REPORT TO THE BOARD OF TRUSTEES
DECEMBER 1, 2012

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INTRODUCTION

Dr. Craig Pearson, Executive Vice-President

It has been just over seven weeks since the last Board of Trustees meeting, yet so much seems to have happened in that short space — not surprising at Maharishi University of Management. I would like to take the opportunity, at the beginning of this report, to give you the highlights.

Massive publicity for Dr. Robert Schneider’s new study

The landmark NIH-funded study by Dr. Robert Schneider and colleagues, recently published in the journal Circulation, has been greeted with a massive news surge.

This study showed a striking 48% reduction in risk for mortality, heart attack, and stroke in a randomly-assigned group that learned the Transcendental Meditation technique compared to controls participating in a health education program. This effect was in addition to the usual medical care received by all participants.

Dr. Schneider’s collaborators include Dr. Maxwell Rainforth, Dr. Sanford Nidich, Dr. Carolyn King, Dr. John Salerno — and Dr. Skip Alexander.

The American Heart Association, which publishes Circulation, wrote its own article with the title “Meditation may reduce death, heart attack and stroke in heart patients.” This story was also published by EurekAlert!, an online, global news service operated by AAAS, the science society, and WebMD published the story with the title ”Transcendental Meditation May Lower Heart Risk.”

The story was then picked up by the major media, and then CNN, AFP, and CBS ran the story. Time magazine covered the story in this way: Strongest Study Yet Shows Meditation Can Lower Risk of Heart Attack and Stroke

Many journalists have called to interview Dr. Schneider. The best of these articles resulting from interviews include Pacific Standard, WebMD, and Time. This section from the Pacific Standard article is particularly noteworthy:
The paper was originally scheduled to be published in 2011 in the journal *Archives of Internal Medicine*, but was withdrawn just before being posted "to allow time for review and statistical analysis of additional data." The AHA’s Maggie Francis reports that the paper “went through peer review, statistical review, editorial discussions, and the authors of the article were responsive to the review process.”

While, two decades ago, research from Maharishi University was often regarded with skepticism, the institution is now well-regarded for its scholarly work.

And this quote appears in many of the articles:

“Transcendental Meditation may reduce heart disease risks for both healthy people and those with diagnosed heart conditions,” said Dr. Schneider. “The research on Transcendental Meditation and cardiovascular disease is established well enough that physicians may safely and routinely prescribe stress reduction for their patients with this easy to implement, standardized and practical program.”

This past Wednesday, November 28, Dr. Schneider was interviewed on the weekly Cardiology Show on Sirius XM’s “Doctor Radio” channel, hosted by NYU’s Dr. Fred Feit.

For a more complete list of the articles, please see the Appendix on page 46.

**60 new students join Compro in October**

We had a good October entry, with 60 students enrolling. These students represented 19 countries, including 16 from China and 7 from Egypt. The SCI teachers remarked on how strong they were with Maharishi’s knowledge, and several students said they would like to be Transcendental Meditation teachers some day. The target for the February entry is 55, for the June entry 50.
New developments in China

Professor Yunxiang Zhu, Vice-President of Asian Expansion

Things are moving forward in China.

We currently have four Chinese university partners: OCC/CUEB, BLCU, Beihua, and Qiongzhou. We have students from all of them, 67 altogether — and more than 100 including Compro students.

We are developing new partnerships as well. We are working with Beijing Union University (BUU), Sanya City College, and Shanghai Lixin College to collaborate with MUM. The chairman of BUU’s university council will visit in January, and BUU will send a delegation of 7 professors and deans to visit next December (2013).

Beijing Union University leaders have invited us to run their College of Business, with its 2,300 students. Though they do not fully understand Consciousness-Based education, they have asked us to send a dean and managers to administer it in our way.

A six-person delegation from BUU will arrive on Sunday, December 2, and stay through Tuesday. Leading the group is Prof. Qu Xueli, Director of Human Resources of BUU. The delegation was preceded by the early arrival of a young couple, contacts of Li Meng, who are responsible for MUM’s relationship with BUU. They come to discuss investment in the Institute of Asia Studies (see below) and a Maharishi Vedic City project.

