

REQUEST FOR NEW ADMINISTRATIVE, RESEARCH¹ OR PUBLIC SERVICE UNIT

BACKGROUND

1. **Name of Institution:** University of Illinois at Urbana-Champaign and the University of Illinois at Chicago
2. **Title of Proposed Unit:** Center for Human Resource Management (CHRM)
3. **CIP Code (6-digits):** _____
4. **Proposed Date for Initiation of Unit:** Unit initiated in 1991 and is seeking IBHE permanent approval to continue to use the title "Center".
5. **Contact Person:** Dr. Charles V. Evans, Asst. Vice President, Academic Affairs, 807 S. Wright Suite 370, Champaign, IL 61820
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6. **Location:**

On-Campus X: (Note CHRM is sponsored by the Institute of Labor and Industrial Relations and the College of Business at the University of Illinois Urbana-Champaign and also the College of Business Administration at the University of Illinois at Chicago.)

Off-Campus ____: Region Number(s) _____

PURPOSE: OBJECTIVES, MISSION AND PRIORITIES

7. Unit Objectives and Contributions

7.1. What are the goals and objectives of the new unit?

The foremost goal of CHRM is to support education and research on applied human resource topics that are immediately applicable in the workplace or classroom. Key activities of CHRM include: 1) providing high-quality reports based on CHRM funded research that can be read by business managers or students with immediate applications to the workplace; 2) conducting two roundtable conferences per year for partners, faculty and students; 3) facilitating corporate partners access to graduate students for internships and full-time employment; 4) providing opportunities for educators and professionals to interact via a listserv and face-to-face events; and 5) conducting educational teleconferences for corporate partners during the academic year.

¹ Temporary approval may be sought through reasonable and moderate extension for creation of a new, formally organized, research or public service unit that has a temporary mission up to five years. Following that time period, the institution must seek permanent approval if the unit continues operation.

7.2. What is the relationship of the unit to the university's mission and priorities? Is the unit involved in instruction and, if so, to what extent?

The Center for Human Resource Management administers programs that embody the University's mission of serving society by educating, creating knowledge, and putting knowledge to work on a large scale.

In regard to **creating knowledge**, CHRM funds research in applied human resources. Each year CHRM solicits from partners a list of critical issues. These issues are communicated to the faculty, who then prepare proposals to conduct research to address the issues. The proposals are first reviewed by a faculty board for scholarly merit and then a second review is conducted by a board of practitioners focusing on the applicability of the research to the workplace.

Once approved by the CHRM Board, the faculty member is given seed money to conduct the research and is encouraged to apply for additional support from foundations and government agencies. Upon completion of the research, the faculty member prepares a working paper and also presents the research findings to the participating organizations and the CHRM membership. Since most of our studies involve assessing employees or obtaining employee information from organizations, our researchers are required to obtain permission from the legal counsel within the participating organizations as well as earn the Institutional Review Board (IRB) approval for human study subjects. The entire process may easily take three years from start of an award to completion. To date, CHRM has 66 completed research projects and has six projects led by five different faculty members currently underway.

The research projects often include participation by graduate students, thus providing an opportunity to work on real-life projects within an organization where students learn how to collect data following established scientific methods. In addition, the research presentations provide Ph.D. students experience in communicating their findings to a diverse audience. Moreover, CHRM helps students and faculty members gain access to organizations where it is often difficult to garner entrée to collect data.

Many of the CHRM projects have led to articles published in leading scholarly journals including *Journal of Applied Psychology*, *Academy of Management Journal*, *Academy of Management Review*, and *Administrative Science Quarterly*.

Relative to **educating**, CHRM hosts two roundtable conferences each year for HR executives, faculty, students and alumni. The roundtables consist of an opening keynote presentation by an academic speaker who is a subject matter expert on the theme of that conference. A partner panel consisting of at least two corporate partners share how they address the theme and also answer questions from participants. A legal update is given by a lawyer specializing in employment law and research summaries based on completed CHRM-funded research are presented to the attendees. Finally, a corporate practitioner offers the concluding keynote presentation.

With respect to **engagement**, CHRM offers corporate partners the opportunity to participate in HR related teleconferences which are held during the academic year. The topics of teleconferences range from “Unproctored Internet Testing” to “Improving your College Recruiting”. CHRM also offers networking opportunities including a small social gathering of CHRM partners, potential partners and faculty in a skybox at the United Center. The venue is offered for CHRM by a corporate partner and limited to twenty-persons. CHRM also facilitates a partner listserv to exchange HR-related questions.

