

Bullet Report

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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, Chief Information Officers, Controllers, Employment Managers, Environmental Health & Safety, Facilities, Health Services, Human Resources, IT Training, Organization Development & Training, 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

PriceWaterhouseCoopers Advises Members on Possible Methods to Control Rising Health Benefit Costs

- Chief financial and chief human resource officers will meet on April 11 to review findings of the PriceWaterhouseCoopers' (PWC) Benefit Survey and assess whether collective action on this matter is feasible. Dr. David Chin and Mary Gore of the Boston Health and Welfare group of the Global Healthcare Solutions practice of PricewaterhouseCoopers LLP will lead the session at Bentley College.

Pre-released data from PWC indicates that traditional economies of scale might not reduce costs given the manner in which insurers weigh the risk profiles of schools. Given that 12-15% increases are expected for the next several years, schools have already adjusted the ratio of employer/employee cost sharing which has helped control cost increases to some degree. David Chin, M.D., will share examples of how other organizations are implementing alternative programs. For example, some are implementing new programs to favorably impact the health status of their employees. By demonstrating the success of such programs, they are able to control insurance companies' cost increases.

Richard Lord, President of Associated Industries of Massachusetts (AIM), will also join the meeting on April 11 to provide additional perspective. AIM recently completed an analysis of the impact of 'direct physician group contracting', a new method of health benefit provision used in Minnesota and Oregon. AIM is considering whether to publicly endorse and support physician groups contracts as another alternative to traditional managed care offerings. On March 26, 2002, The Boston Globe reported that such an additional offering by Massachusetts' employers might reduce both employee and firm costs related to health care by identifying high quality, low cost providers. Like the Consortium, he is working with AIM membership to determine how they might fulfill their membership's health insurance needs in light of the changing and increasingly expensive healthcare marketplace.



The Training Collaborative Finalizes Plans for Summer Workshops

- Members of the Training Collaborative are in the final stages of preparation for the Summer 2002 Professional Development Program. The group is pleased to announce a number of enhancements effective this year including: a new 4-part program for Administrative Assistants which will provide participants with training in customer service, communication, and management; a new location for TBC workshops — Babson College's Center for Executive Education – which will better accommodate trainees' needs; a new course designed to refine technical employees consulting and communication skills, *Consulting Skills for Technical Programmers*; and a new professionally designed brochure promoting TBC workshops. As well, the group will continue to offer the *Supervisor's Certification Program*, which supports the professional development needs of newly hired and/or promoted supervisors. To register for workshops, see the last page of the Bullet Report or visit www.boston-consortium.org/sub_gro_hum_man.shtml.

Next meeting: April 12, 9:30 at TBC

Consortium Board of Directors & Facilities Managers to Hold ROPA Equation Workshop

- The Chief Financial Officers of the Consortium and the Facility Managers of our schools will meet on May 9 at the Center for Executive Education at Babson College. The plan is to dedicate the morning to a “hands-on” workshop to enhance understanding and use of the Return on Physical Assets (ROPASM) Model website. Ten of our thirteen schools are using this tool from Sightlines to assist in strategic facility planning and annual operating budgets for the facilities operation. By using case studies and data from the website, we expect to create a greater understanding among our members of how to use the tool and how to benchmark against other similar schools within and outside of TBC. For more information, visit www.sightlinesllc.com, or contact Phil DiChiara at 781.239.4615 or dichiara@babson.edu.

Next meeting: April 11 and May 9, 7:30 at Bentley College and The Center for Executive Education (respectively)

Employment Managers Review TMP Proposal for Shared Recruiting

- Several members of the Employment Managers' Group met on April 2 to hear Rick Lavallee from TMP present his proposal regarding the Shared Recruiting initiative. They discussed the media plan, which incorporates both print and electronic advertising and provides shared publicity for employment in higher education. The plan also includes the creation of an Internet micro site, which would guide job seekers to a shared “port of entry” to TBC member organizations and then “drive” them to individual schools Web sites. Given the shift in the economy and the subsequent slow down in recruiting, the proposed plan requires some modification in order to work within current fiscal constraints. The Employment Managers Group is scheduled to reconvene in late April to share ideas on how best to proceed.

Next meeting: April 23, 10:00 at TBC

IT Training Group Recognized as a Model for Collaborative Action

- A subgroup of the IT Training Group – Doreen Nicastro from BU Medical Center, Jeanne Cavanaugh from MIT, Pattie Orr from Wellesley College, and Colleen Wheeler from Wheaton College — recently completed an article at the request of EDUCAUSE for their Quarterly magazine, “Good Ideas” section. The article is entitled *Transforming Training Through Collaboration: Through collaboration, Boston-area schools successfully address their shared information training challenges*. The group next plans to write an article (or hopefully, get an article written!) about their collaborative work experiences with e-learning.