A site-based DE program is planned to start in early 2013, with on-site supervision at Li Meng’s MUM China Office location once our DE courses are available. Then we will implement this in Sanya College, modeling it after our OCC collaboration, with a 4-year degree program in China.

This past year, President Morris was invited by the president of Beijing Language and Culture University (BLCU), President Cui, to attend BLCU’s 50th anniversary in September. President Morris did so, along with Professor Zhu, and was
welcomed and treated with great honor and respect. President Morris subsequently invited President Cui to visit our campus — and he has agreed to do so in 2013.

Li Meng, the director of our China office and a great supporter of MUM, is currently visiting MUM for two months (his wife is a student here). He will write a full report about MUM to the Beijing Haidian District government, introducing Consciousness-Based education, the Sustainable Living Center, Maharishi Vedic Organic Agriculture, MAPI, etc.

Plans for an Institute of Asia Studies (IAS) are taking shape. We now have a verbal financial commitment from China. Patterned after the “Confucius Institute” concept, the IAS will teach Chinese language, culture, and history. It will offer training to government officials, educators, and others from China in an “Experience the Self” format. It will have a Chinese testing center and will develop degree programs over time. The IAS will seek investment from China to build a Chinese-style, Vastu-based building with a courtyard and a surrounding Chinese park with herb and flower gardens. We hope to start with 30 students and grow from there.

Thanks to our China collaborations, the number of Chinese students enrolled at MUM in Fairfield (including Compro students doing the DE portion of their coursework) has been as follows:

- Fall 2008 50
- Fall 2009 65
- Fall 2010 83
- Fall 2011 103
- Fall 2012 142

We look forward to the number continuing to grow larger.

Delegation from Japan — recruiting in Japan to resume

A group of three full-time Japanese Governors came to visit the University last month. They studied with Dr. Fred Travis to learn how to demonstrate the changes in brainwave activity during Transcendental Meditation practice so that they can
give live demonstrations in corporate settings, and they purchased their own mobile EEG equipment.

They also met extensively with the Admissions team and with Dr. Bevan Morris to learn more about the opportunities for Japanese students to study at MUM. One of the visitors contracted with Admissions to be our formal representative in Japan; he will actively recruit students for us and will receive a commission for his efforts. And visitors interviewed a number of students.

They will publish an article in the Japanese Transcendental Meditation magazine describing their visit. The magazine will include an introduction and invitation from Dr. Morris for students to come and study at MUM.

This is a significant development — we have not had any students from Japan since 1992. Special thanks to Raja John Kohhaus for renewing the relationship with Japan.

**Campus master planning process advances**

*Dr. Dave Streid, Chief Administrative Officer*

We have contracted with Confluence, a landscape architect and planning company from Iowa City, to help us with our master planning.

The Confluence team of Steve Ford and Brenda Nelson came down on Nov. 6 and met with Jon Lipman, Doug Greenfield, Toby Lieb, Ceyrena Kay, and David Streid to get an introduction to the principals of MSV and what we see as our vision for the campus. Dr. Bevan Morris also joined us for about 45 minutes and gave his vision for the campus as well. This is part of the first phase of the project which is information gathering.

On Sunday, Nov. 18, Ceyrena Kay and David Streid held a public informational meeting in Dalby Hall that was attended by about 30 people. During that meeting we gave a background on master planning in general and specifically what has happened up to this time at MUM, and then outlined the process that Confluence will go through to generate a new master plan.
Next we will distribute an on-line survey to all campus constituencies to get all the different perspectives and desires on an ideal campus. This survey will go out the week of Nov. 26. Once we have collected all this data, Confluence will take all the information they have gathered and sketch out some ideas for key campus features. Phase two of the process is them presenting these sketches to a stakeholders group of about 35 people who will give feedback on these ideas. A core committee — a subgroup of the stakeholders group consisting of the President, several Trustees, and University administrators — will then choose one of these ideas for Confluence to refine further.

The last two steps are several rounds of presentations and feedback on this chosen plan. This entire process is scheduled to take five to six months.

**Campus renovations continue moving forward**

*Dr. Dave Streid, Chief Administrative Officer*

The renovations are moving along well. The drainage project around the occupied frats is now complete. We still have some clean up to do following that. Work on the High-Rise drainage will start in about a week.

