

Bullet Report

J U L Y
A U G U S T
S E P T E M B E R
2 0 0 2

The Bullet Report presents recent activity and timely information from most, if not all, Boston Consortium groups including: Arts; Benefits; Board of Directors; Chief Information Officers; Controllers; Employment Managers; Environmental Health & Safety; Facilities; Health Services; Human Resources; IT Training; Organization, Development & Training; Public Safety; Purchasing; Risk Management; Sponsored Research; Telecommunications; Treasurers; and Special Initiatives.



THE BOSTON CONSORTIUM
FOR HIGHER EDUCATION

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
Berklee College of Music
Boston College
Boston University
Brandeis University
Harvard University
MIT
Northeastern University
Olin College
Tufts University
Wellesley College
Wheaton College

Co-Sourced Risk Management Program Underway

With the beginning of the new fiscal year, Consortium members Brandeis University, Berklee College of Music, the F.W. Olin College of Engineering, Wheaton College, and Wellesley College have welcomed Ed Frackiewicz on board as their shared Director of Risk Management. Ed comes to this important role with a host of experience in industry and a sensitivity to what is required for our pilot effort to be successful in Higher Education. The first of a three-part effort in Shared Services, Ed's office is temporarily at TBC while his space at Olin is readied. He reports in matrix fashion to the Risk Advisory Group of these schools, with which he will design plans for reducing insurance expense through process and program improvements.

This effort has been substantially underwritten with a Mellon Foundation Grant of \$225,000. Each school is also sharing significantly in the cost, and Davis Educational Foundation funds are also being used. This effort reaches back several years, during which the concept of the Consortium was still evolving, and represents tremendous work on the part of these schools and the advisory group. The next two subsets of the overall plan are to create similar entities to support an Internal Audit and a Legal Function. The efforts are open to all schools, but are initially being driven by the small and medium sized schools of the Consortium. If this pilot lives up to its promise, the entity will be weaned off of grant funds, and potentially set up as a separate business entity owned and operated by the five schools.

Please join us in welcoming Ed, and sharing with him the opportunities we have come to appreciate across all of the membership: opportunity for learning from one another and creating best practices, opportunity for professional growth and collegiality, and the chance to make a difference at our schools.

Election of Peter McKenzie as Chairman of the Board and the New Officers

The Board of the Consortium held its triennial election of officers, with Peter McKenzie, CFO at Boston College, being nominated and elected as our new Chairman. Peter succeeds Will Reed, CFO at Wellesley, the original visionary for the creation of this Boston-area, higher education collective. Peter McKenzie joined Will Reed and Glenn Strehle from MIT to devel-



op the concept back in 1996. Having been active in every aspect of the Consortium's development, Peter was notably a key driver in our efforts at alignment of purchasing and health-benefit costs, creation of a long-term vision for collaboration based upon dialogue and mutual respect, and support for use of the Consortium as a learning and development tool for managers.

Joining Peter are Jim Morgan, Controller at MIT, as Vice Chairman; Tom McGurty, CFO at Tufts, as our new Treasurer; and Rick Wallick, CFO at Wheaton, as Secretary. Please join us in welcoming the new team of officers, for though they have new roles, they are longtime activists within TBC. They have already met with the outgoing officers and established several key result areas, which we will share in upcoming group meetings.

Consortium Colleagues: New, Old, and Always

All organizations face change, but for the Boston Consortium and the value it places upon relationships, changes of staff and school participants are always sad. Yet, with that change come new players, new energy, and new ideas. And we happily rediscover that the friendships made in the course of our professional lives are no less valuable than any other we make, so we maintain a forever-growing list of colleagues and friends. Their title and locale may change, but the history we share with them and contributions they've made live on.

Will Reed falls squarely in this category. We have more to say about that on the back cover of this issue of the *Bullet*.

We are very pleased to announce that we have a new colleague in Mary Rose, Vice President for Administration at Babson College. Mary has had several key roles at Babson during her 20-plus-year tenure, and she now handles the operational responsibilities for most of the key departments, and reports to new Babson President Brian Barefoot. Most recently Chief Information Officer, Mary has had some exposure to TBC, and we hope that we can broaden that understanding as she becomes our newest Board member. Welcome, Mary.