In April, IT Trainers met to further discuss and update the Core Competency Model Project. Data continues to be collected from member schools and will be compiled and assessed for maximum usability by various groups within the higher education community. In the near future, group members hope to meet with their human resource partners to discuss application of the Core Competencies model and possible inclusion in job descriptions. The group also discussed the concept of “virtual teams”. Members plan to individually read a book on virtual teaming and then develop a learning plan for further application. Additional sub-groups have formed to evaluate Vendors for Mac training, and to pilot some intranet communication tools such as synchronous (real-time) conferencing and asynchronous tools.

Next meeting: May 6, 9:00 at TBC

IT Trainers Meet with Element K re: KnowledgeHub

- In March, the IT Training Group (ITTG) met with representatives from Element K at MIT to view and discuss KnowledgeHub, Element K’s new back-end learning management system, as well as Element K’s new instructional design methodology. These new **features** promise to offer better and more flexible ways of customizing learning content as well as better reporting and better data tracking. Element K and ITTG members are currently testing KnowledgeHub and planning for a school-by-school migration to the new system.

Next meeting: May 6, 2:00 at TBC

Massachusetts Schools Plan Emergency Preparedness Workshop

- On July 12, The Boston Consortium and the Association of Independent Colleges and Universities of Massachusetts (AICUM) will sponsor an emergency preparedness workshop for their members. The focus of the event is to create a shared plan of action among Massachusetts’s colleges and universities to determine how we can support and assist each other in the unfortunate occurrence of a disaster. Featured speaker includes Marilyn McMillan, CIO at New York University (NYU). NYU was seriously impacted by 9/11. When their IT network went down, MIT temporarily took over so that they could continue to operate. An advisory panel of TBC members are helping to plan the day: John DiFava from MIT, Joe Griffin from Harvard, Lou Diberardinis from MIT, Clare Cotton from AICUM. For more information, please contact Mark Braun at 617.638.5267 or mbraun@bu.edu.



Consortium's Project Facilitation Network II Offered This Spring

- For the second consecutive year, The Boston Consortium (in collaboration with Interaction Associates in Cambridge), will offer a program designed to provide Consortium members with meeting facilitation skills. Twelve members of the Consortium will spend three days learning how to facilitate productive, positive, reflective, and action-oriented meetings. Participants will gain tools to assist them in advancing collaborative efforts within the Consortium and on their individual campuses including: methods for overcoming obstacles to communication, reconciling differences, making decisions, and implementing solutions in a timely fashion. After finishing the course, participants will join the Consortium's Project Facilitators Network, a group of individuals who are available to facilitate meetings, and/or help with the planning/design of meetings within the Consortium and at their schools (see inset on next page for details).

Training Dates: June 18, 19 and 20 at Babson College

Purchasing Group to Discuss Potential of E-Procurement Pilot

- Members of the Purchasing Group plan to meet April 25, 2:00 at Babson College's Bottom Line Lounge for their first meeting of the year. The Group will discuss the potential of implementing a pilot e-procurement effort using MIT's "best-practice model", which has been their standard operating application for several years. Diane Shea of MIT and Diane Devlin of Harvard University have been exploring means to engage Kurt Sollod at OrgSupply Inc. to act as technology consultants. The Consortium would underwrite a substantial portion of this pilot.

Next meeting: April 25, 2:00 at Babson College's Bottom Line Lounge

Consortium Sponsors Leadership Development Opportunities for its Members

- Ten senior-level administrators from Consortium member schools have agreed participate in level two of the leadership development series with Dr. Joe Raelin, Professor at Boston College's Wallace E. Carroll School of Management. The group has been meeting regularly for the 'Breakfast with Joe' Series since November 2001. During the past few months, they have explored and experimented with new models of leadership covered in the training:
 - How and when to make leadership a shared and effective experience;
 - How to become more aware of their own and others' assumptions and practices about leadership;
 - How to better appreciate their own capabilities and limitations in leadership; and
 - How to narrow the gap between espoused theories of leadership and their actual practice.

During each breakfast session, group members share real-work stories re: 'what is working' and 'what is not' and offer constructive feedback to each other. Participants can create exponential benefits for themselves and their schools. As Professor Raelin points out, "when you are helping another to solve their challenge, you are also helping yourself with your own work issues."

Next meeting: April 17, 7:30 at the Wellesley College Club

Do you need help planning a major meeting or event?

Are you looking for an experienced meeting facilitator?

Last year's Project Facilitation Network participants are available to facilitate your meetings and/or to help 'behind-the-scenes' with the planning/design of a meeting. Members of this group have put their skills to use in planning a variety of meetings at many Consortium schools on topics such as customer service, strategic planning, disaster planning, distance education, and process improvement, among others.

