

Standard Three: Organization and Governance

Description

The Urban College of Boston was chartered in 1993 and received its accreditation by the New England Association of Schools and Colleges in 2001. Since its charter, the College has continued to evolve into the organizational structure that exists today. In 1993, the College had a strong partnership with Action for Boston Community Development, Inc. (ABCD), the College's founder. In 2000, the College and ABCD signed a *Memorandum of Agreement* (See Exhibit 3.03: *Memorandum of Agreement*.) that redefined the relationship between ABCD and Urban College. The *Memorandum of Agreement* cited and defined: 1) ABCD's continued support of UCB's programs; 2) ABCD's transfer of materials and records to UCB including financial support; and 3) information technology services, computer lab usage and maintenance as well as space rental. The contract provided for compensation to ABCD for these services to be billed and paid on a monthly basis. The College continues to use ABCD for many of the original services; however, the College has outsourced some of the services that were once provided under the 2000 *Memorandum of Agreement*, e.g. producing the *College Catalog* and *Connections* newsletter.

The organizational design and governance structure of the Urban College of Boston facilitates the College's effective fulfillment of its mission to ... *provide post-secondary educational and professional mobility to members of the urban community who have been traditionally underserved by higher education*. The organizational chart shows the authority, responsibilities, and relationships among the Board, administration, faculty and staff of the institution. (See page xiv: *Organizational Chart*.) All members of the College community understand the organizational and governance structure, while it provides guidance to assure that the mission of the College fulfills a critically important higher educational need in Boston.

Independent Status and Agreements

- **Attainment of 501(c) 3 status** establishing the Urban College as a separate non-profit corporation chartered under the Massachusetts General Laws. (September 24, 1998) (See Exhibit 3.03: *501(c)3 Documentation*.)
- **Articles of Organization** filed with the Secretary of State in Massachusetts were approved by the Massachusetts Board of Higher Education for the Urban College to grant degrees in Early Childhood Education, Human Services Administration and General Studies. These revised articles also provided for a fiscally autonomous institution of higher education. (August 10, 1998)
- Signing of the *Memorandum of Agreement* between the Urban College of Boston and ABCD that defines the services and assistance ABCD will provide on a

contracted basis, to an independent UCB operation and administration. Specifically, ABCD's contracted services to UCB include financial services, information technology services, system usage of Vax-based services, MIS support with record-keeping system usage, technical consulting services, office services, purchasing and procurement services and space rental. (March 2000)

Board Expansion and Board Education

- **Amended Urban College By-Laws** were reviewed and adopted by the Board of Trustees at the February 17, 2000 meeting. The amended By-Laws limit ABCD membership on the UCB Board of Trustees and reflect a broadened membership appropriate for an autonomous institution of higher education. The Board membership section of the By-Laws has also been reviewed in the Nominating Committee and Trustee membership was addressed in the most recent 2005 Strategic Planning Retreat.
- **Board approval of inviting up to six new members to join the Board of Trustees in 2006.** UCB Trustees and President Turner are currently interviewing potential new board members in order to expand the existing board. During the November 10, 2005 board meeting, the Board voted unanimously to extend an invitation to Mr. George Regan to join the UCB Board of Trustees. It is anticipated that five additional trustees will be added by the end of 2007.
- **Creation of new Board Committees:** In addition to the Personnel Committee, established in 2000, four additional committees were formed (Development, Finance, Strategic Planning, and Nominating) in 2003, and in 2005, the NEASC Committee was formed.
- The Board of Trustees joined the **Association of Governing Boards of Universities and Colleges** in 2000 with the goal of enabling Board members to become more familiar with the roles of college and university trustees. The UCB Board participated in **AGB Training for Trustees** which focused on Trustees' roles and responsibilities and fundraising. (December 2000 and February 2001)

Chief Executive Officer and Leadership Organization

- **Dr. Linda Edmonds Turner, Third President of the College** was appointed by the Board of Trustees, October 2002. (See Exhibit 3.05: *Dr. Linda Edmonds Turner Vitae.*)

The appointment of Dr. Turner followed a search by the Presidential Search Committee of the Board of Trustees, with regular review by the full Board. Students, alumni, faculty and staff representatives also participated in the search process, meeting with the final candidates and providing feedback to the search committee.

Dr. Turner, one of the first black women to enter Virginia Polytechnic Institute and State University in the fall of 1966, graduated with honors and earned a B.S. degree in Textiles. She earned an M.S. degree from Michigan State and M.B.A and Ph.D. degrees in Business Administration from Virginia Tech. Dr. Turner was chosen as a Harvard University Administrative Fellow in the 1989-1990 pilot program designed to provide university administrative exposure to promising professionals.

