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MINUTES OF THE MEETING OF THE
CHANCELLOR'S SEARCH COMMITTEE FOR UMASS BOSTON

Friday, November 10, 2017; 12:00 p.m.
University of Massachusetts Club
One Beacon Street – 32nd Floor
Boston, Massachusetts

Committee Member Present: Chair Thomas; Ms. Adams, Ms. Calise, Mr. Campbell, Dr. Chen, Mr. Collins, Mr. D'Alelio, Mr. Desmond, Dr. Grant (by phone), Dr. Johnson, Mr. Lewis, Mr. Milkowski, Mr. Paris Jeffries, and Dr. Marcellette Williams

Committee Members Absent: Dr. Sugumaran

Other UMass Trustees Present: Chairman Manning; Trustee Peyser

University Administration: President Meehan; General Counsel Leone; Vice President Cournoyer; Executive Vice President Julian

Search Firm Representative: Mr. John Isaacson, Isaacson Miller; Mr. Monroe Moseley, Isaacson Miller

Guests: Dr. Freeman Hrabowski, President, University of Maryland Baltimore County

Documents Used:

- Committee Member Biographies
- Confidentiality Agreement
- Draft UMass Boston Chancellor Search Advertisement
- Open Meeting Law Certification

Chairman Manning convened the meeting at 12:07 p.m. and announce that Dr. Grant would be participating by phone pursuant to 940 CMR 29.10., since she was traveling, making it difficult for her to attend in person.

He welcomed the committee to the first meeting of the Chancellor Search for UMass Boston. He thanked the military veterans for their service.

Chairman Manning presented the committee with its official charge. He stated that he has great confidence and great optimism about the Boston campus and about the search process. He thanked the committee members for giving their time, talent and expertise to select an outstanding new Chancellor for the Boston campus.

President Meehan stated that the selection of the next Chancellor for UMass Boston is unquestionably the biggest decision affecting the future of the campus and is also an incredibly

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important one to the entire Commonwealth. He informed the committee that they would seek input from important constituencies, including faculty, students, staff and the community, and that his hope is that the committee will identify candidates with the qualifications to do the important work necessary to ensure excellence on the Boston campus.

President Meehan thanked Trustee Henry Thomas for being willing to lead the search committee. He then expressed his confidence in the committee to execute their charge with diligence and excellence and to conduct a transparent and comprehensive search. He asked that the committee members introduce themselves and provide a brief background.

President Meehan introduced Dr. Hrabowski, the current President of the University of Maryland Baltimore County. Chairman Manning and President Meehan asked that Dr. Freeman serve as a consultant to the committee. He stated that Dr. Freeman's expertise and guidance throughout the search process will contribute to finding an inspiring and dynamic leader for the Boston campus.

Dr. Hrabowski thanked President Meehan and Chairman Manning for the opportunity to provide his assistance for what will be one of the biggest executive searches in the Commonwealth. He indicated that it was an honor to help and noted the many connections he has with the University of Massachusetts. He stated that he speaks with President Meehan regularly and that former UMass President Robert Caret is now his colleague.

Dr. Hrabowski engaged the committee in discussion surrounding the qualifications of the next Chancellor for the University of Massachusetts Boston. He impressed upon the committee the importance of community engagement during this process and asked that the Committee focus on 3 key areas throughout the search:

- (1) the significance of the work the University does as a research enterprise;
- (2) building and leveraging partnerships; and
- (3) building the workforce of the Commonwealth of Massachusetts, and the world.

Dr. Hrabowski stated that the Boston campus has a long way to go with the use of technology academically and administratively. He asked that the committee think about what the vision of the Boston campus is and should be, and that they begin to think about the future and which direction the campus should grow. Dr. Hrabowski impressed upon the committee that UMass Boston should not be a "safety school", meaning that it should be a college of preference of applicants, rather a college that they settle on as a "back-up".

Chairman Manning thanked Dr. Freeman for this commitment to the search process and introduced Trustee Thomas as Chair of the UMass Boston Chancellor Search Committee.

Trustee Thomas thanked Chairman Manning and President Meehan for asking him to serve as chair of the search committee and thanked the committee members for stepping forward to serve on the committee. He stated that the committee brings together a full cross-section of the UMass community and that he is confident that the committee will succeed its quest to identify outstanding finalists for the Chancellor position at UMass Boston.

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Trustee Thomas indicated that the first goal as a committee is to address the status of a search firm. He stated that the University procurement department has a pre-approved list of search firms to choose from. The procurement department along with the University administration inquired with several search firms to determine availability, and Isaacson & Miller was identified as the best to facilitate the Boston campus executive search. He then introduced principles John Isaacson and Bud Moseley and asked that they outline their planned search process and anticipated timeline.