John Eldert has assumed some new responsibilities at Babson as the Vice President for Strategic Planning. John is well known to most everyone within TBC, and has been a strong advocate for our efforts in shared services as well as facilities planning. John also served as an officer of the Consortium, having been its treasurer since our legal inception in 1998. We hope that John will continue to be active.

That said, and given the knowledge base that the Consortium "alums" represent, we have made a decision to form an Emeritus Group of the Consortium. Will Reed and John will become Charter members, as will Glenn Strehle from MIT, and others who have kept a connection to our efforts from afar. It is always helpful to create a common memory of how we have gotten this far. It was never easy, and it will take a level of commitment from current and future colleagues to insure we create the value that our collective knowledge and experience represent. Again it comes back to relationships as the vehicle for exchange of knowledge and for the trust that make change possible. We hope to schedule our first emeritus meeting in the fall with all current and past members together to reflect on our efforts, successful and unsuccessful.

Staffing at the Consortium Offices

Along those same lines, we are pleased to announce that Sharman Andersen has joined us as our permanent Administrative Assistant. Sharman will handle office operation issues ranging from managing our accounts payable to being the front line for member service requests.

June Kevorkian has started as our new Program Coordinator and will support several of our active groups as well as manage the Professional Development and Training Collaborative program. June comes to us from the Olin Graduate School at Babson where she managed employer relations for the MBA program. Previously, she was assistant director for Continuing Medical Education at the Boston University School of Medicine. Prior to that, she was program manager for the CEO Leadership Forum at the Boston University School of Management.

Addressing our need to be responsive to the operational needs of our members, and yet be sensitive to avoiding creation of fixed overhead costs, we have recruited two "retained" Program Coordinators. Hilary Murray and Ken Farbstein will each handle three of four active groups, allowing us to be flexible as our efforts and initiatives migrate according to the issue of the moment. Working a limited number of hours on a fee-for-service basis, the concept for this approach came out of the work of our officers last fall, in consultation with Harvey Blustain of Act IV consulting. It has been working very well, as both Hilary and Ken are accomplished facilitators. They are becoming part of the community our groups represent, and will allow TBC to move in several directions concurrently without unfavorably impacting our budget.

As many of you know, when Laura Cannata left in early May for a tremendous "next step" opportunity at the Make-A-Wish Foundation as the Director of Development, it was just Deloris Glanton and Phil DiChiara. Now that we are back to our original staffing, we'd like to say a public thank you to several of you who volunteered to insure that group meetings stayed on track. It was evidence of your commitment and especially helpful as we had several other workshop and program commitments that "D" and Phil had to handle as time-sensitive initiatives. If I mention one name, we'll risk leaving someone out. But you all know who you are. Thanks!

Sponsored Research Group Hosts NCURA Session to Decrease Backlog

The SRG sponsored a three-day conference at Boston University's School of Management on June 10, 11, and 12. The focal point of the conference was NCURA (National Council of University Research Administrators), a respected national professional organization which provided workshops to research administrators from member schools on the fundamentals of Sponsored Research.

The conference had 76 attendees and a sizable wait list, which suggests the need to offer this training in the future. Attendees seemed appreciative of the wide range of issues presented and were engaged in the topics, asking probing and pertinent questions of the faculty.

A small subgroup of the SRG, Rhonda Clayton from BU and Pat Fitzgerald from MIT, has worked diligently since last fall on the details of the conference and should feel gratified by the success of the endeavor. Further ideas for training at a more advanced level will be on the group's agenda for this fall.

On the final day of the conference, Maximus (a company specializing in systems specific to this audience) invited members of the SRG to a presentation on Web Space and on Time Effort Reporting. Following the presentation, there was a reception and dinner.

Maximus and NCURA report that this is the first consortium with which they have collaborated. The SRG concurs that bringing in these organizations to train member schools' Sponsored Research staff is not only tremendously cost effective, but also fosters good business relations among the schools.

Summer Cycle of Professional Development Program Underway

The Training Collaborative's Summer Professional Development Series has been well received. In addition to some recurring programs, there were several new offerings for this session. The TC is happy to report that the new four-part Administrative Assistants Development Program operated at full capacity and received favorable reviews from participants.

The brochure for the Professional Development Series sported a new look this summer and had a number of changes in format. The TC welcomes your comments on this new design and presentation.