Roofs are completed on 3 frats, work is progressing on the fourth. Windows are in on 3 frat buildings, work is continuing, but slower than anticipated. Work should be done by the end of December.

We have fogged the fan coil units in all the High-Rise rooms and south Hildenbrand. We continue to replace smelly/musty carpet in various areas of the dorms. Work will continue inside for the next several months to make sure all problem areas are addressed, but we have made very good progress so far.

Work has begun on the OSHA/EPA projects. Some good news here is that the first step was a very detailed review of all the OSHA/EPA requirements. With this review we have found some less expensive ways to meet these requirements and in some cases have found that we are exempt from the requirements. Thus we see the budget for this area being significantly reduced from the $237,000 original estimate down to $75,000 for this fiscal year. Two very large budget items were virtually eliminated. Installing 109 eyewash stations in our dormitories was
reduced to $10,000 from $76,500 by changing the way facilities personnel do things, and EPA requirement to upgrade our diesel engines at a cost of $65,000 was eliminated because we don’t have to do them this fiscal year and are likely exempt from this requirement because they are used for emergency use only (legal counsel is working on this). There may be some additional expenses in this category in the next fiscal year, but we will deal with those in that budget.

Compensation and Retirement Planning

We have implemented the targeted pay raises that the Trustees approved last May. We are also working in integrating this targeted pay raise plan, developed by the Trustees Compensation Committee, with the broader compensation plan that was in the 2011 Strategic Plan. This integrated plan will be presented in the next version of the Five Year Strategic Plan due out in 2013.

Schwartz-Guich Sustainable Living Center

This short video was recently completed.

New campus wi-fi policy

As wireless-only devices are becoming more popular, many students have asked for the convenience of wi-fi at additional places on campus. At the same time, many people prefer not to have more EMF added to their environment, especially in living quarters, program halls, and working spaces. As an attempt to satisfy as many of these people as possible, keeping in mind that less EMF is better, we have now designated wi-fi and wi-fi-free zones on campus.

Wi-fi-free areas include the Golden Domes, the TM-Sidhi program halls, the Five Vastu residence halls, and Annapurna Dining Commons. In certain other areas we will establish and support wireless (parts of certain high-rise buildings, the north end of Hildenbrand Hall, and the Argiro Student Lounge and Cafe. In areas not included in the above list, individuals may set up wireless.
Invincible America Assembly — Number One experience

The Invincible America Assembly continues to produce profound experiences of higher states of consciousness, creating coherence and enlivening natural law for the whole country. Here is a recent one:

This is my fourth year coming to attend the IA Assembly. I have been very fortunate to have spent 20 of the past 40 months here. Each time I have returned, I have noticed an exponential increase in the quality of experiences generally — in my own, as well as in the group.

I would like to describe my experiences since arriving back 6 weeks ago.

During program, the complete silence of my Self is often billowing in gentle waves of crystal-clear stillness. It is rather like the early-morning mists on a lake or in a meadow, but completely clear, and glowing from inside itself, with a very bright inner radiance or glow, coming from every side. I am sitting within this glow, and am also experiencing it as total fullness and liveliness within every cell of my body and within every fabric and nuance of my awareness.

I am completely still and settled inside. I am as if witnessing a dynamic fluidity of my very structure and fabric at the same time. I would love to find another word for the feeling, but I have to say that it is a totally blissful experience, and I am fulfilled in every possible sense. It is timeless, I am everywhere at once, and I have no need to ever be anywhere else.

This is becoming a more frequent experience, and one striking result is that my body is starting to feel to me as if it is made out of that same fabric, rather than being made of cells and bones, etc. I generally feel as light as a feather, and soft and fluid physically, which for me at age 65 is a great treat! It is also becoming more and more common for people to comment on how much I am shining. I feel strong and healthy and fit; I sleep like a baby almost every night.

My waking and sleeping seems to have become a continuum over the past couple of years. Waking in the morning feels more like a gentle transition or shifting of my attention, rather than some kind of change of dissimilar states of experience or non-experience. I am not watchful during my sleep, but it seems that I am not
losing my ongoing experience of pure awareness when I go to sleep. I am also noticing that if I am woken up or need to get up in the night, I am almost immediately brightly awake — I do whatever needs to be done, then easily slide back into a quiet restful joy.