Relative to the **brilliant future** where citizens of Illinois, the nation, and the world benefit, CHRM is introducing Illinois HR Excellence. This is a non-degree, non-credit certification program, conducted in collaboration with the Illinois Chamber of Commerce, designed specifically to provide training on effective human resource management, meeting the educational needs of small businesses in Illinois.

7.3. What specific needs and measurable contributions will the unit make to statewide priorities and needs? Also complete Table 1 to demonstrate how the program will support one or more goals of *The Illinois Commitment*.

CHRM’s research projects and subsequent working papers are integral to our corporate partners’ success, faculty’s depth of knowledge, and students’ applied understanding of the workplace. In addition, CHRM’s roundtables provide forums to discuss key HR and workplace issues impacting the field. The Illinois HR Excellence program will train hundreds of individuals per year on cutting edge HR practices.

7.4. What is the demand for the unit’s services? What clients or population will the unit serve?

CHRM serves faculty and students from across colleges at two campuses (UIC and UIUC). Faculty members apply for funding on an annual cycle and attend the roundtable conferences.

Approximately 20 corporate partners participate in CHRM. They attend roundtable conferences, participate in applied research projects, and hire students as interns and permanent staff.

We expect the Illinois HR Excellence program to have a substantial impact on the practice of HR in Illinois. There are over 17,000 businesses in Illinois that employ between 50 to 249 employees. Typically employers with less than 250 employees do not have an HR professional with a formal degree in human resources. Unfortunately, HR practitioners with little or no formal HR training are at a higher risk for being non-compliant with employment laws.

According to the Illinois Department of Labor, in 2006 over 6,500 Illinois companies were investigated for employment law violations, resulting in thousands of dollars in fines. A company failing to comply with just one regulation could damage its reputation

and/or face tens of thousands of dollars in fines, penalties and/or litigation fees. The Illinois HR Excellence program is designed to improve this situation by offering workshops covering the fundamentals of HR and compliance.

The Illinois HR Excellence Certification (IHRE) program, sponsored by CHRM and the Illinois Chamber of Commerce, is intended to reach human resource practitioners in small to mid-sized organizations in Illinois. The IHRE is designed to provide essential knowledge to the HR Practitioner with little to no formal education in human resources. The plan is to offer workshops on the fundamentals of HR (how to manage a performance review, interviewing, screening, performing background checks, training, job analysis and performance standards) and compliance issues. Individuals could take one or all of the workshops offered. If the appropriate combination of core workshops, electives, and a final capstone project are completed, a non-degree certification would be awarded by University of Illinois CHRM and signed by the Dean of the UIUC Institute of Labor and Industrial Relations and the Dean of the UIC College of Business Administration.

Through a 2006 survey of HR practitioners, we found that the current HR practitioner is interested in face-to-face workshops both for interaction and networking opportunities. Therefore we plan to offer each workshop multiple times each year in different locations within the state. Venues would include the UIUC and UIC campuses, the University of Illinois Alumni Center in downtown Chicago and at the Illinois Chamber of Commerce's facilities. Ultimately it is the goal that participants would attend at least one session on one of the campuses during the program. CHRM is open and interested to exploring on-line workshops in the future as our constituents' interests dictate and as is financially feasible.

8. Organization

8.1. Describe the proposed unit's organizational structure.

CHRM has a faculty director from each campus (UIC and UIUC) each earning a 1/9 summer salary for their 12 months of work with the Center and a corporate director. Both faculty directors report to their deans, respectively. A 75% FTE assistant director reports to and works with the directors. The assistant director develops and implements the Center's programs, oversees all external relations, and handles the day-to-day operations of the Center. The CHRM executive board consists of 4 faculty members (2 from UIC and 2 from UIUC) and six corporate board members. The ILIR business manager assists CHRM with the University of Illinois Foundation account and research account management.

8.2. Explain how the unit is organized to meet its objectives.

With respect to the research component of the Center's mission, the faculty directors mentor their colleagues to prepare proposals that are likely to be academically sound.

The corporate and faculty directors host the roundtables and facilitate the board meetings. The assistant director assists with finding research sites for projects/faculty interested in research projects that match the partners' needs. All of the directors work to encourage organizations to join the Center and support research. The faculty directors and the assistant director work closely with the deans to meet the respective needs of their colleges. For instance, the Center is working with the Dean of ILIR to provide continuing education opportunities for alumni. The assistant director oversees the external relations of the Center, including development of the Center's marketing materials.