The TC has met during the summer to put fall training plans into place. This included a review of current training workshops as well as evaluation of new training consultants and their programs. Input on training needs is welcomed from member schools.

The Fall Brochure will be available shortly after Labor Day, and the first classes are scheduled to start in early October. **Next meeting TBD**

Employment Managers Plan Shared Recruitment

Employment Managers met in June to discuss Phase I of the Shared Recruiting project. Six schools have committed financial support to initiate the project, and as soon as the Consortium has received all the funds, Phase I will get off the ground. This phase will be aimed at providing an electronic presence on a number of targeted Web sites, including diversity and professional organizational sites.

Also planned for Phase I is a sizable advertisement in Boston Magazine informing the readership of The Boston Consortium's member schools and employment opportunities therein. TBC has agreed to initially fund the approximately \$12,000 micro-site that will be developed to drive responses from these two ad sources from the Web to each of the member schools.

Phase II will be introduced as and when other member schools are able to participate.

At the May meeting, members discussed the downsizing that has taken place (or will occur) at a few of the institutions. For impacted schools, a decision was made to put together a resume book for all laid-off employees and to distribute the book to other Consortium Schools, the thought being that these employees can bring their expertise and knowledge to other institutions.

As we go to press, Babson is putting the finishing touches to its resume book and plans to distribute it within the first week of July.

Members who attended the June meeting voted to have regular monthly meetings starting in the fall.

Benefits Group Discusses EGTRRA

A number of members gathered on June 18 to hear a presentation by Weiyen Jonas from Fidelity on the subject of State Tax Nonconformity after EGTRRA (The Economic Growth and Tax Relief Reconciliation Act of 2001). Weiyen explained why nonconformity is such a big issue, told us about the significant changes to contribution and distribution rules, and informed the group of the impact of State Tax Nonconformity. She went on to update the group on State Tax Conformity Legislation both in Massachusetts and in other nonconforming States. Weiyen urged individuals and institutions to write or call their Representatives regarding support of conforming legislation. Weiyen promised to update the Benefits group regarding this matter. She stated that Fidelity is acting as a technical resource for Beacon Hill regarding EGTRRA.

The group then went on to discuss other pertinent issues including Long Term Care, planned to meet again in August, and voted to meet on a quarterly basis in the future. **Next Meeting: August 13.**

IT Training Group Explores Other Web Tools

One of the first projects the IT Training Group initiated was the selection of two preferred and three recommended computer training companies. Since some of these recommended vendors have undergone changes, the IT group is investigating new vendors who can offer both Macintosh and Windows training. The continuing preferred vendors remain New Horizons and Pinnacle.

The subgroup which has been working on Collaborative Tools has been evaluating Web-based collaboration solutions. The group hopes to offer the community an interactive environment that will permit live collaboration without the burden of travel. These resources will provide capabilities that supplement existing Web-based learning resources already in use at our institutions. These tools allow for better communication and improved relationships, as well as enriching both teaching and learning.

The group has identified WebEx.com as a potential collaborative solution and is currently negotiating an evaluation period. If approved, the group intends to evaluate WebEx through a series of projects, including the planning of the upcoming Emergency Preparedness Workshop this fall. For more information on this project, contact any of the following ITTG members: Josh Wilson at jwilson@ase.tufts.edu, Colleen Wheeler at cwheeler@wheatonma.edu, or Doreen Nicastro at nicastro@bu.edu.

The IT training group met in June at MIT to review the past year's collective experience with Web-based learning from Element K. They discussed the challenges and strategies for migration to KnowledgeHub, Element K's next-generation learning interface and back-end system. An Element K representative was present at the meeting to discuss technical issues surrounding the migration process. It is anticipated that KnowledgeHub will enable people to integrate learning resources in different formats and in more effective and flexible ways. In addition, it will allow ITTG members to create development paths that offer individualized guidance for learners at our institutions.

Tufts and Wellesley will lead the way and plan to migrate to KnowledgeHub this summer. They will share insights gained in the process. Other schools will schedule migration dates in the coming months.

Public Safety Officers Met on August 1

The Chief Public Safety Officers of the Consortium met again in August to continue to develop the relationships across member schools. Additionally, input will be provided to the core group assembling the Emergency Preparedness Workshop planned for October 28.