Mr. Isaacson stated that he is eager to serve the university in this effort. Mr. Moseley then provided an overview of the timeline and process of the search. He reiterated the importance of the search and the commitment of Isaacson Miller towards helping the committee secure the most qualified individual to lead UMass Boston. Isaacson Miller has worked with the University and has conducted 6 personnel searches at the University of Massachusetts, Amherst and 12 personnel searches at the University of Massachusetts, Boston. Mr. Moseley assured the committee that his firm and UMass have a well-established rapport.

Mr. Moseley stated that the committee will engage in a very vigorous process. The firm plans to engage the committee and various constituents of the Boston campus for this global search. He provided an overview of the 4 phases of the search:

1. Definition Phase
2. Discovery Phase
3. Assessment Phase
4. and Selection of finalists and a new Chancellor

Mr. Moseley informed the committee that the search is defined and tailored to fit the University's profile preference. Mr. Isaacson stated that the firm will work hard to aim for the targeted completion date. He insured the committee that all the information and documentation will be kept entirely confidential on a secured private website that each of the members will have access to.

Chairman Manning inquired whether the firm would be able to identify a world class leader to come to the Boston campus, given its current reputation and financial troubles, to which Mr. Moseley responded affirmatively and further stated that the campus and the UMass system currently has world class leaders as employees. He stated that city of Boston is attractive to world class leaders in higher education and that he doesn't anticipate that finding interested world class leaders will be a problem.

Dr. Hrabowski asked the committee to keep in mind that UMass Boston's next leader will be interested in whether he/she will have the support needed to elevate the campus to the next level of success. He asked several questions in this regard: Will the Board support his/her endeavors? Is the campus prepared for transformative change? Will the faculty be willing to collaborate with the new leadership regarding innovation and technology?

He stated that world class leaders in higher education are not interested in working for, or with a cultural unwillingness to change. He emphasized the importance of having support from the University administration as well as the individual campus staff and leadership.

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President Meehan commented that the major issue on the Boston campus is the substructure. He indicated that the current state of UMass Boston's substructure will cost approximately \$200-250 million to fix. Through multiple discussions, Governor Baker has committed to \$80 million toward to the cost. The Building Authority ("UMBA") is also working with DCAM to resolve the financial and infrastructure issues on the campus. President Meehan then stated that Governor Baker is very supportive of the University and that he plans to ask the Governor to recommend candidates suitable for the Chancellor position. He stated that he plans to also ask the Governor if he is willing to interview the finalist.

UM Dartmouth Chancellor Robert Johnson commented that the committee will need to be transparent regarding the issues on the Boston campus. He stated that the important question to ask is, what type of leader does UMass Boston need at this time in its history?

Trustee Thomas indicated that he asked the staff to draft the advertisement announcing the search. The search firm will post the ad in the following publications: *The Chronicle of Higher Education*; *Diverse Issues In Higher Education*; *Women in Higher Ed*; *Inside Higher Ed*; and *Hispanic Outlook*.

Former UMass Trustee Mr. Richard Campbell asked that the administration keep in mind that they will need to pay a sufficient wage to get the best quality for a candidate. President Meehan, other attendees and Trustees indicated support for that proposition.

UMass General Counsel Gerry Leone provided an overview of the Open Meeting Law ("OML"), Public Records Law ("PRL") and Ethics laws. He stated that confidentiality is critically important to the success of the search and that a breach will impede the process, potentially harm the candidate and their reputation and job prospects, or the University. He informed the committee members that they are considered "Special State Employees ("SSE's") and public employees and are therefore bound by the confidentiality agreement which they are being mandated to sign, and the OML and Ethics laws and regulations. He stated that the meetings are open and public unless an "executive session" is necessary and supported under the law, and he then reviewed the exemptions to the OML for discussion that is necessary to go into executive session.

General Counsel Leone asked that each member review and sign the confidentiality agreements and the open meeting law certificates and entertained questions surrounding confidentiality, the ethics laws, and the open meeting law.

Vice President of Communications Jeff Cournoyer discussed the media and the public in the context of (social) media throughout the search process. He stated that his Communication Department team will oversee the UMass Boston search website. He asked that the committee utilize the communications department as a resource for current information and when responding inquiries from the media and the public. He stated that the Chair of the Search Committee, Trustee Thomas will serve as the public spokesperson for the Committee. The Committee members questioned whether the communications team should develop a standard response to media and public inquiries about the search. Vice President Cournoyer advised the committee members to refer any external and public contacts and inquiries to his attention.

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Vice President Cournoyer advised the committee to avoid speaking about things that will risk the integrity of all involved in the search process. He entertained questions surrounding the media and the public.

Trustee Thomas asked that each committee member give their thoughts on the qualifications and qualities of the candidates that the firm recruits so that they can identify a finalist.

