

# THE BOSTON CONSORTIUM FOR HIGHER EDUCATION

# Bullet Report

JANUARY  
FEBRUARY  
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*The Bullet Report presents recent activity and timely information from most, if not all, Boston Consortium groups including: Arts, Benefits, Board of Directors, Bursars, CIOs, Controllers, Environmental Health & Safety, Facilities, Health Services, Human Resources, IT Training, Purchasing, Risk Management, Telecom, & Special Initiatives.*

The Boston Consortium for Higher Education's (TBC) mission is to create a collaborative environment that inspires its member colleges and universities in the development and practical implementation of innovative cost management and quality improvement ideas.

Babson College  
Bentley College  
Boston College  
Boston University  
Brandeis University  
Harvard University  
Massachusetts  
Institute of Technology  
Northeastern University  
Franklin W. Olin College  
of Engineering  
Tufts University  
Wellesley College  
Wheaton College

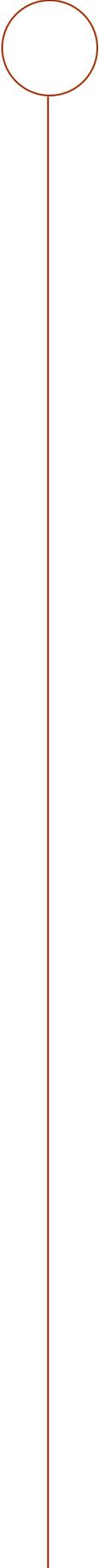
## Project Update: Co-Sourcing

- Babson College, Bentley College, Brandeis University, Olin College of Engineering, Wellesley College, and Wheaton College are moving forward with creation of a business plan to support co-sourcing risk management, internal audit, and legal services. In January, an RFP was distributed asking interested parties to submit bids for a business plan detailing cost, risk and advisability as well as describing the series of steps that must be taken to implement the proposed venture. The final business plan will provide the six schools with a codified management strategy and operational plan for this significant undertaking – a project which has the potential to transform back room operations at these and other institutions of higher learning.

Employment services, which was spun off from the feasibility study during the fall, is also moving forward. Employment managers from the six schools held their first meeting in January to discuss common areas of interest. (See Employment Managers bullet for more information.)

## Project Update: Academic Village

- Five members of the Consortium — Boston College, Bentley College, Boston University, Northeastern University and Tufts University — are working with Southwest Securities and Mass HEFA to explore the feasibility of shared, off-balance-sheet graduate housing. Jack Kendrick of Southwest and Bob Ciolek of HEFA presented at the December Board meeting, and made a strong case for undertaking the venture. The Consortium is acting as a vehicle for this exploration, and will assist with the coordination of information. It is expected that the report will be delivered in early May.



## **Program Update: The Training Collaborative Supervisor's Certification and Professional Development Program**

- January 2001 marked the start of this new program designed to develop higher education professionals' leadership and management skills. There has been overwhelming positive response by supervisors from participating schools -- Babson College, Boston College, Brandeis University, Wellesley College and Wheaton College. These schools created the program to respond to the professional development needs of higher education supervisors. Upcoming courses include Finance for Non-Financial Managers, February 22 and Getting Organized, March 6. Participating schools will award certificates to individuals who complete four core competency workshops, two electives, and any institution-specific requirements. The program is open to any school that is interested. Please contact your Human Resource Department to see if your school is participating.

**Next meeting: February 26, 12:00 pm at The Boston Consortium**

## **Special Event: "Toward a Sustainable Enterprise"**

- On March 7, The Boston Consortium and Harvard University are co-sponsoring a half-day workshop entitled "Toward A Sustainable Enterprise". Ray Anderson, CEO of Interface and author of Mid-Course Correction will speak and work with attendants in small groups. Aimed at Chief Facilities Officers and Chief Financial Officers, this session will aid in the creation of an ongoing dialogue among facilities colleagues to deal with this important issue. Seating is limited.

## **Project Update: Sightlines**

- The facilities asset management work, utilizing several of our schools' data and led by Dave Kadamus of Sightlines, will be featured in an upcoming issue of Business Officer, NACUBO's monthly periodical. The equation he has developed in concert with John Eldert of Babson College, among others, has the potential to link the facilities management issues faced on a daily basis with the larger financial strategic planning that must be done to insure efficient use of College resources. Dave will be returning to the April Board meeting with a proposal for shared, periodic review of involved member institutions.

## **Chief Human Resource Officers Discuss Relocation Services**

- At January's meeting of Chief Human Resource Officers at Babson College, Patricia Griffin, President of DeWolfe Relocation Services, spoke about DeWolfe's Relocation Services for colleges and universities. A few Consortium schools use this service and have found it to be helpful — especially in light of the competitive housing market. Those schools who do not currently offer these services expressed interest in exploring it further.