Group members are able and willing to help in any way that would be of value to Consortium schools in improving the quality and effectiveness of their meetings.

For more information, please contact Mark Braun at mbraun@bu.edu.

Shared Services Effort Update

- The Risk Management Advisory Group meets April 19 to decide next steps with the Shared Risk Manager search. The Shared Risk Manager will manage a newly-created shared risk management program at Bentley College, Berklee College of Music, Brandeis University, Olin College of Engineering, Wellesley College, and Wheaton College. The Consortium schools participating in the program seek to create a systematic and coordinated approach to risk management, which will enhance college activities and produce a high-quality and healthy environment for students, faculty, staff, and visitors. By sharing this role, the schools hope to gain efficiencies and increased access to valuable information.

On April 29, Chief Financial Officers of the schools participating in the Shared Services effort will hold a "Shared Services Summit". The event will be held at the Center for Executive Education at Babson College from 8:00 a.m. to 2:30 p.m. and will build upon the outcomes of their meeting on September 6, 2001 at the Wellesley College Club, and include all the work completed during the past year re: shared services. The summit's goals are to:

- Hold an "educational" and "results-oriented" session where schools participating in the shared services effort learn and discuss best current thinking regarding internal audit and legal services.
- Determine what shared services in the areas of legal and internal audit will look like.
- Refine business proposals for legal and internal audit shared services.
- Develop next steps, a timeframe for action, and assigned responsibility.

We are pleased to announce that a number of distinguished guests will join us on April 29 including: Janice Abraham, President of United Educators; Rick Whitfield, Vice President, Audit and Compliance at University of Pennsylvania; and David Lascell, Partner at Harter, Secrest and Emery, Chair of Commonfund and former Chair of Association of Governing Boards. We have asked Janice, Rick, and David to share their experiences and perspectives, and brainstorm with us re: "what could be" in the areas of shared services for legal and internal audit.

Sponsored Research to Offer NCURA Fundamentals Course and Specialized Training

- The Sponsored Research Group will offer a Boston-based NCURA Fundamentals course on June 10, 11 & 12, 2002 at Boston University's School of Management. Given the significant unmet need for local training, the group approached NCURA to see if they might be willing bring intro-level training for grants administrators to Boston. The session will accommodate up to 70 professionals from Consortium member schools. For more information, call 781.239.4461 or email TBCinfo@babson.edu. A subcommittee of the full Sponsored Research group also has been advancing plans for intermediate and advanced level training in the financial management area. The subcommittee developed a list of potential training areas and began with creating a training module on Cost Principles and Audit Issues. This session will provide intermediate level administrators with a general overview of the grants administration process including goals and shared responsibilities, and an in depth overview of A-21; direct and indirect costs; allowability of costs; cost accounting standards; and audits. The group plans to launch this training series in Fall 2002.

Next meeting: TBA

MIT Shares New Cost Modeling Approach with Telecommunications Group

- Telecommunications Group members met in April to learn about MIT's JADE Telecommunications Cost Model. Dennis Baron, Director, Voice, Data and Image Networking, shared how MIT established and rolled out its new rate structure. The group asked questions related to installation fees, capturing historical data, and cost allocations. Feedback from February's Verizon University Series training session is very positive. Ten individuals from Consortium member schools' telecom departments participated in intro-level telecom training session which provided participants with a solid foundation in the fundamentals for telecommunications and introduced them to today's emerging telecommunications issues. Telecom Group members are interested in holding another Verizon session in the coming year. Additional topics to be discussed at upcoming meetings: long-distance phone/outsourcing solutions; pay phones; and Voice Over IP.

Next meeting: June 3, 9:00 at The Boston Consortium

EH&S Group Evaluating Training Needs

- The Environmental Health & Safety (EHS) Group met at MIT on February 25 to discuss the scope of maintenance work on the Consortium EH&S Web Training Site. The group plans to meet again to determine the future of the site as it relates to their current and anticipated training needs, as well as determine meeting agendas for the coming year.

Next meeting: TBA

Additional Meetings

Organization Development and Training, April 30, 3:00 at Babson College

Arts, June 2002, time TBA at MIT

Benefits, time and location TBA

Controllers, time and location TBA

Treasurers, time and location TBA

The Boston Consortium Training Collaborative's PROFESSIONAL DEVELOPMENT SERIES

The Boston Consortium's Training Collaborative is pleased to offer a variety of opportunities for higher education employees to broaden their knowledge, develop new networks and increase their professional skills. We are ceaselessly on the lookout for ways to provide our members with high quality, valuable professional development experiences. Please call us at 781.239.4461 if you have any ideas or suggestions for new workshops. Consortium workshops take place at the Center for Executive Education at Babson College (CEE) in Wellesley. We are pleased that MIT has offered all Consortium schools access to their workshops which are held at the MIT Professional Learning Center, W89 (MIT) in Cambridge.

