

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

Tuesday, August 27, 2019; 11:00 a.m.

Presidential Parlor

University of Massachusetts Club

One Beacon Street – 32nd Floor

Boston, Massachusetts

Committee Member Present: Chair Peters; Vice Chair Rhodes; Dr. Berger, Ms. Calise, Mr. Campbell (by phone), Dr. Chen (by phone), Ms. Dorcena Forry, Dr. Jaen, Dr. Johnson (by phone), Mr. Lewis, Jr., Ms. Linehan, Mr. Mabbett, Dr. Macoska, Mr. Sanchez, Dr. Siqueira, Ms. Tariq, Dr. Thompson, Mr. Tolman, Mr. Wade, and Ms. Zeno

Committee Members Absent: Mr. Paris Jeffries

University Administration: President Meehan; Director Avellaneda (on behalf of General Counsel Leone); Vice President Cournoyer; Mr. Connolly

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

Documents Used:

- Committee Member Biographies
- Search Firm Biographies
- The Massachusetts Open Meeting Law Public Records Law and Confidentiality Presentation
- Open Meeting Law Guide and Educational Materials
- Confidentiality Agreement
- Open Meeting Law Certification
- Isaacson Miller: Search Work Plan
- Isaacson Miller: Draft Position Profile
- Isaacson Miller: UMass Boston Chancellor Search Role, Opportunities and Challenges
- Isaacson Miller: UMass Boston Chancellor Search Framing Questions

Chair Peters convened the meeting at 11:13 a.m. and announced that Mr. Campbell, Dr. Chen, and Dr. Johnson would be participating by video conference pursuant to 940 CMR 29.10(5), since they are geographically distant, making it difficult for them to attend in person. Dr. Chen arrived to the meeting by video conference at 11:34 a.m.

Chair Peters welcomed the committee to the first meeting of the Chancellor Search for UMass Boston. He stated that the task of the committee is to identify the very best candidates available to become the permanent Chancellor of the campus. He stated that the committee will not be choosing

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the Chancellor as that is the decision of the President and the Board of Trustees. However, the Search Committee will select and forward finalist candidates to the President and the Board, so the work of the committee is critically important.

Chair Peters commented that the diverse composition of the Search Committee is its largest asset and encouraged the members of the committee to be engaged, vocal, and that they use this opportunity to learn from one another to make the best possible decisions.

He introduced Vice Chair Rhodes, Frank L. Boyden Professor of Psychology and Director of the Center for Evidence-Based Mentoring at UMass Boston and asked that she provide comments.

Vice Chair Rhodes thanked the committee for their commitment to the campus and their service on the search committee. She stated that the Boston campus is currently at an inflection point and with the right leadership it can be the transformative world class university it's designed to be. She noted how pleased she was that there is significant faculty representation on the Search Committee. On behalf of the UMass Boston faculty, she shared a list of qualifications they wish to seek in the incoming chancellor for the University. The incoming chancellor of the Boston campus should be:

1. A demonstrated strong leader (fundraising, social skills, financial management)
2. S/he should come from a University as good if not better than UMass Boston. No one beneath a level 2 designation (as per Carnegie classification of institutions of higher education) should be considered
3. S/he should be sensitive to the rich diversity at UMass Boston

Chair Peters introduced President Meehan and asked that he provide comments.

President Meehan thanked the committee for their service to the University and for agreeing to serve as members of the Search Committee. He stated that his goal for this committee is to conduct an inclusive search for quality candidates for the evolving Boston campus. The campus recently graduated its largest class and for the first time in history, the campus has residence halls. He also stated that construction has subsided and the campus is gleaming with improvements and state of the art facilities that are key to ensuring student success.

President Meehan stated that Chair Manning selected each individual to serve on the Search Committee given their passion and commitment to the University of Massachusetts. President Meehan is thrilled with the significant faculty representation on the Search Committee, he noted that five faculty members were selected to serve. He also noted that the students of the Boston campus are very interested in the selection of a successful candidate for the chancellorship and reached out to request more representation from the student body on the Search Committee. As a result, the committee has two student representatives that will serve on the Search Committee and represent the interest of their peers, which is critically important.

President Meehan stated that he will not be involved in the search process after the day's preliminary meeting. He encourages feedback and recommendations from the committee to get the best and brightest in the candidate pool. He asked that committee members also tap into their

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networks and communities and forward any suggestions to the search firm or the chair of the Search Committee.

He thanked Isaacson, Miller for leading the search efforts and informed the committee that they would receive detailed information surrounding the search directly from them. President Meehan asked that any candidate forwarded as a candidate to be a finalist, be fully capable to lead UMass Boston. UMass Boston is in a great position to seek a qualified leader at this juncture. He offered his support to the committee members and encouraged them to reach out to him should they need anything.