Nowadays, I feel less like I am me having an experience of the dynamic living Silence, and more like I am the dynamic living Silence having on ongoing experience of me!

Another interesting experience is that oftentimes, during program, if I think about moving into the ring, or to another place in the dome, I feel my body as if immediately “take off” to go there. It is as light as a feather, and full of upward dynamism — it is always a surprise to me that the physical didn’t actually go along too.

Finally, the expression “thousand-headed Purusha” has started to become very clear and obvious to me over the past year or two. Often, whether in or out of program, I experience myself as a lively silent infinitely-extending field, which seems at every point within it, to be another possible “point of view” (or centre of intelligence). It is like every bit of infinity is another possible “me” (or someone who is non-different to me). Sorry, but I can’t find the right words here. I could say that it’s getting mighty crowded in there, BUT they are all blissful, they are all brightly glowing, and they are all ME!! So I’m not complaining!

It does remind me of the story about a man who observed a yogi who was ecstatically dancing for hours, all alone and blissfully laughing all the time. Afterwards the man asked the yogi, “Why are you dancing and laughing here, all alone?” — and the yogi answered “What do you mean ‘Alone?’”

Over time, I am becoming more and more convinced that I will never again be the same as I was before.

As always, I am eternally grateful to Maharishi (and the wonderful Settles) for making such a glorious life possible for us all.

Jai Guru Dev
MORNING SESSION

SUSTAINABLE LIVING – PROPOSED MASTER’S DEGREE PROGRAM

Dr. David Fisher, Lonnie Gamble, and John Collins

Proposal

On the basis of our very successful undergraduate program in Sustainable Living, we propose to begin a master’s degree program in Sustainable Living in the fall of 2013 or spring of 2014.

Benefits to the University

- Increased enrollment
- Increased tuition revenue and increased average revenue per student
- Increased prestige and inspiration for the undergraduate program, leading to increased enrollment at that level
- Greater opportunity for students and faculty to do research
- Deepening knowledge of sustainability and increased focus on sustainable practices on our campus
- Students available to do internships at Movement projects (Bhutan, Mongolia, Africa) International projects strengthening our global links with positive spin off for MUM
- Broader diffusion of Maharishi’s knowledge in the wider sustainability field

Length of the program

2 years, possibly 3 in some cases

Demand

We have had a continuous stream of requests over the years for a Masters in Sustainable Living, from our own SL graduates and from others who already have
an undergraduate degree in a sustainability- or environmentally-related field. In November 2012, 20 SL majors signed a statement saying they are seriously interested in doing an MS in SL here.

**Enrollment**

We anticipate 15 students the first year, possibly larger entries in successive years, with most if not all continuing to the program’s second year.

If 20 students enroll each year, the steady state total would be around 40 (more depending on how long the MS students took to complete their research).

**Theme — Sustainable Community Development**

Students will gain the knowledge and skills to create a sustainable community, typically from an existing community. *Learning outcomes:* Students will develop an appropriate worldview, gain knowledge about community-related policy, and become proficient in leadership, organizing, decision-making, technical background, and social skills necessary for successful community-building.

**Faculty**

We will need more faculty — at least one additional full-time faculty member and up to 10 visiting faculty. A master’s program must be taught by academically qualified faculty, i.e., with PhDs or long professional experience. For this we will almost certainly need:

- *Some salary flexibility* — The flexibility to pay faculty somewhat more than we are currently able to pay. Note that the University pays full-time MUM faculty the equivalent of an average of $5,500 per course for each course they teach (average annual compensation package divided by the number of courses they teach).

- *Ability to cultivate new faculty* — One of our best new faculty, Travis Cox, joined our faculty after he had done some teaching here and — based on that experience — learned Transcendental Meditation and then decided to teach here full-time. We see this as a good model for bringing in new faculty. We have had similar success with Dr. John Ikerd and Dr. Elaine
Ingham. That is, the guest (and possibly future) faculty member, who may not yet meditate, provides world-class knowledge and skills while an SL faculty member helps develop the course and assists with the Science of Consciousness connections in every class session.

We feel we need strong agreement that non-meditator visiting faculty are allowed to teach in this — with MUM faculty in the classroom at all times to assure appropriate content and to handle Science of Consciousness aspects) for as much of each course as is necessary. We also need strong agreement that the approval process for visiting faculty will be reasonable, efficient, and respectful of their independent status.