		Location
April		
4/25 & 26	Building High Performance Teams, 9-4	MIT
4/30	The Art of Coaching for Strong Performance, 9-4:30	CEE
May		
5/2 & 3	Preparing Competitive Research Proposals, 9-4	MIT
5/7 & 9	Transitioning to Management, 9-12	MIT
5/15	Mediation Skills, 9-4	CEE
June		
6/4	A Legal Primer for Supervisors, 9-4	CEE
6/4	Tips and Techniques for Time Management, 9-1	MIT
6/5	Conflict Resolution, 9-4	CEE
6/6	Communication Skills for Customer Service, 9-3:30	MIT
6/12	Developing Outstanding Customer Service**	CEE
6/12	Communicating in Difficult Situations, 9-4	MIT
6/19	Developing Proven Techniques for Effective Communication**	CEE
6/24	Developing Professional Writing Skills**	CEE
6/25	Targeting Your Leadership Style, 9-4:30	MIT
6/26	Developing Effective Management of Paper & Electronic Files**	CEE
6/26	Communicating Upward, 9-1:30	MIT
July		
7/9, 16&23	Scientific and Technical Writing, 9-4	MIT
7/11&12	Preparing Competitive Research Proposals, 9-4	MIT
7/17	The Art of Coaching for Strong Performance, 9-4	CEE
7/24	Improving Leadership Effectiveness, 9-4	CEE
7/29&30	Active Listening, 9-Noon	MIT
7/31	Assertive Communication, 9-Noon	MIT
August		
8/7	Consulting Skills for Technical Professionals, 9-4	CEE
8/13	Strategic Planning, 9-Noon	MIT

Here's a sampling of feedback received from workshop participants

Art of Appreciative Listening & Inquiry

The interaction with the instructor and other participants was terrific. I learned as much from the instruction as (I did) from the in class dialogue.

Improving Leadership Effectiveness

The instructor demonstrated his knowledge of college and university environments and issues, and provided me with helpful ideas and insights.

Conflict Resolution

This program was very useful. I will implement what I learned into my daily work life.

To register, complete the form on the next page, or register online at the address below.

**** Indicates NEW 4-Part Program: The Administrative Assistants Development Program. Contact your HR Department to learn more.**

For more information on workshops visit www.boston-consortium.org/sub_gro_hum_man.shtml or call 781.239.4461.

www.boston-consortium.org

Workshop Registration Form

Name

Title

School

Address

City

State

Zip

Phone

Email

Please register me for the following workshops:

Workshop	Date	Location	Amount

Registrations and cancellations must be received two weeks before the class. Invoices will be mailed to you at that time and payment will be expected unless we fill your seat in the class. Payment is by check only; prepayment is not necessary to attend the course. ***Note for MIT employees only:** MIT offers professional development courses to MIT employees at no charge. If you are an MIT employee and wish to enroll in an upcoming MIT course, please register through the MIT Training web site: <http://web.mit.edu/personnel/www/training/>

In the case of inclement weather, workshops at TBC will be cancelled if Babson College cancels classes. Workshops at MIT will be cancelled if MIT cancels classes. Please listen to announcements on TV and Radio. Or listen to recorded message regarding cancellation status on the following line the morning of the workshop: 781.239.4401 (for TBC) or 617.253.SNOW (for MIT). If you have any questions please call 781.239.4461.

Directions & Parking

The Center For Executive Education (CEE) at Babson College, Wellesley, MA

The campus is located approximately 14 miles west of Boston, 781.239.4000. From Points East and West: Take the Massachusetts Turnpike to Interstate 95/Route 128 South. From Points South and North: Follow Interstate 95/Route 128 to Exit 20B (Route 9 West). From Interstate 95/Route 128: take exit 20B (Route 9 West) and continue for 1.9 miles on Route 9 to Route 16. At exit, turn left onto Route 16 West, Washington Street. Follow Route 16 West for 0.6 miles to Forest Street. Turn left onto Forest Street and follow for 1.2 miles to Babson College. The main entrance will be on the right. Pass through the main gate and follow College Drive to the end. Turn left and follow signs to the Center for Executive Education. Parking is available in the lot next to the building.

MIT Professional Learning Center, 301 Vassar Street, Building W89, Cambridge, MA

Visit <http://web.mit.edu/learningcenter/www/> and <http://web.mit.edu/map.html> for driving and public transportation directions, and a map. The closest parking for visitors: Hyatt Regency Hotel, 575 Memorial Drive, Cambridge.



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