Prior to joining Urban College of Boston, Dr. Turner was Vice President and Chief Marketing Officer of Dean College in Franklin, Massachusetts. She came to the College after many years in a career that combined higher education administration with new product development and marketing in corporate America. She has held new product development and senior marketing executive positions at Whirlpool Corporation, Polaroid Corporation, and the E. I. duPont deNemours & Company.

Dr. Turner is active on a number of industry, community, and educational boards. She currently serves on the Max Warburg Courage Curriculum Advisory Board, New England Association of Schools and Colleges Commission on American and International Schools Abroad, the Greater Boston Chamber of Commerce Women's Network Advisory Board, Virginia Tech Women and Leadership in Philanthropy Council, Endicott College Board of Trustees, and she is Co-Chair of the Family Care Subcommittee at MIT's Sloan School of Management Workforce Center.

Dr. Turner's commitment to the mission of the College, relevant experience, focus on positive organization change, team building leadership style and her ability to work effectively with academic, business, government and community markets assists the College in its future growth.

- ***New Senior Staff (Leadership Team) Appointments***
 - **Dr. Sheila Taylor-King, Academic Dean**, was appointed by President Turner in May 2003. She earned her Ed.D. degree at the University of Wyoming with a specialization in Adult Learning and Post-Secondary Education. Her prior experience in higher education includes work as a college development officer/fund-raiser, a faculty member and most recently, as Director of Doctoral Programs at D'Youville College, Buffalo, New York. Dr. Taylor-King has authored or co-authored over 45 published articles or papers presented in scholarly forms. She has a demonstrated, well-recognized expertise in the assessment and instruction application of college student learning styles. She serves as a Board Director for the American Association of University Administrators; is on the editorial board for the *National Journal of Applied Educational Research* and the *Journal of Higher Education Management* and serves as a Board Director for the Rotary Club of Boston. (See Exhibit 3.06: *Dr. Sheila Taylor-King Vitae.*)
 - **Mr. Bruce Preston, Director of Institutional Advancement**, was appointed by President Turner in September 2005. He earned his BA degree in

Communication Arts from the University of Wisconsin. He began his 26 year marketing/development career with Grey Advertising, Chicago, where he worked on a number of *Fortune 500* company accounts as a Broadcast Producer of television commercials. Most recently, he was the Director of Development for Annual Giving at the Massachusetts Society for the Prevention of Cruelty to Animals, where he more than doubled membership, increased the number of annual funds gifts to the Society by 120 percent and income by 180 percent. (See Exhibit 3.09: *Mr. Bruce Preston Vitae.*)

The Leadership Team, established in 2003, reports directly to the President and meets biweekly. In addition, meetings are called to discuss special topics as they arise. The creation of the Leadership Team has provided the College with overall shared governance for the College. This new approach has demonstrated its effectiveness in a growing organization through improved decision making capability, span of control and leadership effectiveness. The members of the Leadership Team consist of the President, Academic Dean, Dean of Administration, Dean of Enrollment Services & Registrar and Director of Institutional Advancement.

Under the leadership of the President, the College began to reorganize and expand the administrative staff in March 2003. This was done to better serve students and faculty. This new organization structure allows for better understanding of roles and tasks which are congruent with other institutions of higher education. These changes include:

- Dean of Administration – formerly, Director of Finance and Administration
- Dean of Enrollment Services and Registrar – formerly, Coordinator of Enrollment Services and Registrar
- Director of Institutional Advancement – formerly, Director of Development
- Division Chair, Early Childhood Education – formerly, Coordinator, Early Childhood Education
- Division Chair, Human Services Administration/General Studies – formerly, Coordinator, Human Services Administration/General Studies
- Director of Learning Resource Center – formerly, Learning Resource Center Facilitator
- Assistant Director of Institutional Advancement – formerly, Development Coordinator
- Director of Financial Aid – formerly, Financial Aid Coordinator

The College continues to be committed to providing appropriate staffing for our growing student populations, therefore, the following positions have been expanded or created:

- Director of Financial Aid was expanded from a part-time position to a full-time position in 2003.
- Staff Accountant was expanded from a part-time to a full-time position in 2005.
- Learning Resource Center tutor was added in 2003.
- Director of Academic Support Services was added in 2005.
- Director of Academic Grants was added in 2005.
- Full-time Instructor of English was added in 2005.