**Next meeting: March 20, 6:00 pm at Boston University**

## **Special Event: Charlie Baker CEO of Harvard Pilgrim to Speak**

- On the evening of March 27, Charlie Baker, CEO of Harvard Pilgrim will meet with Consortium Board members, Chief Human Resource Officers and Benefits Managers to present Harvard Pilgrim's new ideas for dealing with increasing health benefit costs. More details to be announced.



### Benefits Group Shares Best Practices and Develops New Training Program

- The Benefits Group met in January to discuss current priorities for their departments and campuses including completing open enrollment, enhancing retirement plans, developing web and other communication strategies, and establishing long-term care programs. Following up on its successful mid-level training program last year, the Benefits Group is working with TIAA/CREF to develop senior-level training in the areas of Legislative Changes and Trends, and Strategic Design of Retirement Plans. These sessions will be designed to serve the needs of Benefits Directors and Managers and are tentatively scheduled to take place in New York City in May or June 2001.

**Next meeting: To be announced**

### Project Update: Long-Term Care

- The Long-Term Care Group – Bentley College, Brandeis University, Tufts University, Wheaton College, and Wellesley College — plan to select their Long-Term Care provider soon. CNA and John Hancock are under consideration. Each of the participating colleges will choose their implementation date and work with the selected vendor on a communications plan.

**Next meeting: To be announced**

### EH&S Group to Host Personal Environmental Liability Discussion

- It is becoming increasingly common for federal and state prosecutors to take legal action against management as a result of legislators having incorporated criminal penalties into an increasing number of regulatory statutes, such as the Clean Air Act and the Clean Water Act, aimed at carrying out public policy priorities. On March 2 at 10:00 a.m., members of EH&S, Risk Management and other Consortium groups will meet with Chris Davis, legal counsel from Goodwin, Proctor & Hoar, and John Edgar of Marsh McLennan to discuss personal environmental liability. Mr. Davis, Esq., and Mr. Edgar will review the regulatory framework and look at recent cases where individuals have been held for civil or criminal liability for specific environmental transgressions. The meeting is open to all Consortium members. Please let Laura Cannata, lcannata@babson.edu, know if you are interested in attending.

**Next EH&S meeting: March 2, 9:00 am at the Wellesley College Club (prior to Personal Environmental Liability Discussion)**

### Purchasing Group Continues Discussion E-Procurement Experiences

- Purchasing Group members will meet at the Wellesley College Club in March to share their e-procurement experiences. Wellesley College, Babson College and Wheaton College plan to update the group on their work with Commonfind, an e-procurement marketplace for education. Commonfind intends to offer a wide product selection - and lower cost through aggregated buying and process automation throughout the entire procurement chain.

**Next meeting: March 14, 8:30 am at the Wellesley College Club**



## Controllers Learn More About NACUBO Cost of College Study

- In January, Sam Solomon, Budget Director at Northeastern University, updated the group on the status of NACUBO's Cost of College Study. The goal of the study is to develop a simple methodology by which colleges and universities can identify the cost of providing an education on a per student/FTE basis. A number of Consortium schools are or plan to take part in the study. For more information, contact Laura Cannata at the Consortium, 781-239-4463 or lcannata@babson.edu. The group also discussed management letters/auditors' findings at each of the schools. At its April meeting, Bill Hoyt, Director of Purchasing, will present on Harvard University's p-card.

**Next meeting: April 27, 10:00 am at Harvard University**

## Telecom Discusses New Technologies and Develops Training Programs

- In January, Leo Donnelly presented Harvard University's progress with its VoIP pilot program (Voice Over IP). Harvard plans to launch a pilot of 100 phones this Spring. Their decision to explore this emerging technology was based on a number of reasons including: to learn about cutting-edge technology; to evaluate cost savings; to gain "first mover" on campus advantage; and to better understand the challenges of implementing the system. The group also shared information on how each school is progressing with wireless initiatives. Becoming wireless is a significant undertaking – from construction and setting standards, to being adept at new ways of troubleshooting problems. All agreed this area will continue to develop and change given market demand and technology advances. The group also is working with Verizon to re-start its Intro Telecom Training Program.

**Next meeting: March 5, 9:00 am at Tufts University**

## IT Training Group Developing Marketing Strategies for Element K

- Lesley University hosted January's meeting of the IT Trainers. The group continued its exploration of each other's training websites and compared strategies for taking full advantage of the latest training technologies. Members of the IT Training Group will meet with representatives from Element K on February 16 at 9:00 am at MIT to discuss internal marketing of Element K at their schools. Currently, nine Consortium schools plus WGBH have signed contracts with Element K.

**Next meeting: March 5, 2:00 pm at The Boston Consortium**

## Arts Managers to Meet in April

- The second meeting of individuals who manage campus arts programs at our member college and universities will take place on April 6. This group is working to identify potential opportunities to collaborate in the future including: developing artist-in-residency programs and workshops; exploring methods to create linkages between the arts and higher education; discussing potential block booking or co-presenting opportunities, and establishing vehicles for ongoing communication (web pages, bulletin board, discussion groups).