**Staff**

The program will need a full-time director, ideally a faculty member with an annual teaching load of 2-3 courses. We will also need a full-time assistant.

**Structure**

There will be one entry per year. If started in the fall, we would have an early entry during the summer for those who have not had an STC-type background.

All students would take a single sequence of 8 months of courses. At end of the spring semester, students will have two options:

- Take another year, possibly two, to do an original research project, written up as a paper of publishable quality
- Do a one-year practicum acting as a consultant for a community in Bhutan, Mongolia, Ghana, Alaska, or any place that wants to become sustainable.

**Start-up**

Starting the Master's in Sustainable Living will take one year and cost $65,400. This cost includes a dedicated program director and administrative assistant for one year to develop and launch the program. As the table below shows, the first year of the program will contribute $94,000 to the university (48% margin), the second year $252,000 (59% margin), and the third year $347,000 (62% margin).

*An investment of $65,400 to start the program will produce a substantial return.*
4-year pro forma income statement

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<th>First Year Students</th>
<th>Second Year Students</th>
<th>New faculty</th>
<th>Guest Faculty Blocks</th>
<th>Existing Faculty Blocks</th>
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<td>One</td>
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<td>13</td>
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<th>Year One 2014-2015</th>
<th>Year Two 2015-2016</th>
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<td>40,000</td>
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<tr>
<td></td>
<td>New Faculty</td>
<td>-</td>
<td>-</td>
<td>40,000</td>
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<td></td>
<td>Assistant Director</td>
<td>20,400</td>
<td>25,000</td>
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<td>Project assistance</td>
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<td>Guest Faculty</td>
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<td></td>
<td>Existing Faculty</td>
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<td></td>
<td>Total Personnel</td>
<td>36,400</td>
<td>60,500</td>
<td>120,000</td>
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</tbody>
</table>

| Non-Personnel | Office supplies | 4,000 | 6,000 | 7,500 | 8,000 |
|               | Advertising     | 16,500| 20,000| 30,000| 40,000|
|               | Travel/conferences | 6,000 | 5,000 | 7,500 | 9,000 |
|               | Computers/IT    | 2,500 | 3,000 | 3,000 | 3,000 |
|               | Cell phones     | 1,500 | 1,500 | 1,500 | 1,500 |
|               | Field trips/Program Travel | 5,000 | 7,500 | 10,000 |       |
| Total non-personnel | 29,000 | 40,500 | 57,000 | 71,500 |

| Total expenses | 65,400 | 101,000 | 177,000 | 212,000 |
| Surplus (Deficit) | (65,400) | 94,000 | 252,000 | 347,000 |

| Contribution Margin | 48% | 59% | 62% |

(1) The program director will teach 2 Master’s level blocks per year, in addition to one block being taught by other existing faculty.
Online master’s degree and certificate programs

Once we have established the program here in Fairfield, then we will develop an online version for those unable to come here to study. We will also plan shorter certificate courses on specific topics of interest to people in various parts of the world.
NEW WEBSITE — MAGIC HOUR CONTENT MANAGEMENT SYSTEM

The newly designed site featuring Magic Hour was launched on October 24, Victory Day.

- Many refinements and ripple effects on related organizations were processed soon after
- We did two major reflows of content to get prospective students content back on the home page (deploying a “multiple qualities” graphic on the home page as on the old site), and to redo the Current Students area as an action-steps driven architecture rather than with an organization by office schema
- Ad tracking in place as of November 20
- Full site tracking tested and deployed November 21

The new site supports the following marketing initiatives

- Google offered to do multiple departmental seed campaigns for us
- We are seeding their thinking with a “Two reasons why” statement for each department — **Why study this discipline?** and **Why study this discipline at MUM?** (the latter targets comparison shoppers)
- Long-planned expansion of Google ad campaigns to other media

On the horizon

Several departments have developed their own web pages, independent of the main University web page. We want to migrate these into the Magic Hour-driven site. This will bring a little more uniformity to these pages and enable us to monitor them with our new analytics package. The include Sustainable Living, Alumni, and Distance Education.
A regular meeting of the Board of Trustees of Maharishi University of Management was held on October 6, 2012 in the Trustees Board Room in the Argiro Student Center situated on the MUM campus. There were 21 Trustees present and a quorum was determined to exist.

