



## FACT SHEET

### UNDERSTANDING THE TOP SEAT:

### *THE MODERN CHRO ROLE & STRATEGIES FOR SUCCESS*

**A joint program from the Cornell Center for Advanced Human Resource Studies (CAHRS) and the National Academy of Human Resources (NAHR).**

**Frequency:**

One annual class in New York, NY

**Class Size:**

15 attendee max per class to maintain intimacy and interaction.

**Duration:**

A total of five (5) classroom days, divided into two sessions (first session is two days, second session is three days).

**Tuition:** \$9,750

**More information about this course:**

Phone 607-255-5324

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**The Cornell Center for Advanced HR Studies (CAHRS):**

CAHRS is a **global partnership** between industry and academia devoted exclusively to excellence in human resource management. CAHRS corporate partners represent over 60 of the world's highest performing firms. These firms benefit from access to Cornell University's resources, the ILR School's leading strategic human resource and multidisciplinary research, faculty and outstanding students. They also work with CAHRS research associates to frame, participate in, and be the first to learn about new findings and applications with the potential to transform their organizations and build competitive advantage.

Visit [www.ilr.cornell.edu/cahrs](http://www.ilr.cornell.edu/cahrs) to learn more.

**Christopher J. Collins, Director and Associate Professor of HR Studies**

**The Impetus:**

- ✓ Grew out of recognition that since Enron/Tyco etc. and Sarbanes-Oxley, the role of the chief human resource officer (CHRO) in large publicly traded companies has changed. Companies are less willing to let the next in line (internally) move up without significant exposure to executive compensation at the SEC reportable level and interaction with boards of directors.
- ✓ Cornell Center for Advanced HR Studies (CAHRS) Advisory Board discussions about the difficulty finding candidates (internal or external) fully qualified for the new demands of the modern senior HR officer role.
- ✓ Acknowledgement that the one-day NAHR *CHRO Academy* is valuable, but often comes too late to help those enrolled. By the time a new CHRO can attend the NAHR's Academy, companies have already taken a leap of faith.

**The Audience:**

- This new program, developed jointly by CAHRS and NAHR, is aimed at seasoned HR executives with at least 15 years of experience within HR and who could be eligible for a top HR job within a few years.

**The Nomination Process & Guidelines:**

- Program applicants must be nominated to attend by their senior human resources officer and content is appropriate for the pool of candidates who have potential to hold a future CHRO role, as well as for named successors to the CHRO.
- To avoid current senior HR officers having to name a successor in order to nominate attendees, companies can send up to two people per program, and the program will be offered at least once per year.

**The Format, Faculty & Follow-Through:**

- A two-module series, this program brings attendees face-to-face with the daily realities of the CHRO position. Senior human resource officers, board members and CEOs tell their own stories in a highly interactive, flexibly structured format.
- Taught by a mix of current and retired CHROs, CEOs and board of director members from large, publicly traded firms, and top HR Studies Cornell ILR School academics; supplemented by industry experts in critical topic areas.
- Activities outside the classroom include an individual action learning project between sessions and participation in future CHRO networking group and events.

## Understanding the Top Seat » Continued

### Program Design:

#### Session One | 1.5 days

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Our first session focuses on building a more complete understanding of the CHRO role, specifically looking at what sets it apart from those roles reporting into it. Attendees will hear from and interact with highly respected, experienced CHROs—providing a rare one-to-one, insider's view into the multi-faceted role of today's top HR executive. In addition, Cornell University ILR School faculty will expose attendees to their leading research and recent findings about the evolving CHRO role.

#### Session Two | 3 Days

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Our second session drills down into the most sensitive aspects of the CHRO role, allowing attendees to hear how experienced senior human resource officers deal with these issues. Senior executive faculty will focus on executive compensation, roles and relationships with the Board, and managing the CEO relationship—with a particular emphasis on specific challenges faced by the CHRO, and suggestions for overcoming them.

### Application Process:

***We are now accepting nominations for our Class of 2009/2010.*** Applicants must be nominated to attend by their senior human resource officer. A brief nomination letter and resume is required for consideration. Companies may nominate no more than two candidates per program, and application is for both sessions of the program. This program is appropriate for HR executives of larger, for-profit U.S. corporations or multinationals doing significant business with U.S. companies. Each session is limited to fifteen (15) attendees, and early application is highly recommended.

### Class of 2009/2010 Dates & Location

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**Session One | November 4-5, 2009**

**Session Two | March 23-25, 2010**

Hotel Sofitel New York  
45 West 44th Street  
New York, NY 10036  
Phone 1-212-354-8844