Feedback and advice from previous NEASC reviews and special reports have helped the College address needed improvements, as members of the College community moved forward in accomplishing the above-mentioned tasks. Urban College of Boston realizes that the evolution of a new institution creates challenges as well as opportunities for continued improvement and excellence.

Role of the Board of Trustees

The Board of Trustees, members of the Association of Governing Boards of Universities and Colleges, provides overall governance to the College. In addition, the Board provides governance to the College through the following sub-committees:

- Executive Committee
- Finance Committee
- Development Committee
- Strategic Planning Committee (Ad Hoc)
- Personnel Committee
- Nominating Committee
- NEASC Committee (Ad Hoc)

The powers, procedures and organization of the Board of Trustees are set forth in the *By-Laws* of the College. (See Exhibit 3.01: *Urban College of Boston By-Laws*.) The last revision of the *By-Laws* occurred at the February 17, 2000 board meeting. The revision established the trustees as constituting members of the corporation with *general supervision and control over the affairs and administration of the corporation*, including reviewing and voting on the annual operating, endowment and capital budgets of the College and overseeing the disbursement, management, and investment of funds; expanded the Board to include a member of the student body; included provisions requiring the compliance with appropriate academic licensing and accrediting standards; and added provisions for ongoing planning and evaluation.

The Board of Trustees, made up of fifteen men and women, reflects the diversity of the College. Currently, the Board is 27 percent African-American, seven percent Hispanic/Latino and seven percent Asian-American. These prominent members share an absolute dedication to the mission of the Urban College of Boston and provide unending resources of energy and expertise to ensure that the College fulfills its mission and purposes for the students and for the community of Boston.

Board of Trustees members include:

- John Nucci, Chairman
- Robert Coard, Vice-Chairman
- John Drew, Treasurer
- Johnnet West-Netter, Secretary
- Jean Babcock

- Ron Druker
- Peter Ebb
- Edward Guen
- Harold Mezzoff
- Margaret Power
- George Regan
- Charles Titus
- Michael Vance
- Adrienne Wilson
- Rosalia Diaz, Student Representative

The Urban College *By-Laws* allow up to twenty-four board members. The Board has approved a process for reviewing board candidates and an effort is underway to recruit additional board members who not only can assist with fundraising and development efforts, but can also offer additional vision and expertise in higher education and institutional advancement. The Board would like to add up to five additional members over the next two years.

The Board of Trustees meets quarterly. The Chairman of the Board presides, raises any issues brought to his attention by board members and entertains questions for discussion. The Trustees receive reports from the Board Chairman, UCB President, Committee Chairs and others and act upon pending issues. Most committees meet prior to the quarterly meeting and as needed to act on issues that might arise between schedule meetings.

Role of Administrators and Staff

- **President** – Dr. Linda Edmonds Turner serves as Chief Executive Officer of the College, with complete oversight and reports directly to the Board of Trustees. In this role, she has the authority to manage the institution and to implement policies compatible with the Board’s intentions, in consultation with appropriate constituencies. She ensures that the administration of the College is responsive to the needs, concerns and activities of students, faculty, and other administrators and staff. Her role includes overseeing the internal affairs of the College, interfacing with the Board of Trustees and responding to Trustee concerns, interfacing with business, academic, government and community leaders to mobilize available resources for the College, playing a key role in fund raising and development initiatives and in the development and implementation of the College Strategic Plan. (See Exhibit 3.05: *Dr. Linda Edmonds Turner Vitae.*)
- **Academic Dean** – Dr. Sheila Taylor-King serves as the Chief Academic Officer and has major responsibilities for academic program and curriculum development and faculty supervision; she reports directly to the President. Dr. Taylor-King oversees the planning, operation, and evaluation of the entire curriculum, ensuring that it meets the highest academic standards and is responsive to student needs; hires and supervises full and part-time faculty, provides support and evaluation of teaching/learning activities, coordinates faculty development initiatives, plays a key

role in the development of College publications, including the *College Catalog*, *Faculty Handbook*, and program brochures, provides critical academic information for inclusion in the College Strategic Plan and works closely with the President on all issues and initiatives involving the academic affairs of the College. (See Exhibit 3.06: *Dr. Sheila Taylor-King Vitae.*)