Chair Peters asked the committee members to introduce themselves, their titles, and affiliations with the University and why they want to serve on the Search Committee. After hearing the introductions of the committee members, President Meehan stated that it is an honor to attend the meeting and to hear why everyone has chosen to serve on the Search Committee. He stated it is one thing to read the biographies of each individual, but to hear their purpose for being a committee member is powerful.

Chair Peters read the Search Committee's Charge from Robert J. Manning, Chairman of the University of Massachusetts Board of Trustees:

“Selecting a Chancellor requires the University – and ultimately, the Board of Trustees – to make a decision of enormous importance. Therefore, the process the University employs in arriving at that decision is of critical importance – and a key step in the process is to assemble a diverse and distinguished committee to conduct the search.

Given the significance of what lies before us, the University Of Massachusetts Board Of Trustees and the UMass community thanks you for serving and for the great contribution you will make as members of the UMass Boston Chancellor Search Committee.

This Committee is asked to seek, assess and recommend potential candidates who possess the knowledge, talents, experience and other factors and attributes needed to provide UMass Boston with outstanding leadership as its Chancellor. The Committee is further asked to provide the University with an unranked list of approximately three candidates for the position.

The next permanent chancellor should have the skills, vision and determination to lead an already-outstanding urban public research university to new levels of accomplishment -- and address the challenges the University faces.

The University is committed to mounting a search that is fair, comprehensive, transparent and deliberative – one that will culminate in the selection of a transformative leader for UMass Boston.

• Basic Charge – Your fundamental responsibility is to convey a slate of well-qualified candidates to the President, the Campus and the Board. The names of these finalist candidates will be public and the expectation is that the candidates will visit and will meet with members of the campus community.

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- *Timeframe – We want to proceed expeditiously, while understanding that the overarching goal is to find the very best candidates available.*

- *Leadership Qualifications – We are seeking a strong, passionate leader who can articulate and follow through on a vision for UMass Boston that enables the campus to carry out its special mission by continuing to develop excellence in its educational, research and service endeavors.*

- *Confidentiality -- You are expected to keep the confidential aspects of the search confidential. State law allows the Committee to meet with candidates in private during the screening phase. Once finalists are selected [by the President and the Board], their names become public.*

Thank you again for devoting your energies, time and expertise to this important undertaking. Your work will help to chart a course for UMass Boston's future."

--Robert J. Manning, Chairman, University of Massachusetts Board of Trustees

Chair Peters introduced Ms. Carolina Avellaneda, Director of Governance and Compliance and Strategic Counsel, and asked that she discuss the open meeting law and confidentiality.

Ms. Avellaneda discussed the legal landscape relevant to the search process with particular emphasis on the requirements of the Commonwealth's Open Meeting Law and the need for confidentiality. She provided an overview of the Open Meeting Law ("OML"), Public Records Law ("PRL") and Ethics laws and 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. She informed the committee members that they are considered "Special State Employees ("SSE's") and public employees are therefore bound by the confidentiality agreement which they are being mandated to sign, and the OML and Ethics laws and regulations. She stated that the meetings are open and public unless an "executive session" is necessary and supported under the law, and she then reviewed the exemptions to the OML for discussion that is necessary to go into executive session.

Ms. Avellaneda then asked that each member review and sign the confidentiality agreements and the open meeting law certificates and entertained questions and scenarios surrounding confidentiality, the ethics laws, and the open meeting law.

Chair Peters introduced Mr. Robert Connolly to discuss media and public relations as it pertains to the search process.

Mr. Connolly discussed the media and the public in the context of (social) media throughout the search process. He stated that the Communication Department 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 to inquiries from the media and the public. He stated that the Chair of the Search Committee will serve as the public spokesperson for the committee. Mr. Connolly advised the committee members to refer any external and public contacts and inquiries to his attention or to the communications department.

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The committee took a break for lunch at 12:24 p.m. The committee reconvened for a working lunch at 12:40 p.m.

Chair Peters introduced the search firm, Isaacson, Miller, and asked that they discuss the search process.

Mr. Isaacson provided a walkthrough of the purpose and timeline of the search process. He stated that the committee should consider the search firm as their staff whose purpose is to ensure there are opportunities for the Search Committee to do their business.

