and nursing—fields that are well-paying and in high demand according to the U.S. Bureau of Labor Statistics.

“Amazon Offers Tuition Benefit Aimed at Lowest-Paid Employees”, The Seattle Times, July 23, 2012

Texas Instruments Focuses on High Potential Women

Through the Women’s P&L Initiative, Texas Instruments is actively coaching more high-potential female employees for line management positions. Although the company easily recruits female engineers, few were attracted to positions that traditionally lead to the highest levels of management. The open-ended program, which began in 2009, helps women target and develop the specific skills needed to succeed in these positions. During the program, aspiring female line managers undertake self-assessments to identify their skill gaps and attend small group sessions with senior executives. All participants are assigned a high-ranking mentor to help develop the necessary skills. Seven of the initial 52 participants now have line management assignments and many of the other participants now have a plan in place to target the skills necessary for promotion.

“TI Battles a Gender Gap in Job Experience”, www.online.wsj.com, June 14, 2012 ■

Staffing Challenges in the Future

According to a study by the Partnership for Public Services, the number of federal employees retiring has increased, year over year, by 25 percent. Finding replacements for these employees, especially those with backgrounds in science and engineering and technology, will be difficult, the study notes, due to declining budgets and inadequate succession planning at some agencies. In addition, agencies are finding it difficult, due to reduced budgets, to turn contractors into replacements for departing staff.

"Uncle Sam's Talent Challenge", www.hreonline.com, September 4, 2012

Millennials Choose Smaller Employers

Millennial employees are taking their talent to smaller employers, according to a recent survey conducted by PayScale, Inc. and Millennial Branding, which sees a majority of Gen Y workers employed at small to mid-sized organizations. The survey looked at approximately 500,000 employees aged 19-30 across various cities, companies, careers, education, compensation levels, and job skills and found that 47 percent of millennial employees surveyed are at companies with fewer than 100 employees and 30 percent are at organizations with 100-1,500 employees. Only 23 percent of respondents reported working for companies with 1,500 or more employees.

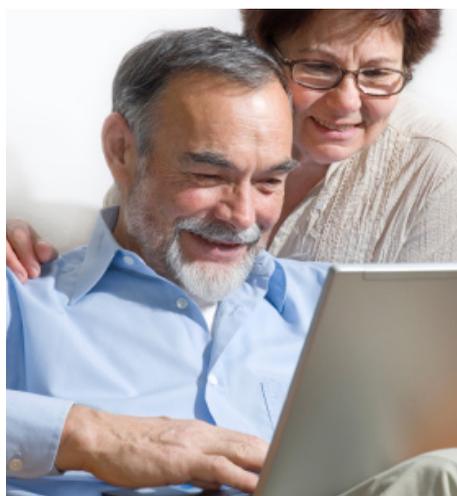
Millennial employees are often perceived as seeking creative, collaborative, and flexible work environments not typically associated with large companies. However, researchers speculate that more opportunities, and a more streamlined recruiting process, are also attractive to these younger workers.

"Where's Gen Y Going to Work (and Why)?", www.hreonline.com, September 11, 2012

Video Interviewing on the Rise

More than 60 percent of HR managers surveyed by OfficeTeam say that their company now conducts job interviews via video link, a significant increase from 14 percent one year ago. One reason for this growth is the increase in the number of vendors providing the technology necessary to interview with a webcam and a high-speed internet connection.

"Speak Into the Camera", www.bloghreonline.com, October 2, 2012



Baby Boomers Embrace Social Networking

Recent data from a poll conducted by Millennial Branding and Beyond.com shows that baby boomers are increasingly using social networking websites and are doing more than sharing photos online. The survey of more than 5,000 job seekers found that more 29 percent of baby boomers report using social networks as part of their job search, compared with 27 percent of Generation X and 23 percent of Generation Y. A key factor is likely the use of social networking site LinkedIn, where the typical user is in their mid-40s with a salary in the six-figure range.

"Boomers Get Social in Job Search", www.bloghreonline.com, September 26, 2012

Millennials Drawn to Corporate Social Responsibility Programs

Young people are entering the workforce with the expectation that volunteering will be part of their careers. According to a PricewaterhouseCoopers study, 88 percent of Millennial employees were drawn to companies with defined Corporate Social Responsibility (CSR) programs and 86 percent reported that they would consider leaving the company if their employer's CSR program no longer met their



needs. Similarly, a 2011 Deloitte Volunteer Impact Survey found that 61 percent of Millennials reported that a volunteer program would be a factor when choosing between two employers. Furthermore, the survey found Millennial employees that volunteer are very loyal to their company, more likely to recommend it as a workplace to friends, and tend to rate their work culture very positively.