On other matters, it is expected that this group will discuss using the Consortium as a vehicle for shared training by working as an interface with the existing MEMA and FEMA agencies (Massachusetts and Federal Emergency Management Agencies). **Next meeting: TBD**

Emergency Preparedness Workshop

For several months, a number of managers from member schools representing several different functional disciplines have been meeting to arrange and detail a major Fall Workshop addressing disaster preparedness. When the concept was initially reviewed, it was intended to be a Consortium-only event. The July event was postponed so as to expand and include other consortia. In conversations with four other consortia in Massachusetts, plus Clare Cotton representing the state organization (AICUM), it was determined that we might best serve our mutual needs by planning a first-ever pan-Massachusetts event. With input from our Core Group at TBC (John DiFava, MIT; Joe Griffin, Harvard; Mark Braun, BU; Lou DiBernadenis, MIT; Phil DiChiara, TBC; Clare Cotton, AICUM), the cross-consortium committee established October 28 at the Hogan



Center at Holy Cross in Worcester as the event date and locale. The theme of mutual assistance has been created, and we are very pleased to report that our two Keynote Speakers are John Curry, Executive VP at MIT, and Marilyn McMillan, CIO at New York University. NYU's entire IT system went down during the WTC collapse two blocks away. MIT was able to support NYU during this emergency, so we have a built-in case study to discuss not only IT issues but also other Facility, Environmental Health and Safety, Public Safety, and Risk Management issues.

This is a major event, but coordination of the event across the consortia of the state is progressing well. Aimed at Administrative VP's as well as Department Managers, we hope you will pencil in this date. Individual invitations will be distributed in early September.

Emergency Preparedness Workshop: October 28, 2002, at the Hogan Center at The College of the Holy Cross

Board Approves E-Procurement Pilot

At the June Board meeting, the Purchasing Professionals at Harvard, Tufts, and Boston University made a strong case for use of Consortium Grant monies to support a one-year pilot that could fundamentally change the manner in which these schools support departmental purchasing needs. The Board approved an expenditure of Davis funds up to \$90,000 to get this important project started. Each school will also contribute approximately \$25,000.

The concept for this best practice began eight years ago at MIT, where several major vendors provided internet access to their catalogs and maintained MIT-specific pricing. Unlike the multimillion-dollar solutions proposed by major vendors before the economic recession, the catalogs are not maintained by the schools.

In 1994, MIT launched ECAT, a revolutionary solution for Internet commerce. The model has lasted to this day and proven to be a valued application. The investment was relatively modest, they grew the initiative slowly, and it has been broadly adopted by the MIT community.

There are many advantages to the MIT model, including:

- It provides a degree of control and centralization. It provides a single point of login, a common method of processing orders, a means to customize the application for unique rules, accounting, payment, reporting, and integration needs.
- The solution avoids having MIT host supplier catalogs, which is costly and difficult to keep synchronized. The solution allows requisitioners to begin within the application, go out to supplier Web sites, bring back purchases in shopping carts, complete their orders within the application, and transmit orders electronically.
- It was implemented for a cost far below what is being expected by most eProcurement vendors. They were able to start small and grow.

The Consortium and interested schools will contract with OrgSupply to adapt this system to their own institutions. Harvard University has agreed to proceed first and will share its experiences with other members. Diane Shea at MIT has also extended a welcome to Consortium members to see MIT's system in action. While all members are eligible to participate in the pilot, having larger schools progress first will determine the scalability of this tool.

We recommend to you an article in The Chronicle of Higher Education that addresses best current thinking on e-commerce at <http://chronicle.com/weekly/v48/i46/46a03501.htm>.

Breakfast Series with Dr. Joe Raelin

Having been well received and found to be of value by its participants, we are very pleased to report that Dr. Raelin will be presenting the concept at the Academy of Management meeting in August. AOM is considered to be the most prestigious academic organization addressing management and organizational behavior issues. Originally conceived as a way to aid senior administrators in understanding leadership alternatives in the rapidly changing environment within Higher Education, it has grown into a community of practice that is quite unique. We wish Joe well in his presentation and look forward to feedback that will allow us to extend what we have learned to other Consortium groups.