He stated that there are three phases of the search process:

1. **Definition-** What are you looking for and how do you measure victory after hiring? What is the hard work you want your chancellor to do that others are unwilling to do?
2. **Discovery-** Outreach will span the globe. The key is to persuade the best and brightest to come to UMass Boston.
3. **Selection-** Choosing amongst the individuals you have discovered to serve in the role as Chancellor of the University of Massachusetts Boston

Mr. Moseley discussed the roles and responsibilities of the search committee members. He asked that they be engaged and that they try earnestly to attend all committee meetings. He also stated that confidentiality should be exercised throughout the entirety of the search to prevent comprising the integrity of the search until the finalist are identified and publicized. He assured the committee that the search will be diversified and inclusive.

Mr. Isaacson reviewed the draft proposed advertisement with the committee. He stated that the advertisement would be posted on various higher education recruitment websites. He also reviewed the draft position profile.

Mr. Moseley discussed the chancellors' role, opportunities, and challenges. He reviewed a list of ten elements that have been identified thus far and asked that the committee review and revise the list as they see fit. He made note that the list is not weighted or prioritized and that the list represents and observation of what is important for the Boston campus at this time, financially, socially, economically, and strategically. Isaacson, Miller identified ten key elements for opportunities and challenges for the chancellor position at UMass Boston:

- **Position the University as a prestigious and rigorous research university**, serving a highly diverse student population
- **Develop a comprehensive student success program** to improve academic accomplishment, retention and graduation
- **Recruit and retain admirable research faculty** with exemplary scholarly accomplishments and research success
- **Nurture student engagement**, promote sustained school pride, and enhance intra/extracurricular student experiences

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- **Establish career guidance systems and career opportunities** that will simultaneously support current students with relevant work experience, while ensuring their post-graduation success
- **Create a vigorous business model**, suitable to an urban, public university that **encourages revenue and enrollment growth**, sustainable finances and constant investment in quality
- **Create partnerships with local corporate entities** and philanthropic donors in Boston
- **Retain and improve UMB's elaborate and successful relationships with the city of Boston** and its communities
- **Build management strengths and systems**
- **Diversify the student body, faculty and staff**

Chair Peters entertained comments and feedback from the committee surrounding the elements of the qualifications and qualities of the candidates interested in the chancellor's role. The comments were:

- Critically important to intentionally position the university as an urban research institution in the position profile to highlight the population that the campus serves.
- The position profile should emphasize that research experience is necessary for the next leader of the Boston campus.
- The University has grown significantly. Creation of a vigorous business model is essential. The next leader of the Boston campus will need to coordinate a vision of a masterplan for the next 5-10 years. S/he should be a demonstrated strong academic with effective management and leadership experience.
- S/he should focus specifically on tenured faculty and senior staff with regard to team building. There should also be an emphasis on resources for community engagement and respect for shared governance.
- This role is critically important to the city of Boston and the Commonwealth. The next chancellor at UMass Boston will need to create a pipeline for careers and jobs for the students. S/he needs to have or work to get access to 'The Vault'.
- The next chancellor should be able to amplify UMass Boston's impact locally, nationally, and on a global scale.
- S/he or she will need to embrace the diversity of the campus; faculty and students and leverage internal talents for collaborative opportunities.
- The current position profile suggests that the incoming chancellor be able to build management, which is too vague. Management building should be centered around assessment on every level-programmatic, fiscal, and student success.
- The next candidate should be able to manage change and determine how to measure success as the campus evolves.
- The position profile should be transparent about the physical infrastructure of the campus (expansion and deferred maintenance)
- The position profile should also highlight that the majority of students educated at UMass Boston are non-traditional from various socioeconomic backgrounds.
- Prospective leader should have financial experience in leading complex institutions.
- It is imperative that the incoming chancellor be passionate about diversity and retention

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- The search firm should exercise caution with what is detailed in the position advertisement but should be clear about the unequivocal challenges that lie ahead for the incoming chancellor.
- S/he should be strategic and inclusive
- The sales point of the position profile should be presented as such that the Chancellorship is an incredible opportunity.
- S/he should be innovative and willing to engage the community in the University's research initiatives. The University's research has significant impact on various industries, namely, the healthcare industry locally and globally.

Mr. Moseley thanked the committee for their feedback on the position profile and stated that their comments would be incorporated in a new draft available after Labor Day when the committee convenes for their next meeting. He informed the committee that the position profile would be 12-13 pages to draw the interests of prospective candidates.

Chair Peters thanked the committee and stated that he will hold campus input meetings on Wednesday, September 11th at UMass Boston. Following the campus input meetings, the full chancellor search committee will convene on Wednesday, September 18th for their next meeting to discuss the position profile in detail and the next order of business. He asked that the committee members forward their suggestions on the position profile directly to the search firm, Isaacson, Miller.

There being no further business, the meeting adjourned at 1:23 p.m.

Christina A. Kelley
Assistant Secretary to the Board