MEMBERS PRESENT AT THE ARGIRO CENTER BOARDROOM
Dr. Bevan Morris, President
Dr. Vincent Argiro
Mr. Bob Brown
Dr. Fred Gratzon
Dr. John Hagelin
Dr. Vernon Katz
Dr. Carolyn King

Mayor Ed Malloy
Mr. Ted McLaughlin
Dr. Tom Stanley, Vice Chairman
Dr. Keith Wallace
Dr. Robert Wynne
Dr. Maureen Wynne

MEMBERS PRESENT BY TELEPHONE
Dr. Jeffrey Abramson, Chairman
Mr. Bob Daniels
Dr. Michael Dillbeck
Dr. Susan Dillbeck

Dr. Barbara Dreier
Mrs. Josie Fauerso
Dr. Christopher Hartnett
Dr. Bobby Roth

MEMBERS ABSENT
Dr. Ramani Ayer
Dr. Rogers Badgett
Mr. Marsh Belden
Dr. Bruce Currivan
Dr. Larry Chroman
Mr. Michael Dimick

Dr. Paul Gelderloos
Mrs. Toby Lieb
Mr. Bud Liebler
Dr. Ravi Patel
Dr. Steve Rubin
Mr. Eric Schwartz

OTHERS PRESENT
Dr. Bill Goldstein, General Counsel
Dr. Cathy Gorini, Dean of Faculty
Dr. Michael Spivak, Treasurer
Dr. David Streid, Chief Administrative Officer
Mr. David Todt, Expansion Vice President

Dr. Susan Tracy, Secretary
The meeting began at 1:05 p.m.

1. Welcome

Vice Chairman, Dr. Stanley, did the roll call and warmly welcomed all the Trustees with Dr. Abramson, Chair.

2. President’s Report

Dr. Morris reported on his travels to Korea, China and Mongolia on behalf of MUM. Dr. Stanley was present in Mongolia. There is great progress in all three countries, Mongolia especially. He expressed his happiness with the new U.S. Government Department of Defense grant that will be reported on later in the meeting.


At the Trustees request, both Dr. Morris and Dr. Pearson set goals for the 2011-2012 school year. Trustee Brown reviewed the achievements of both which were extensive. They accomplished what they said they would. Both Dr. Morris and Dr. Pearson said the process was enjoyable and inspiring.


The Trustees will go into the finances in great depth in December. For now, Dr. Spivak reported on the renovation and mold remediation project; $830,000 of work has been committed, $500,000 has been spent and $50,000 yet to start.

The Trustees reviewed and discussed the projects that were listed in order of priority. After discussion, Dr. Abramson made the motion and Dr. Drier seconded the motion and the Trustees unanimously,

RESOLVED, that the Administration is approved to go ahead on the #1 renovation priority projects of OSHA etc. estimated to cost $237,000 using either funds from the University’s lines of credit, donations or low interest loans from donors or other University supporters.
Michael Spivak reported that the opportunity is available to purchase part of the Gate Ridge Court Building on the north-west edge of campus. The University rents a good portion of the building and cash flow would be saved by this purchase. The Trustees discussed this topic and referred it to the Trustees Finance Committee to work out how to acquire the building.

5. Alumni Office

Mr. Matthew Kendz and Ms. Anne-Marie Cornell joined the Trustees and reported on the Alumni Office projects and the Alumni Association. After their report they gave each Trustee their attractive Alumni Association discount network card. There was discussion on increasing associate alumni and creating more alumni donors.

6. Maharishi School Report

Maharishi School Board Chair, Mr. Bob Daniels and School Head Dr. Richard Beall reported on increased enrollment at the school and what they are doing to attract more students. Several young faculty have joined to teach and faculty compensation tiers have been established.