- **Dean of Administration** – Thomas Neel serves as the Chief Financial Officer and business manager and reports directly to the President. He provides leadership in financial accountability throughout the College and oversees the College's annual budget, general accounting, accounts payable and payroll, as well as student accounts receivable and collections, purchasing, business service accounts and relationships, contract and vendor agreements, as well as any outsourced functions, insurance, and pension plans. In addition, he holds responsibility for Pell Grant Awards, Community Service Block Grant funding, matching sources and use of funds, overseeing Federal Funds awards consistent with budget terms and managing annual audits. He plays a key role in the development and implementation of the Strategic Plan and works closely with the President on all issues and initiatives involving the financial affairs of the College. (See Exhibit 3.07: *Mr. Thomas Neel Vitae.*)
- **Dean of Enrollment Services and Registrar** – Dr. Henry Johnson manages the Admissions and Registration functions of the Urban College of Boston and reports directly to the President. His admissions responsibilities include: reviewing and updating college admission applications, conducting information interviews with prospective applicants, reviewing applications and credentials of all applicants, preparing enrollment reports as requested by the President, managing orientation, advising and placement of new students and representing UCB at college fairs. His registrar responsibilities include: managing registration of continuing and new students, processing registration changes, scheduling classrooms, reviewing and processing transcripts, processing end of semester grade reports and consulting with the faculty and staff on documentation issues related to academic progress. He also serves on various College committees and participates in other duties related to the academic calendar and College publications. (See Exhibit 3.08: *Dr. Henry Johnson Vitae.*)
- **Director of Institutional Advancement** – Bruce Preston is responsible for resource development, public information, alumni relations, media relations, marketing, special events and internal communications. He plans, develops and administers the College's institutional advancement activities, reports directly to the President and works closely with senior leadership and the Board of Trustees. His particular focus is advancing the College among corporations, foundations, and major donors. His responsibilities include coordinating and developing foundation and government grants, managing and overseeing the annual fund, deferred and planned giving programs and other regular fund-raising programs, planning and organizing development related events, managing a plan for all print, electronic, marketing and media-relations communications related to development, overseeing development of

all fund-raising reports, including analysis and evaluation. (See Exhibit 3.09: *Mr. Bruce Preston Vitae.*)

- **Other staff positions include:**
 - Director of the Learning Resource Center
 - Director of Academic Support Services
 - Director of Financial Aid
 - Director of Academic Grants
 - Division Chair for Early Childhood Education
 - Division Chair for Human Services Administration and General Studies

Role of Faculty

The faculty are currently composed of three full-time members, two of whom serve as division chairs of the degree programs, and 48 adjunct faculty, each teaching one or two courses per semester. The full-time faculty meet weekly with the Academic Dean to share information and make recommendations in the areas of curriculum and faculty affairs. Academic advising is provided largely by the full-time faculty and selected members of the adjunct faculty.

Faculty make up part of the newly formed *Curriculum Advisory Committee* for degree programs and bring the combined wisdom of the UCB faculty and the Boston area academics and practitioners to matters related to program content, requirements and quality. Members of the Committee include:

- Chair, Early Childhood Education;
- Chair, Human Services Administration/General Studies;
- Instructor of English;
- Part-time instructor of Early Childhood Education;
- Part-time instructor of Human Services Administration;
- Part-time instructor of General Studies; and
- Academic Dean, ex-officio member

Committee recommendations are brought to the President and Leadership Team for consideration.

Role of Students

The Urban College of Boston's *By-Laws* provide for the presence of a current student on the Board to provide on-going representation of the student body to the College trustees. Student surveys, conducted each year, provide the College with insight into issues of importance to the College and students through open-ended questions. The College is currently investigating student interest in the formation of a Student Government Organization. Currently, UCB students are involved in the organization and governance of the College through their

representation in the Alumni Association, which includes certificate and degree students, and through their representation on the Board of Trustees.

Role of Alumni

The College established the Alumni Association in 2004. Working with the Alumni Association Liaison and the Director of Institutional Advancement, the UCB Alumni Association officers are currently exploring ways to enhance communication among graduates, both Associate Degree and Certificate, and to involve these graduates in the life of the College through mentoring students, fund-raising endeavors, as well as serving as college ambassadors.

Through the annual survey of graduates, alumni contribute to the planning initiatives that the leadership team integrates into governance processes.

Appraisal

The Urban College of Boston has fulfilled the recommendations of past NEASC accreditation team visits (See Exhibit 3.10: *NEASC Progress Report 2003*; Exhibit 3.11: *NEASC Progress Report 2005*; Exhibit 3.12: *NEASC Correspondence*.) in regard to organization and governance through:

- Attainment of 501(c) 3 status;
- Approval of the *Articles of Organization* providing UCB with the authority to grant degrees;
- Appointment by Trustees of a new President;
- Revision of the College *By-Laws* and charter to reflect broadened membership and expanded authority of the Board of Trustees; and
- Signing of a *Memorandum of Agreement* between the Urban College of Boston and ABCD which precisely defines the services and assistance ABCD will provide to an independent UCB's operation and administration.