Habitat for Learning

Consortium Board members were invited to learn of the plans of the Habitat for Learning venture. The Habitat firm is determining whether or not to proceed with the speculative development of graduate housing, and would be interested to know if Consortium member schools might take units in that Watertown development. Since concluding the Academic Village study last January with a decision not to proceed, several members are still interested in what the free market might bring to the area. A second presentation is scheduled for August 5.

Administrative Control Panel

The collection and use of key data that drive strategic decisions is part of every administrator's tool box. In the Consortium's work with Sightlines, strategic facility decisions can be made with greater confidence when key data points are routinely collected and analyzed. We collectively discovered that a shared tool creates standards and best practices that can be shared by the functional managers that report to Senior staff. This summer we are fortunate to have Mr. Bruce Osterling visiting many of our Board members to learn what data the Consortium might collect through a third party to assist them in their high-level thinking. Again, similar to Sightlines.

Our interest in this was brought to our attention through the work of Peter French and the Financial staff at Brandeis University. A case study will be published about their experiences, and the firm they worked with, the Stillwater Group, is coordinating the effort with Bruce Osterling. We will report out findings and determine if there is interest in creating such a tool for collective use.

Project Facilitation Network II (PFN)

The PFN effort, one of the resources that the Consortium has created for its members, is happy to announce that it has graduated its second class. In cooperation with Interaction Associates' not-for-profit arm, TBC has worked to develop facilitation skills for key managers and administrators. These skills benefit the individual and the consortium groups to which they may belong, but also represent a resource that member schools should tap. Too often the skills to make group decision-making effective and efficient are absent. Use of these graduates between schools is a way of creating common ground for multidisciplinary change and avoiding the cost of outside consultant resources. This program is very highly regarded, and it is much more than a three-day didactic. We encourage Consortium members to speak with their colleagues who have been through this program, which is entirely funded by our Davis Foundation grant.

Please visit their website for more information:

http://www.interactionassociates.com/html/institute_social_change.html for description of Interaction

Associates; and <http://www.interactioninstitute.org/site/servicesFacill.html> for the description of the Facilitation Program.

This year's class includes Margaret Dennis, Berklee College; Bonnie Teitlman, Boston University; Tom Bagarella, Boston University; Karen Maccaro, Babson; Cynthia Sanger, Babson; Diane Devlin, Harvard; Maureen Joyce, Northeastern; Jean Finlayson, Wheaton; Joshua Wilson, Tufts; Frank Medlar, Berklee; Julie Palazini, Wheaton; and Erin Gerlach, Wheaton. Congratulations to all!

Expressions of interest or nominations for next year may be submitted to Phil DiChiara at dichiara@babason.edu.

Consortium Database Refresh and Web Site Renewal

One of the casualties of the absence of full staff has been the routine maintenance of our Contact Database. Program Coordinators will begin immediately to circulate at meetings a form to confirm telephone and email addresses, and add names where new participants have joined various groups. Once complete, we will once again publish a hard copy of our Contact Book.

The Web site changes anticipated include use of secure areas for certain information exchanges. We welcome your thoughts on how to make this a more useful tool.

Chief Human Resource Officers Meeting

The May meeting included a general discussion of staffing and budget changes, however, it was most importantly an opportunity for colleagues to celebrate Maureen Fessenden of Brandeis University, who will be retiring this summer. Fortunately for all of us, she will still consult on a limited basis, and has agreed to return from time to time to share her sage advice. We will miss her but are glad to hear she will still retain a presence in our community. **Next meeting: Babson College on the evening of September 5.**

Consortium Board Mini-Retreat

The incoming officers of the Board have arranged for an afternoon and early evening meeting to discuss the current and future efforts of the Consortium. It will be held at Endicott House in Dedham on August 21 at 3:00 PM. The agenda will be focused on how the Board can best leverage the relationships being created and how group activity can be a source of learning and positive inter-school change efforts. Dinner will be served at 6:00 PM with a 7:30 adjournment.

Internal Audit: Phase II of the Co-Sourcing Initiative

Subsequent to the Planning Summit of April 29, data and member preferences for the next step were collected, which prompted a request for an RFP from PricewaterhouseCoopers. PWC met with the group in mid-July, during which they presented a continuum of approaches ranging from simple performance of audits on behalf of the collected schools, all the way to providing a fully integrated Audit function in place. One variation might include a TBC-employed coordinator for these efforts. Discussion of the group debated the value of using a large firm with acknowledged depth of resource, to employment of a single individual. Utilizing a large firm, and specifically PWC, might create a conflict of interest given that they are the external auditors for several of our schools. Employment of an individual limits the depth of resource and time available, but allows the pilot to grow with minimal financial commitment.