The committee member responses were as follows:

Mr. Richard Campbell, Former UMass Board of Trustees member: Underscored the need for a leader that will elevate the campus and increase the endowment. Someone with management skills who will be an inspirational leader. The next UMass Boston Chancellor will take the campus to world class status. Someone who understands finance and can solve the underlining capital issue. UMass Boston has the potential to reach the status of institutions such as UCLA.

Mr. Imari Paris-Jeffries, UMass Board of Trustees member: Said that the next leader needs to understand that leading the Boston campus is a marathon and not a sprint. He continued that the Boston campus needs a transformative/visionary leader. The Chancellor of UMass Boston should work to redefine public university.

Dr. Julie Chen, Vice Chancellor for Research and Innovation, UMass Lowell: The next Chancellor will need to be able to develop a good leadership team. The need for efficient staff and faculty is important to affect change.

Mr. James Peyser, UMass Board of Trustees member and Secretary of Education: He highlighted the need for a reputable leader who is committed to academic success and affordability. He also said that the next Chancellor of the Boston campus must be a team player.

Ms. Lisa Calise, UMass Senior Vice President of Administration and Finance and Treasurer: The campus needs a leader interested in the execution of change. The next Chancellor must be a team player, effective, transparent, and a communicator.

Dr. Jane Adams, Chair of the Psychology Department, UMass Boston: Concurred with the sentiments of the other committee members, and said that the Chancellor of UMass Boston must also understand and value the academic mission of the institution. An ideal candidate will understand the difference between corporate goals and academic goals. He/she will also offer and support research opportunities, value diversity, inclusion, and understand the importance of the critically important history of social justice on the campus. The next UMass Boston Chancellor needs to comprehend the financial realities, be transparent, and be trustworthy.

Mr. Edward Collins, Former UMass Board of Trustees member: He said that the campus needs a world class leader with a background that suggests the ability to efficiently deal with the politics surrounding the Boston campus - a “mechanical engineer” in terms of finances. Where the state of the campus is in flux, and the Administration doesn’t know exactly what the issues are on the campus, the new Chancellor will need to pay attention to those issues. The administration will have to pay whatever is necessary to secure a quality leader however, and said leader must

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demonstrate the ability to deal with the pressure and challenges that will come with the controversy with pay from faculty and staff.

Chancellor Robert Johnson, UMass Dartmouth: The next leader for the Boston campus cannot underestimate the political dynamics of the campus. He/She must have the ability to be competitive and achieve academic success, and have a proven record of success in determining the future of the unknown. The campus needs a visionary.

President Meehan commented that he believes that the campus community would want someone out of academia.

Mr. Robert Lewis, Founder and President of The Base: The next Chancellor must be a team player. He/she must have backbone. The next Chancellor will explore the opportunities of the Boston campus' character and understand its mission and values. The next leader for the campus must be willing to act, while developing and leveraging partnerships and relationships in the City of Boston and the Commonwealth. He/she will need the support of the university and the community because if the campus keeps relying on one person to succeed, it will fail.

Mr. Gray Milkowski, UMass Boston Student Trustee: The next Chancellor should be a strong manager, an academic, someone who is committed to the campus and the students. The new Chancellor needs to be a passionate leader who will foster passionate faculty, staff, and students.

Mr. Edward D'Alelio, Treasurer, UMass Foundation Board: The Boston campus needs a technology driven leader. Someone that will improve graduation rates and retention. An ideal candidate will be committed and willing to stay at least 10 years. He/she will also be a leader of balance.

Dr. Marcellette Williams, UMass Senior Vice President for Academic and Student Affairs and International Relations: She underscored that "People matter". The next Chancellor for the Boston campus will need to understand the importance of the selection/hiring of the appropriate people. He/she will cannot be reticent about holding people accountable. The ideal candidate will have the ability to develop an executive team with personal abilities to run the campus efficiently and effectively. He/she will invest in the new and current employees by providing opportunities for development and training and will understand the significance of evaluating the progress of that development.

Mr. Charles Desmond, CEO of Iversant, Former Chair of the Board of Higher Education: The next leaders for the Boston campus must be exceptional in some area(s). He/She must have advanced knowledge, information, and must be inspirational.

President Meehan stated that UMass Boston has been around for 50 years as only a commuter school. The campus is rapidly growing and will become a residential campus in 2018 with its first residence hall opening. The next leader will continue the vision of the campus and create opportunities for growth maintain accreditation.

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Dr. Hrabowski commented that the Boston campus needs a Chancellor who can fundraise. He or she must be able to or learn to easily navigate the city of Boston and identify the opportunities for partnerships and funding.

Trustee Thomas stated that he'd like to have a Chancellor on the Boston campus that is student centered and has incredible communication and interpersonal skills. He thanked the committee for their time and for sharing their thoughts. He stated that the firm and administration would reach out with future meeting dates and information.

There being no further business the meeting adjourned at 2:39 p.m.

Christina Kelley
Assistant Board Secretary