



**Board of Regents Retreat  
Via Zoom**

**October 5, 2020  
1:00 p.m. – 4:45 p.m.**

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**AGENDA**

**1:00 P.M.**

- 1:00 – 1:10 p.m.**     **Welcome and Introductions**  
*Chair Linda Gooden, Board of Regents*
- 1:10 – 1:30 p.m.**     **Shared Governance**  
*Chancellor Jay Perman, University System of Maryland*
- 1:30 – 2:30 p.m.**     **Strategic Planning**  
  
*Vice Chancellor Ellen Herbst  
Mr. Scott Friedman and Mr. Cole Clark, Deloitte*
- 2:30 – 2:45 p.m.**     **Break**
- 2:45 – 4:30 p.m.**     **Structural Racism & Implicit Bias**  
  
**USM Context**  
*Dr. Zakiya Lee and Mr. Chad Muntz, University System of Maryland*  
  
**Facilitated Discussion**  
*Dr. Benjamin Reese  
Past President, National Association of Diversity Officers in Higher Education*
- 4:30 p.m.**             **Next Steps**



**Guest Speakers: Strategic Planning**

**Scott Friedman**  
**Strategy & Analytics**  
**Principal**

Scott is a principal at Deloitte Consulting LLP in the Strategy & Operations practice. He serves the higher education industry, focusing exclusively on university and academic medical center clients. He has worked with approximately 150 institutions over the last 14 years. Scott has helped institutions address: \$100MM+ budget gaps, through identifying and implementing operational improvements; declining enrollment, through improved marketing and expansion of modalities; sub-par retention and graduation, through better recruitment and student service; and proliferation of academic programs, through implementation of incentive-based budget models.

**Cole Clark**  
**Managing Director | Higher Education**

Cole is a managing director in Deloitte Services LP's Higher Education practice, and leads client and community outreach and relationships. He has more than 25 years global experience in education technology and six years of global higher education business application leadership at Oracle Corporation across the major functional areas of the academic enterprise, including student lifecycle, HR, and finance. Cole has been a trusted advisor in the higher education community and a leading voice around transformation, using modern technologies as enablers underneath broader strategies to increase efficiency and effectiveness as well as the development of new sources of revenue. In addition to the core business functions of the institution, Cole has experience in areas of the "front office" of higher education including research administration, student engagement, recruitment and retention, and student success.



**Guest Speaker: Structural Racism and Implicit Bias**

**Benjamin D. Reese, Jr., Psy.D.**  
**President of BenReese, LLC**  
**Past President of the National Association of Diversity Officers in Higher Education**

Dr. Reese is a clinical psychologist and president of BenReese, LLC., a North Carolina (USA) based global diversity, equity, and inclusion consulting firm. He is adjunct professor in the departments of Psychiatry and Behavioral Sciences, Community Medicine & Family Health, and Psychology and Neuroscience at Duke University. He is the former Vice President for Institutional Equity and Chief Diversity Officer for Duke University and the Duke University Health System.

Dr. Reese has served as the Associate Director of the Fifth Avenue Center for Counseling & Psychotherapy in New York City, the founder and Director of the Institute for the Study of Culture & Ethnicity, and the Ombudsperson for the Rockefeller Foundation.

He has 50 years' experience in the fields of implicit bias, systemic and structural racism, and diversity, equity, and inclusion strategy, working in person and online. Dr. Reese is a highly sought after national and international speaker, workshop facilitator and consultant to higher education, healthcare, not-for-profit organizations, and the corporate environment. His over 100 consultations include implicit bias workshops for over 50 colleges and universities in North America, as well as the U.S. Secret Service, and the U.S. Justice Department. He has provided invited addresses and workshops on various diversity and inclusion topics at Tel Aviv University, Hebrew University, the University of Canterbury in New Zealand, the University of Adelaide in South Australia, the University of East London and Coventry University in the United Kingdom, as well as presentations in Ireland, China, Haiti, Ethiopia, Tanzania, Argentina, Brazil, and Bermuda.

He has represented both the International Council of Psychologists and the World Federation for Mental Health (non-governmental organizations) at the United Nations. Dr. Reese is a past president of the National Association of Diversity Officers in Higher Education (NADOHE) and served on its founding board. He is a member of the North Carolina Advisory Board of the Full Frame Documentary Film Festival and is a Board Member of The Center for Documentary Studies at Duke University.

Dr. Reese has garnered numerous awards and citations. In 2016, the North Carolina Business Journal awarded him their *Lifetime Diversity Achievement Award* in recognition of almost 50 years of leadership in the areas of race relations and diversity.