In a Skills-Based Volunteer program, participants use their professional skills to benefit a non-profit, but at the same time, their exposure to a new environment and new challenges allows them to break out of their comfort zone and develop new business and leadership skills in areas such as project management, communication, goal setting and evaluation.

Some businesses have chosen to have employees volunteer at schools in New York City and other large urban centers through PENCIL.org, a non-profit committed to transforming urban public education by engaging business leaders. Volunteers work with school principals, assisting with family engagement and increasing student awareness of college and career choices. Because of the impact of their service, almost 80 percent of volunteers with PENCIL return to work with their schools from year to year.

"Why Volunteering is Good for Your Business", www.huffingtonpost.com, September 5, 2012

Companies Explore New Ways to Volunteer

For employees too busy to commit to volunteering regularly, micro volunteering is emerging as a viable solution. It allows employees to assist a non-profit or perform community service online or via phone in increments as short as 15 minutes. Tasks can range from helping design a logo, to editing a brochure, to developing a database.

The term was coined by Ben Rigby, the co-founder of Sparked.com, a service launched in 2009 that offers companies an online-only employee-volunteering platform. With Sparked's software, employees' skills, interests and causes are matched with the needs of more than 6,000 non-profits worldwide. Alternatively, the company can provide a private service, where employees are paired with non-profits with whom companies already have relationships. Sparked.com currently provides micro volunteer opportunities for several large

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NEW REPRESENTATIVES

Diane Garofalo is Senior Vice President, Human Resources at Unum. Ms. Garofalo is responsible for human resource strategies including talent management, training, leadership development, compensation and benefits, staffing, executive compensation, work environment philosophy, employee relations and human resource policy.



During her tenure at Unum, Ms. Garofalo has held several positions within the underwriting, benefits, human resources, and products organizations. She has had responsibility for the management of the Group Life product line, underwriting of national accounts, and the management and adjudication of claims for all lines of business.

Ms. Garofalo received her bachelor's degree in economics from the University of New Hampshire, with a second major in business administration. She also earned the designation of Certified Employee Benefit Specialist, is a member of the international foundation of Certified Employee Benefits Specialists, and has taught classes for industry professionals seeking such certification.

Kristin Oliver is the Senior Vice President for Wal-Mart U.S. People. Ms. Oliver is responsible for merchandising, marketing, financial services, planning, pricing and replenishment for Wal-Mart in the United States.



She also oversees Wal-Mart U.S. general administration and field HR including HR store support. Previously, Ms. Oliver was Senior Vice President Wal-Mart International People, and Vice President and Division General Counsel, Employment Practices.

Before joining Wal-Mart in 2004, Ms. Oliver was a partner at the Tulsa, Oklahoma law firm of Gable & Gotwals, where her practice focused on commercial litigation and employment law. She received her J.D. from Harvard University in 1997 and her undergraduate degree in English from Oklahoma State University.

A member of the Oklahoma Bar Association, Ms. Oliver is involved in a variety of women's initiatives, including the President's Global Council of Women Leaders. She was named to Diversity MBA's list of Top 100 Under 50 in 2011.

M L Krakauer is Executive Vice President of Human Resources at EMC Corporation. Her responsibilities include executive, leadership, and employee development; compensation and benefits; staffing; and all of the people-related aspects of acquisition integration.



Previously, she led Technology Services and Solutions and Managed Services at EMC Global Services. She has extensive experience across the business as a general manager and as a functional leader. As a general manager, she has led complex, global organizations as large as \$4.5 billion in revenues and 19,500 people.

Ms. Krakauer joined EMC in 2008 from HP, where she held multiple executive leadership roles. Prior to that, she was at Compaq, Digital Equipment and other technology companies, after beginning her career in manufacturing at Corning.

A graduate of Princeton University, Ms. Krakauer also holds a Master of Business Administration degree from Harvard Business School.

NEW MEMBER

Eileen Morgan is Vice President of Human Resources for Delaware North Companies. Delaware North has more than \$2 billion in revenue and more than 55,000 employees in North America, Europe, Australia and New Zealand.



Ms. Morgan is responsible for the company's global corporate human resources strategy and function, including total rewards, benefits, talent, recruiting, training and organizational development. In addition, she oversees the company's IT resources and ecommerce platform. She began her career at Delaware North in 1987 as a corporate auditor, and, subsequently, held positions with Raymond Corporation, Gibson Greetings and ACTS Testing Labs. She rejoined Delaware North in March 2001 as Director of Compensation and Benefits.

