


C-TEN by HR  TODAY

# CHRO

Today Executive Network

## C-TEN Meeting

Collaborative Group Discussion

 Expert-Led Discussion

*November 13, 2025*

*3:00 PM ET | 12:00 PM PT*

# Expert-Led Discussion

## AI Implementation through Strategic Partnerships



**Claire Borelli**  
*Chief People Officer*  
**TIAA**

**Claire Borelli is the Chief People Officer at TIAA**, bringing 30 years of HR leadership across top financial institutions. Since joining TIAA in 2022, she has spearheaded initiatives in talent development, culture, and organizational effectiveness, including the company's transformation into an AI-powered enterprise. Claire previously held senior HR roles at JPMorgan Chase, UBS, and Merrill Lynch, and is known for aligning people strategy with business outcomes. She holds credentials from Temple University and Columbia University, and actively serves on several education and equity-focused boards.

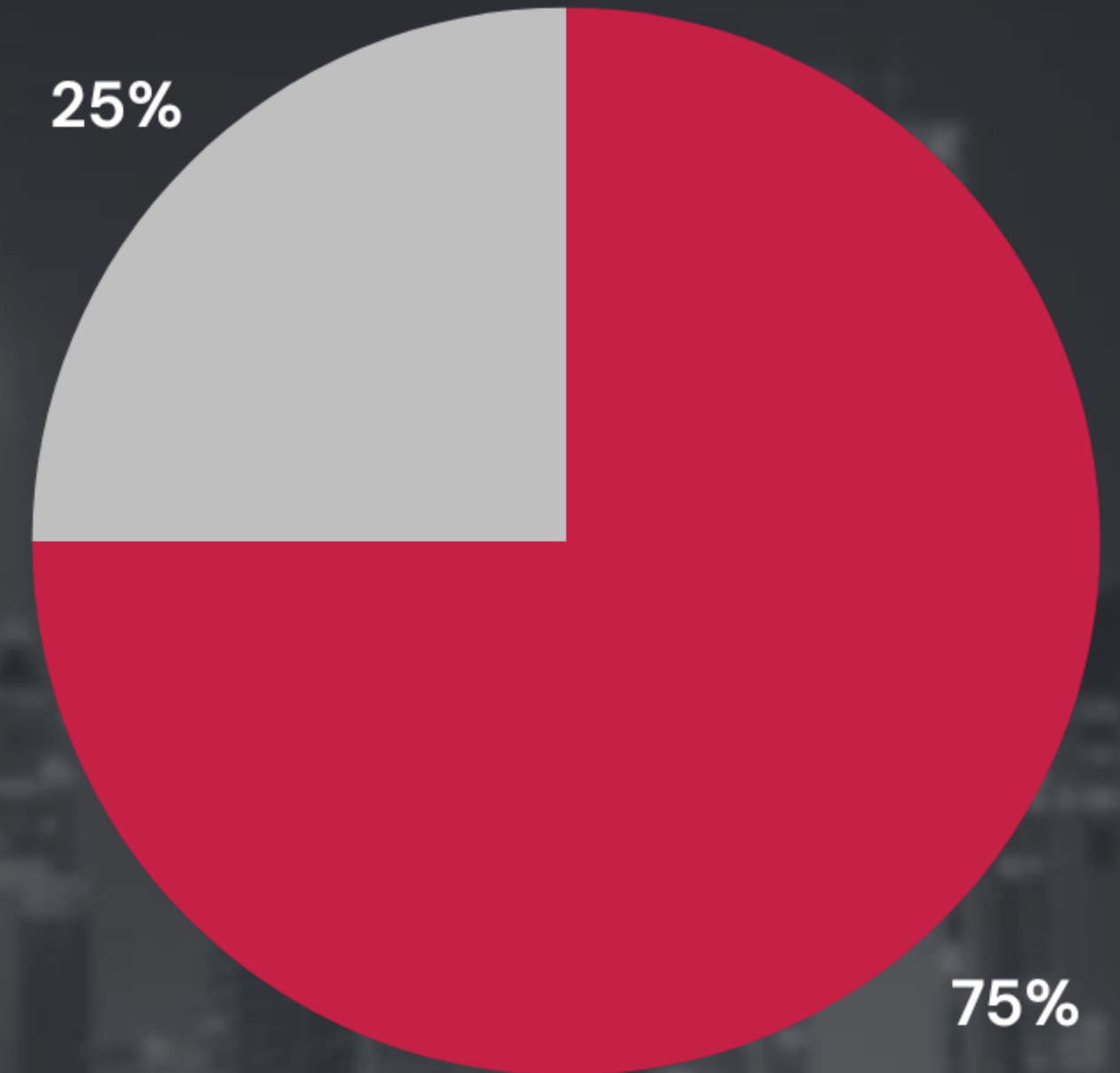
**C-TEN Meeting**  
**November 2025**

**Pre-Meeting Survey Results**

# C-TEN November 2025 Pre-Session Survey Results

## Where is your organization in its AI adoption journey?

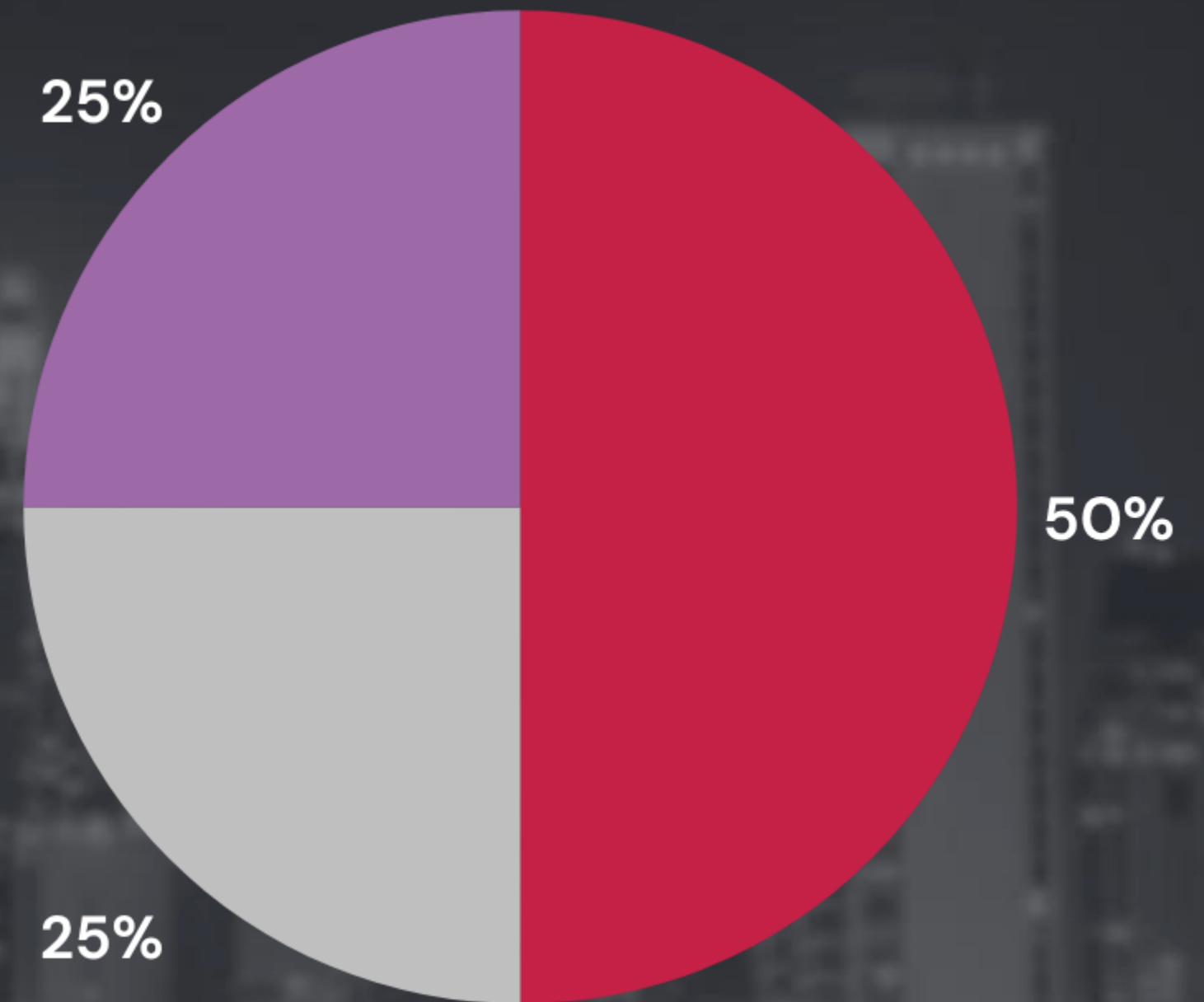
- Early exploration
- Pilot programs underway
- Scaled implementation
- Fully integrated into operations