This pilot effort is substantially funded by the Mellon Foundation. Given that the preceding work in Risk Management took almost two years to complete, we still expect to fulfill our three year grant project on a timely basis, though that looks to be a challenge given the limited time the key decision-makers have to devote to this complicated effort. The essential difference is whether we choose to implement Internal Audit via selection of an essentially "canned" product of a firm, or invest the time to create common ground and customize all aspects of the function to meet the needs of three or five or seven of our schools.

Phil DiChiara will be contacting members to meet individually and assess the ability to streamline the process, and achieve the vision conceived two years ago.

Consortium Colleagues: New, Old, and Always: Part Two

Will Reed

Change is inevitable and healthy, yet when that change brings about the departure of a friend, it is only natural to reflect upon what we have been through together.

Will Reed's career history reads like a classic case study. From the start, there were continually increasing levels of responsibility, an incredible diversity of professional and personal exposures, and a growing portfolio of accomplishment. From the Ford Foundation to Princeton to Williams and finally at Wellesley College, our friend Will made an impact everywhere he went.

I'm not sure when the concept of a consortium first struck him. Maybe it was as a Human Resource professional twenty years ago, or more probably while serving Wellesley College as its CFO. No doubt he observed accountability and outcomes being enhanced when groups of people worked well together, in an environment of mutual trust and respect. When staff learn from one another, and share a common vision, complex tasks become lighter, success more assured. Whatever it was, he clearly believed that there were real benefits to those schools that had the vision to collectively undertake application of those values. So he set about making it a reality, persuading Peter McKenzie and Glen Strehle, and later many others, to give it a try and form the Boston Consortium. I do remember him telling me once that the task of creating "the extraordinary Consortium" was probably impossible, but that he was convinced that we would succeed nonetheless. Taking on the task of Chairman took courage, because most people are wary of tackling projects of this magnitude unless there is a high likelihood of success.

We all know Will to be a Gentleman, warm and approachable, with a great sense of humor and a truly uncanny ability to pose precisely the right question at precisely the right moment. I've seen meetings turn 180 degrees in a new direction - the right direction - simply because of the way he posed them! He is also a mentor and role model to many of us. He's well-read, continually curious. Passionate. But it comes back to courage.

I'm not sure that anyone else could have lead our schools to form our consortium. Generally, the economy and the state of these institutions were rather rosy in the late 1990's. With no sense of urgency, no crisis to compel us to form an alliance based on mutual learning and trust, only a fearless visionary would make the case that now was the time to form deeper and enhanced relationships among the management staff of 13 schools. He believed these groups would find common ground that would create opportunity now, but be a bellwether as the rate of change and thus the level of uncertainty increased about the future. The desire to collaborate is highest when the crisis is present. Unfortunately, it is a skill best practiced before the crisis strikes. Thankfully, our collective learning goes well, and our relationships grow. True, we have much work to do, but Will set our path and made it clear.

Will now departs his traditional full-time obligations but not his collected interests. Chairman Emeritus sounds real nice for all of us active in the Consortium! He has also begun to consult on the development of a college for women in Bangladesh. If there is to be change in the Middle East, there must be a role for educated women. In collaboration with some well known philanthropists, this is the latest twinkle in his eyes. Courage.

The values he has shared and encouraged among the membership come from deep inside. This is who Will is. His wife Beverly has told me that his most important objective is being the very best grandfather he can possibly be. I have no doubt that he has already set and met a high standard.

We are fortunate that we are not saying goodbye to Will Reed. Yet, everyone involved with the Boston Consortium will sorely miss his routine appearance at every meeting of importance. It was simply wonderful to have him around and involved in any of our activities. His legacy is one of moving our mission ahead despite the occasional setback, confident that the values and principles we have engaged will provide comfort when circumstances are difficult and pride in accomplishment when times are good. He has shown us that we must have courage to tackle the difficult, not just complain about it.

Thanks, Will.

PJD

Phil DiChiara on behalf of the entire Board and Boston Consortium Membership