A certified public accountant, Ms. Morgan holds a dual degree in accounting and human resources management from the University at Buffalo.

NEW STEERING COMMITTEE MEMBERS

Kerry Chandler and John Saunders recently joined the HRPI Steering Committee.

Ms. Chandler is Executive Vice President of Human Resources at the National Basketball Association. She is responsible for leading the league's global human resources strategy, including, recruiting, employee relations, compensation, human resources information systems (HRIS), learning and development, and the organization's human resources generalist function.

Prior to joining the NBA in 2007, Ms. Chandler was Senior Vice President of Corporate Responsibility for The Walt Disney Company. Ms. Chandler has also held senior positions at Hong Kong Disneyland, ESPN, IBM Global Services, and Motorola.

A graduate of Lincoln University, Ms. Chandler earned a master's degree in human resources management from Washington University in St. Louis, and a master's degree in management from McGill University in Montreal. She has also participated in the International Masters in Practicing Management (IMPM) Program at INSEAD.

Mr. Saunders is Vice President of Human Resources for UPS. During his 30-year career at the company he has held a variety of positions in operations, human resources, and corporate strategy within the U.S. Small Package, International and Retail divisions.

Currently, Mr. Saunders is responsible for Human Resources for U.S. Operations, UPS Freight, and the UPS Retail Group which encompasses "The UPS Store" franchise and Mail Boxes Etc. A member of the Senior Leadership team for U.S. Operations, Mr. Saunders is responsible for aligning HR strategy with business goals for the \$31 billion domestic small package unit and supporting the company's culture. He administers a \$175 million dollar annual budget and oversees 1,800 regional, district and divisional HR professionals delivering communications and compliance for more than 330,000 UPS employees in the United States. He also oversees 215 UPS freight service centers where over 28,000 tractors and trailers operate daily.

Previously Mr. Saunders served as Vice President of International HR, Compensation and Benefits. He has also worked with the mergers and acquisitions group, labor relations and public affairs and served as Vice President of Human Resources for Organizational Development.

Mr. Saunders holds a bachelor of business administration from Boston College and began his tenure at UPS as a package car driver. ■

Eileen Farrar Retires

Eileen Farrar, Senior Vice President, Human Resources at Unum recently announced that she will retire from the company at the end of 2012. Ms. Farrar spent 33 years with Unum, working for five years in positions involving health care services, before taking on the first of many human-resources related roles. She was appointed to her current position in 1994, with responsibilities for compensation and benefits, staffing, executive compensation, and human resources programs.



Ms. Farrar joined the Human Resources Policy Institute in 1994. She was appointed to the Institute's Steering Committee in 1998. Her long association with the Institute was celebrated at the 2012 fall meeting with the presentation to her of a recognition certificate and a Boston University Captain's Chair.

Randy MacDonald Receives The W.E. Burdick Award



LEFT TO RIGHT: Fred K. Foulkes, Randy MacDonald and Kenneth W. Freeman, Dean of Boston University School of Management.

During the HRPI Fall 2012 meeting, the W.E. Burdick Award was presented to J. Randall MacDonald, Senior Vice President, Human Resources at IBM. Named for HR leader Walt Burdick, recipients of the award must demonstrate overall leadership and measurable impact for innovative and lasting contributions at work and in the HR field, demonstrate strong character and integrity and have a record of service to the HR community, including participation in human resource-related groups and associations, educational or civic organizations and influence on the development of public policy.

Daniel Marsili Elected to NAHR

Daniel Marsili was recently named a 2012 Fellow of the National Academy of Human Resources. Due to weather conditions in New York, the Academy's annual dinner was cancelled this year. The 2012 fellows will be installed at the event on November 7, 2013.

Mr. Marsili is Senior Vice President, Global Human Resources at Colgate Palmolive Company and chair of the HRPI Steering Committee. Other 2012 fellows are Michael Davis, Senior Vice President, Global Human Resources, General Mills, Inc.; Larry Steward, Vice President, Human Resources, DTE Energy; and Mara Swan, Executive Vice President, Global Strategy and Talent, Manpower Group.

New HRPI Fellow

Jack Mollen has been appointed a Fellow of the Human Resources Policy Institute. Mr. Mollen is retiring from EMC Corporation, where he served as Executive Vice President of Human Resources.