# C-TEN November 2025 Pre-Session Survey Results

## What role does your People/HR function currently play in your organization's AI strategy?

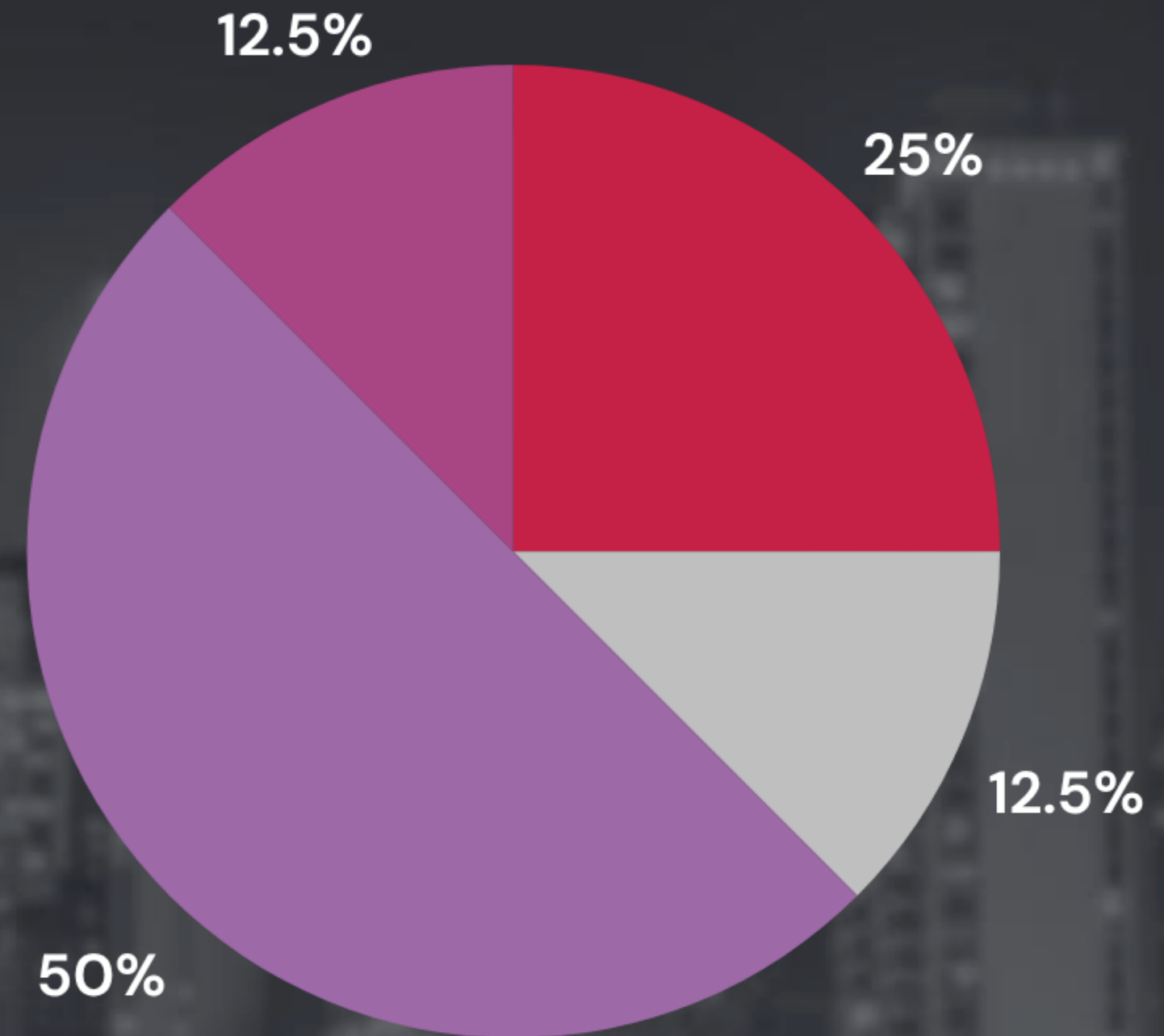
- Lead the charge
- Partnering with IT/CIO
- Supporting implementation
- Still defining the role



# C-TEN November 2025 Pre-Session Survey Results

## What is your biggest concern or question about AI's impact on your workforce?

- Job displacement
- Skill gaps
- Employee adoption
- Ethical considerations
- Measuring ROI



# C-TEN November 2025 Pre-Session Survey Results

**Do you have any questions related to this topic you'd like to address during the meeting?**

I am most looking forward to hearing what others are experiencing and where they are making headway.

Where are most small businesses integrating AI in HR practices? What trending patterns have you seen?



See you next month!

***Next C-TEN Meeting***

Thursday, December 11

3:00 PM ET / 12:00 PM PT