Because of the above actions and activities, the College operates with complete policy-making administrative, legal and fiscal autonomy, under the authority of its Board of Trustees. The above-listed developments have given the College a strong "sense of self" as an independent organization and have contributed to its ongoing smooth functioning, and have enhanced its development/fund-raising initiatives. One immediate practical outcome of attainment of 501(c)3 status and other accomplishments is the College's ability to participate in a variety of higher education policy initiatives and funding programs.

These achievements provide a governance structure similar to the traditional higher-education institutions by incorporating additional elements that support the unique character of UCB. The structure is a solid organizational base for the further growth and development of the College as it continues to fulfill its mission in the city of Boston.

Since 2003

President Turner offers cohesive leadership to a talented, dedicated administrative team. Under her leadership, the College has made significant strides in curriculum development, student assessment, student enrollment, development and fund-raising initiatives, marketing and public relations as well as other areas described in the *Self-Study*. The College has expanded its staff to include much needed positions in administration, staff, and faculty. Income from development/fund-raising activities has increased as documented in *Standard 9: Financial Resources*. Information regarding the College's expanding, more relevant curriculum can be reviewed in *Standard 4: Academic Programs*; its increasing enrollment trends that fill classes to capacity early in the registration process are described in *Standard 4: Academic Programs* and *Standard 8: Physical and Technological Resources*, and public relations achievements can be noted in *Standard 10: Public Relations*.

Additional accomplishments include:

- Expansion of the Board of Trustees;
- 100 percent participation of the College community in annual giving (Trustees, Administrators, Staff and Full-time Faculty);
- Expansion of Board Committees;
- Improvement of organizational design (Leadership Team, All-College meetings, Faculty Professional Workshops, Academic Affairs Team, Curriculum Advisory Committee);
- Formation of the Alumni Association;
- *2005 Strategic Plan* involving representation of entire UCB community; and
- The College's continued commitment to integrity in all aspects of college operations.

Currently, there is no official student government organization. However, the College is currently investigating the organization of a student government for an institution whose full-time student body is relatively small, as well as evening-only classes. The College will seek guidance from other small institutions that have experienced success in this endeavor.

The College recognizes the need to offer additional opportunities for faculty involvement and communication to the Leadership Team. The College is currently developing division meetings that will begin during the spring 2006 semester. These meetings will provide involvement in more localized areas and will provide faculty with opportunities to discuss items of interest at the division level.

Institutional Effectiveness

Urban College has continued to grow and mature in its organization and governance, as well as in all aspects of the College. The Board of Trustees has created a solid organizational base for the further growth and development of the College as it continues to fulfill its mission in providing post-secondary education and professional mobility to members of the urban community.

The results of the *Community Survey* regarding organization and governance revealed that 87 percent of respondents agree: *The College creates an environment that encourages teaching, learning and job performance.* Eighty (80) percent agreed with the statement: *My views and judgments on matters important to me are considered by individuals such as teachers, supervisors and/or administrators.* Three-quarters (75 percent) of the respondents felt that UCB demonstrates great strength in organization and governance.

The Board of Trustees has not adopted formal mechanisms to determine effectiveness; however, the *2005 Strategic Plan* indicates the effectiveness of the Board's strategic leadership. The analysis, provided by the Strategic Plan, focused on three areas: fiduciary stewardship, long-range planning and evaluation, and fund-raising initiatives. While it was determined that the Board continues to be effective, it was also recognized that the Board should develop methods that provide an on-going system of measurements of its effectiveness. The Board is considering instruments developed by the *National Accreditation of Governing Boards* as well as the use of an outside facilitator to conduct Board evaluations and an annual Board survey.

Projection

- The College, guided by a strong, dedicated Board of Trustees and talented, capable administration, will continue to grow and develop to meet the needs of the students it serves in effectively fulfilling its mission.
- The College *By-Laws* will be reviewed and revised, if necessary, on a five-year cycle. This review process assures that the College's *By-Laws* are consistent with its current mission and needs of the student body the College serves. This review and revision process will meet the Strategic Plan time-line.
- Urban College of Boston and Action for Boston Community Development, Inc. will continue their partnership under the *Memorandum of Agreement*. This agreement will be reviewed annually to determine its continued effectiveness.
- The Board of Trustees will develop annual reviews of its effectiveness, seeking outside facilitators to guide in this process.
- UCB students and administrators will work cooperatively in the development of a student participation in governance through mechanisms suitable for a part-time student body, providing current students with a stronger voice in the organization and governance of the College.