Member Companies Make a Positive Impact

The U.S. Chamber of Commerce's Business Civic Leadership Center recognized 20 socially responsible companies as finalists in the 13th Annual Corporate Citizenship Awards. Two HRPI member companies are finalists. IBM Corporation is a finalist in the "Best Corporate Steward" category and the UPS Foundation is included in the "Best Business Neighbor Category".

"U.S. Chamber Recognizes 20 Companies for Positive Impact on People, Communities and Environment", www.equities.com, September 18, 2012

Summer Celebration at Bright Horizons

In celebration of summer, Bright Horizons goes casual from Memorial Day to Labor Day, encouraging employees to wear jeans, shorts and casual shirts to work. Beachwear is not allowed and heels, ties and dress shirts are discouraged.

"Stemming Umbrella Envy", www.brighthorizons.com, June 28, 2012

"Best Place to Work" Honors for Member Companies

HRPI member companies Blue Cross and Shield of Massachusetts, Bright Horizons, EMC,

MITRE Corp., and Vertex Pharmaceuticals were featured among The Boston Globe's top 25 best places to work in the "largest employers" category.

"Top Places to Work", *The Boston Globe*, November 4, 2012

Panera Continues to Help Fight Food Insecurity

The Panera Bread Foundation worked with a supplier and distributor to source Panera soup to be donated to Feeding America, a hunger-relief charity. In a pilot effort launched in November 2012, Feeding America participating food banks in over 75 U.S. markets will provide more than 700,000 servings of Panera Low-Fat Vegetarian Black Bean Soup to local food pantries and soup kitchens. The Foundation used funds donated to Panera Cares Community Breadboxes, to obtain the soup. The remaining funds raised through the Breadboxes will be donated in cash to support food banks in their efforts to provide nutritious food.

Next year Panera hopes to expand this alliance with Feeding America and support additional food insecure neighbors across the United States.

"Panera Forges Alliance with Feeding America", *Panera Press Release*, November 8, 2012

New Retirement Options at IBM

IBM IBM Corporation recently launched a new voluntary retirement plan that allows employees that commit to retiring by December 31, 2013, to work 60 percent of their current schedule while earning 70 percent of their current salary. Employees opting for this plan continue to receive the same benefits as full-time employees.

The program is open to full time U.S. employees that received a satisfactory performance rating last year. Participants in the program are exempt from layoffs. Depending on the age of an applicant, certain service requirements also apply. The program aims to help the company to better gauge when its U.S. employees will retire, and plan accordingly.

"New Voluntary Retirement Program Launching for U.S. IBM Workers", www.chicagotribune.com, May 3, 2012 ■



Equal Pay in Israel

An Israeli Supreme Court ruling requires that employers paying different wages to men and women prove it is not due to gender discrimination,

shifting the burden of proof for gender discrimination to the employer. Data from 2009 reveals that Israeli women earn about two-thirds as much as Israeli men.

"Israel Equal Pay Laws: Court Tightens Enforcement", LERA Dialog, May 18, 2012

Non-Profit Executives Overlooked

According to a study by Cass Business School in the UK, women from the voluntary, non-profit sector are being overlooked for corporate board roles, although they have the relevant skills and experience. The study is following seven female chief executives from the voluntary sector for eighteen months as they pursue non-executive director positions at privately-held companies. While all seven women have experience in commercial settings, only one has, as yet, progressed to the interview stage for corporate board-level positions.

"Recruiters Ignoring Pool of Board-Ready Women", www.personneltoday.com, October 15, 2012

New Labor Restrictions in Mexico

In early November, Mexico's senate approved a bill restricting workers' rights to strike and relaxing hiring and firing rules for businesses. The bill, which passed after weeks of debate, does not contain some of the original language that was intended to reform the country's very inflexible unions.

As passed, the bill allows companies to pay an hourly wage; hire workers for trial periods and fire them easily if they prove unsuited to the work; and outsource some work. Supporters of the law have argued that more flexible labor rules will ensure that Mexico remains competitive globally. Critics claim that the bill does nothing to help Mexican laborers who currently work for very low wages. Outgoing President Felipe Calderon is expected to sign the bill into law.

"Mexico Senate Approves Labor Law Restrictions", www.latimes.com, November 13, 2012

EU Restructuring Brings Varying Consequences

Restructuring in the European Union has resulted in five million fewer jobs for the region in 2012, compared with 2008, according to a report from the European Restructuring Monitor (ERM). The report notes that announced job losses from restructuring have fallen from the high levels experienced at the start of the economic crisis, there are still more job losses than gains being reported.