**Next meeting: April 6, 10:00 am at The Boston Consortium**



## Employment Managers Hold First Meeting

- In January, employment managers from Babson College, Bentley College, Olin College, Wellesley College and Wheaton College met for the first time to share information and discuss common areas of interest including: job fairs, advertising, referral programs, temporary agencies, background check procedures, new hire orientation, professional search firms, and applicant tracking and database management. All agreed that they would like to convene again soon to share information and explore potential collaborative efforts in the future. The Boston Consortium will contact all Consortium schools to arrange a second meeting to take place in April or May 2001.

**Next meeting: To be announced, at The Boston Consortium**

## Human Resource Training Group Reconvenes

- The Boston Consortium is pleased to announce that the Human Resource Training Group will reconvene in late March/early April at Tufts University. This group, which consists of Training and Organizational Development Managers from Consortium members schools, has not met on a regular basis for the past few years. Participants look forward to sharing information about their schools' best practices, discussing challenges, and comparing curriculums. Please contact Anne Gregory if you are interested in participating or would like more information, 781-239-4401 or [gregory@babson.edu](mailto:gregory@babson.edu).

**Next meeting: Late March/Early April at Tufts University**

## Board of Directors

- The Consortium's effort with Bonnie Hebert at Accordia to create a group Owner Controlled Insurance Plan (OCIP) is progressing. Bentley College and Babson College have joined Boston University's commitment, and three more schools plan to make a final decision soon. Participating schools will gain substantial savings. It is worth noting that the underwriters have agreed to add pollution liability for remediation projects. This kind of flexibility demonstrates the power of collective action in the increasingly competitive insurance sphere.
- Student Advantage, Inc approached The Boston Consortium Board to explore the possibility of using member schools to test a new concept and approach for a common card, which would provide discounts to students and revenue to the schools. There is a possibility of being able to use this card on each other's campuses and having it tie into schools existing on-campus cards as well. Student Advantage is meeting individually with schools to pursue this idea further.

**Next meetings: February 8 and March 8, 7:30 am at The Boston Consortium**

# THE BOSTON CONSORTIUM FOR HIGHER EDUCATION

## Management Development Series

### Courses Offered Through May 2001

The Management Development Series offers a variety of opportunities for higher education staff to broaden their knowledge, develop new networks and increase their professional skills. MIT, who's courses will be held in Cambridge at their Professional Learning Center, has opened five spaces to Consortium members in 15 of their training courses. The remaining courses offered will be held at The Boston Consortium in Wellesley.

### For Registration & Information

[www.boston-consortium.org/  
sub\\_gro\\_hum\\_man.shtml](http://www.boston-consortium.org/sub_gro_hum_man.shtml)

### Questions?

Contact Anne Gregory  
781-239-4401 or  
[gregory@babson.edu](mailto:gregory@babson.edu)

### February

2/13	Customer Service Excellence in Academic Administration, 9am - 4pm	The Boston Consortium (TBC)
2/14	Communicating in Difficult Situations, 9am - 4pm	MIT Professional Learning Ctr (MIT)
2/22	Finance for Non-Financial Managers, 9am - 4pm	TBC
2/27	Improving Leadership Effectiveness, 9am - 4pm (FULL)	TBC

### March

3/1 & 2	Preparing Competitive Research Proposals, 9am - 4pm	MIT
3/1 & 8	Using Myers-Briggs for Professional Growth, 9am -4 pm; 9am - 12pm	MIT
3/5, 12 & 19	Scientific & Technical Writing, 9am - 4pm	MIT
3/6	Getting Organized, 9am - 1pm	TBC
3/7	Strategic Planning, 9am - 12pm	MIT
3/13	Building Championship Teams, 9am - 4pm	TBC
3/15 & 22; 4/5 & 12	Making Career Choices, 9am - 12pm	MIT
3/21 & 22	Writing for Results, 9am - 4:30pm	TBC
3/21	Group Problem Solving & Decision-Making Tools, 9am - 4pm	MIT
3/28	The Art of Coaching for Strong Performance, 9am - 4pm (FULL)	TBC
3/29	Communicating Upward, 9am - 12pm	MIT

### April

4/4	Making the Right Choice: Interviewing&Employee Selection, 9am - 4pm	TBC
4/6	Targeting Your Leadership Style, 9am - 4:30pm	MIT
4/10 & 17	Presentation Skills, 9am-4:30pm; 9pm - 12pm	TBC
4/11	Negotiation Agreement, 9am - 4pm	MIT
4/20	Tips&Techniques for Time Management, 9am - 12pm	MIT
4/25	Project Management, 9am - 4:30pm	TBC

### May

5/8	Managing Your Time Effectively, 9am - 12pm	TBC
5/9	Creative Thinking Skills, 9am - 12pm	MIT
5/15 & 5/17	Transition to Management, 9am - 12pm	MIT
5/17	Developing Effective Groups Through Facilitation, 9am - 4:30pm	TBC
5/30	The Arts of Appreciative Listening and Inquiry, 9am - 1pm	TBC