OUTCOMES²

9. Unit Outcomes

9.1. What targets have been set to assess the proposed unit's success in achieving objectives? Among others, specific performance measures might include:

- Expected research and/or public service products;

The Center for Human Resource Management solicits research through its annual research funding program. As noted earlier, 66 working papers have been completed and the trajectory remains strong with six projects currently being supported. In regards to economic development, CHRM is developing the Illinois HR Excellence Certification so that a wider array of people will be able to learn about HR and in turn will serve the needs of small businesses in the State.

- Ratio of external to internal funding for the unit;

The Center has been successful in attracting external funding through corporate partnerships since 1991. About twenty corporate partners sponsor CHRM's annual activities by contributing \$7,500 annually. CHRM annual activities include hosting the two executive roundtables, funding research proposals and covering faculty/staff support. Two units, UIC College of Business Administration and UIUC College of Business each support CHRM with \$10,000 annually and ILIR supports CHRM with \$5,000.

The Center consistently seeks external funding to expand its program offerings and to enhance what we already provide.

- Impact of this unit on national, state, regional, and local area organizations, business, or communities; and

² These quality indicators should be sufficiently specific so that at the end of the third year of the unit's creation, the institution can provide a progress report on its success in achieving initial outcomes in its annual Results Report.

CHRM makes an impact on the alumni, faculty, and student communities in addition to the business communities of its members by growing the body of knowledge through its research and then communicating the knowledge in the form of roundtables and working papers. Specific outcome measures include the number of publications from CHRM funded research and the number of attendees at our events.

The Center strives to increase its impact by continuing to develop its public engagement activities with programs such as the two-day Global HR conference co-sponsored with the Center for International Business Education and Research (CIBER) and with the HR Excellence Certification.

- Collaborative research product that promotes the Illinois economy.

10. Resources

10.1. Indicate the number of students, business, industries, and/or other clients to be served by this unit. Include a description of faculty participation and student involvement in the unit if applicable. Table III should be completed (even if no new state funding is requested in the budget year) and should reflect all sources of funds, both state and non-state, and reallocations. A narrative budget statement should be provided to explain Table III, to include the following information:

- Explain projected increments in total resource requirements (line 1) in terms of projected staff requirements, equipment and materials, and contractual services.
- Explain new state resources required (line 6) in the budget year in terms of assumptions and factors used to construct line items 7 through 11. If resource requirements in the budget year include non-recurring costs (e.g., one-time equipment purchases), describe how these resources will be reallocated in subsequent years.

10.2. Describe the facilities and equipment available, including buildings, classrooms, laboratories and equipment, office space, and library resources.

CHRM physically uses an office in the Institute of Labor and Industrial Relations, a desktop computer and a laptop. Roundtables and professional workshops are held in rented space.

11. Quality Assurance Processes

11.1. Briefly describe the processes that will yield evidence to demonstrate the quality of the unit. Address the following elements:

- Evidence that the unit supports the university's mission and statewide goals;

Since its inception in 1991, CHRM has funded research which has led to journal publications and hosted faculty/practitioner conferences thereby creating knowledge and educating. In addition, through research awards, CHRM supports Ph.D. student development training them in scientific methods to become the educators of the future.

- Evidence that the unit's product or outcomes achieve stated objectives;

CHRM's goal is to fund research that is publishable in the leading journals. As noted earlier CHRM projects have been published in *Journal of Applied Psychology*, *Academy of Management Journal*, *Academy of Management Review*, and *Administrative Science Quarterly* to name a few. Being published in peer reviewed journals is the ultimate objective assessment of CHRM's success. CHRM will continue to assess its impact on the field by tracking articles that have been published from CHRM funded projects.

- Determination of organizational effectiveness;

CHRM funds research, hosts roundtable conferences and is developing the HR Excellence Program. CHRM will measure its success by the number of projects funded, the number of attendees at events and the number of certifications earned.

- Faculty and staff qualifications and reward structures;

CHRM directors are tenured faculty at the University of Illinois or corporate vice presidents of human resources. The assistant director has a Master's of Human Resources. The faculty and assistant director are assessed by their respective deans during an annual review process.

- Determination of adequate support staff, equipment, and other resources; and

Since CHRM is predominately a self-sufficient unit, staffing and equipment requests are addressed on an as needed basis.

- Use of results from evaluations to improve the unit's effectiveness.

After each roundtable, practitioners, faculty and students complete an evaluation. Results of the evaluation are discussed at the next directors meeting. Major changes are proposed at the subsequent board meeting.