The consequences have also varied significantly across Member States, with Ireland dropping 16 percent of its pre-recession employment, while Luxembourg added that same percentage of new jobs. Larger countries, such as Austria, Poland, and Germany have also shown some growth in employment since 2008. Manufacturing has suffered the largest job losses, losing 4 million jobs, while the construction industry lost 3 million jobs. Employment in agriculture and forestry, as well as the retail sector also declined.

The report also looked at the consequences of restructuring for individuals. It found that having long tenure in a position protects against job loss. The report notes that those who are most at risk of losing a job are also those who find it most difficult to find a new position—those with health problems, members of minority groups, and those with lower professional status. Consequently the report suggests that policy efforts should focus on how to protect these employees during restructuring and target them for more intensive training and development in the future.

"New EU-Wide Restructuring Report Reveals Wide Variations in Consequences Across Country, Sector, Employees", www.eurofound.europa.eu, November 6, 2012 ■

Reports and Studies | Continued from page 3

U.S. companies, including United Health and Kraft Foods. Both companies view micro volunteering as a complement to their in-person program that also allows telecommuters and employees working overseas to contribute.

Critics have raised questions regarding the impact employees can really make in such a short time and how that contribution can be measured. There have also been disconnects between the expectation of an organization and what a volunteer can produce. Nevertheless, 80 percent of micro volunteering projects managed by Sparked.com are considered successful and many large companies are coming to regard it as a useful complement to more traditional volunteering efforts.

"Virtual Volunteering", www.hreonline.com, October 2, 2012

Back to Basics

According to a survey conducted by SHRM and AARP, approximately 45 percent of 430 employers surveyed reported increasing employee training programs to improve employees' grammar and writing skills. Most survey participants blamed younger employees, accustomed to email, texting and Twitter, for the skills gap. According to Tamara Erickson, an author and consultant on generational issues, the problem is not a lack of skill, but the adoption of new communication norms.

"This Embarrasses You and I", www.wsj.com, June 19, 2012 ■

Recommended Reading

Beyond HR: The New Science of Human Capital, by John W. Boudreau, (HBS Press, 2012)

Effective Human Resource Management: A Global Analysis, by Edward E. Lawler III and John W. Boudreau, (Stanford University Press, 2012)

Managing Human Resources for Environmental Sustainability, by Susan E. Jackson, Deniz S. Ones, Stephan Dilchert and Kurt Kraiger (John Wiley, 2012)

The Chief HR Officer, by M. Wright, John Boudreau, David Pace, Libby Sartain, Paul McKinnon, and Richard Antoine (John Wiley, 2011)

The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work by Teresa Amabile and Steven Kramer (HBS Press, 2011)

Workplace 2020, by Jeanne Meister, (Harper Collins, 2010)

Boston University Launches First Capital Campaign

During Alumni Weekend in September 2012, Boston University launched its first comprehensive fundraising campaign, with a goal of \$1 billion. The campaign will be chaired by trustee Kenneth Feld (SMG'70) who revealed that more than \$420 million had already been raised through early commitments.

"The Campaign is Launched", www.bu.edu, September 2012

School of Management Receives \$10 Million Gift

Allen Questrom, who served as CEO of various large department and specialty stores until his retirement, has made a \$10 million gift from the Allen and Kelli Questrom Foundation to the School of Management. The gift will endow two professorships and kick-start plans for a new executive leadership center at the School.

"SMG Receives \$10 Million Gift", www.management.bu.edu, May 17, 2012

Summer Start Up Program Assists Students

Developing a start up idea is challenging, particularly for undergraduates and graduate students unfamiliar with the process. Boston University's Institute for Technology Entrepreneurship & Commercialization offers a sum-



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mer start-up program for such students. For 10 weeks, students are provided with office space, as well as mentoring support. Working at least 40 hours per week, they learn how to construct persuasive pitches, design a market strategy and write executive summaries.

"ITEC's Start-Up Summer Camp", www.blogs.bu.edu, June 18, 2012

University Helps Address Youth Obesity

Boston University is working with the Boston Public Health Commission and the Boston Centers for Youth and Family on a public health initiative to address the growing obesity problem. The collaboration has led to the creation of Boston University Health, Fitness and Wellness Program, known as Fit Rec@Blackstone Community Center, the donation of two hours of ice time per week to the Allston-Brighton Youth Hockey League, and the creation of 100 summer camp scholarships for young people in the city.

At the Blackstone Community Center, the fitness center has been reconfigured to

include a personal training space and 25 exercise machines. Staff from the University's Department of Physical Education, Recreation and Dance supervises the center and train staff on fitness assessments and how to use the equipment.

"Combating Boston's Youth Obesity Problem", www.bu.edu/today, July 13, 2012

Summer Campus Construction

During summer 2012, Boston University worked on several significant construction projects on the Charles River and Medical Campuses, investing approximately \$70 million in new construction, renovations, and technology upgrades. Most anticipated was the completion of the Center for Student Services on Bay State Road, which houses six academic advising programs, a number of College of Arts and Sciences programs, and a dining hall for 1,000 students. The building is significantly more energy efficient than most new construction and is expected to qualify for LEED certification.

Other projects included the completion of the first School of Medicine student residence on Albany Street, the New Balance Field on West Campus, the new Admissions Reception Center and a new entrance to Mugar Memorial Library and the completion of a remodel of the School of Management.

"University Invests \$70 Million in Summer Construction", www.bu.edu/today, June 20, 2012 ■

HRPI Fall 2012 Meeting

Continued from front page

A panel session on HR and sustainability was anchored by three speakers – Dr. Jeana Wirtenberg (President & CEO, Transitioning to Green), Mr. Thomas Dziki (Senior Vice President, UNFI), Ms. Samantha Joseph (Director, Iron Mountain). Dr. Wirtenberg provided useful concepts and frameworks to help members think about developing a sustainability strategy for their organization. Mr. Dziki shared his experience leading UNFI's HR and sustainability function and suggested strategies for members to consider as they integrate sustainability as a priority in their enterprise. Ms. Samantha Joseph talked not only about Iron Mountain's work in sustainability, but also more specifically around getting organizational buy-in for sustainability.

Over dinner, Ambassador Husain Haqqani from Boston University shared with members his experience as the former Pakistan ambassador to the United States. He spoke on a broad range of foreign policy issues facing the US and the Middle East and shared personal insights on both global and regional concerns.

Ms. Jeanne Meister (Founding Partner, Future Workplace) presented findings from her book – *Workforce 2020* and research funded by the 2020 Workplace Network, a consortium of learning professionals representing a diverse group of organizations. She discussed a wide range of social trends that require organizations and individuals to adopt new ways of learning. More specifically, her presentation focused on (1) three trends impacting the future workplace, (2) predictions for 2020 workplace, and (3) impact on HR.

The meeting concluded with an award presentation and open discussion with Mr. J. Randall MacDonald (Senior Vice President of Human Resources, IBM) on the future of HR. Mr. MacDonald was presented with HRPI's W.E. Burdick Award for his leadership and impact in the human resource profession and his exemplary service to the profession.

Mr. MacDonald shared with members a number of provocative thoughts about the role of HR in business, the importance of analytics, the need to think globally, and provided generational perspective to leadership and leadership development. Mr. MacDonald closed the meeting by encouraging members to imagine the possible, to think about the value they and the HR profession can add to business, and to continue to push the envelope in the work that they do. ■

HRPI Steering Committee

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YAHOO!

HRPI Member Companies

Agilent Technologies, Inc.
Blue Cross/Blue Shield
of Massachusetts
BNY Mellon
Boston Scientific
Bright Horizons Family Solutions
CDW
Cleveland Clinic Foundation
Colgate-Palmolive Company
Collective Brands
Covidien
CSX Transportation
CVS Caremark

Delaware North Companies
Delphi Automotive
Elsevier
EMC
Express Scripts
Fidelity Investments
Hexcel Corporation
HP
IBM Corporation
Iron Mountain
Kaiser Foundation Health Plan
Levi Strauss & Co.
Liberty Mutual Group

McKesson Corporation
Mitre Corporation
National Basketball Association
Panera Bread
PerkinElmer, Inc.
Pier 1 Imports
Procter & Gamble
Purdue Pharma L.P.
Raytheon Company
Sandoz International, GmbH
Sealed Air Corporation
Service Master Company
State Street Corporation

Tandus Flooring
Textron, Inc.
The Society for Human Resource
Management
Turner Broadcasting System, Inc.
United Natural Foods (UNFI)
UNUM
UPS
Vertex Pharmaceuticals
Wal-Mart
Waters Corporation
Yahoo!

Save the Dates!
HRPI Spring 2013 Meeting
May 9-10, 2013
HRPI Fall 2013 Meeting
October 10-11, 2013

Human Resources Policy Institute
Boston University School of Management
595 Commonwealth Avenue
Boston, MA 02215