7. Media and Communications Department

Gurdy Leete, Stuart Tanner, and Perry Bedinger met with the Trustees to discuss steps towards the MA program which the Trustees and the Higher Learning Commission had previously approved. The MA program will focus on students gaining more mastery in social networking, marketing and film making. More personnel are needed: a promotional person, sufficient faculty for undergraduate students, and good graduate assistants so Professors Leete and Tanner can mainly teach the graduate students. Also needed are funds for equipment and more space. The Trustees discussed and agreed that Professors Leete and Tanner should continue their steps of process and report to the President. Financial needs will be discussed at the December 1 Trustees meeting.
8. Honorary Degrees

The Trustees had received an email proposing the honorary degrees for President Chissano of Mozambique and Mr. Nat Goldhaber and in this meeting they confirmed their approval with this resolution. Dr. Morris made the motion and Dr. Wallace seconded the motion and the Trustees unanimously,

RESOLVED, to award the honorary degree of Doctor of World Peace to President Joaquim Chissano, the former President of Mozambique for his great dedication and extraordinary success in transforming his country with the teaching of Maharishi’s Transcendental Meditation and TM-Sidhi programs, including Yogic Flying, and creating large groups of Yogic Flyers; and to award the degree of Doctor of Philosophy Honoris Causa to Mr. Nat Goldhaber for his inspiration and ground breaking work in establishing the University.


Dr. Stanley drew the Trustees attention to the process for electing new Trustees in the report and the Trustees reviewed it. After brief discussion Dr. Abramson made the motion and Dr. Argiro seconded the motion and the Trustees unanimously,

RESOLVED, to adopt the proposed process for electing new Trustees as written at the end of these minutes as Addendum 1.

10. Mission Documents

The Trustees reviewed the University’s mission documents. The only changes were modifications to the Core Values. After brief discussion Mr. Brown made the motion and Mayor Malloy seconded the motion and the Trustees unanimously,

RESOLVED, to accept the Mission Statement as read and amended.

11. Campus Master Plan

Dr. Stanley read the Notes of the recent Trustee Sustainability Committee meeting, which proposed that there be no more building on campus until there is a
master plan. Dr. Streid reported that there is now a proposal for $35,000 from a firm specializing in master plans. They would plan the overall design of the campus, the circulation, where buildings would be placed for the overall growth of the campus. He said the firm would meet with Dr. Jon Lipman to be educated about Maharishi Sthapatya Veda. Dr. Abramson said he would contribute the necessary funds. After discussion the Dr. Abramson made the motion and Dr. Morris seconded the motion and the Trustees unanimously,

RESOLVED, that Administration is authorized to proceed with the master plan process so that the grand vision of the campus would finally be completed.

12. New Trustee Nomination

Dr. Abramson proposed the nomination of Mr. Doug Greenfield to become a Trustee. He has built more Maharishi Sthapatya Veda buildings in Fairfield than anyone, he has been very generous to the University and his support and attention on the master plan would be very valuable. After brief discussion Dr. Morris made the motion and Dr. Hagelin seconded the motion and the Trustees unanimously,

RESOLVED, to support the nomination of Mr. Doug Greenfield to the Board of Trustees and that the Trustees agreed to follow the process for electing new Trustees and therefore Mr. Greenfield would be reviewed by the Governance and Nominations Committee.

13. Department of Defense Grant

The Trustees heard a presentation from Dr. Sanford Nidich and Dr. Robert Schneider on the new grant from the U.S Department of Defense for $2.3 million to Maharishi University of Management Research Institute/Institute of Natural Medicine and Prevention for 4 years to study the results of the TM program on 210 veterans with PTSD.

Dr. Schneider also gave a brief presentation on the NIH grant for TM, blood pressure and heart health.
14. Dr. Ramani Ayer, Trustee Emeritus

Dr. Abramson informed the Trustees that Trustee Dr. Ramani Ayer wished to retire after more than 12 years of great service on the Board. The Trustees expressed their deep appreciation and immediately nominated Dr. Ayer for the position of Trustee Emeritus. Dr. Abramson made the motion and Dr. Katz seconded the motion and the Trustees unanimously passed the resolution appreciating Dr. Ayer’s service, and appointing him as Trustee Emeritus:

Whereas, Dr. Ramani Ayer has been practicing Maharishi’s Transcendental Meditation technique since 1971 (virtually his entire adult life) and the Transcendental Meditation-Sidhi program since 1979, and

Whereas, Dr. Ayer, growing day by day in creative intelligence and support of natural law, rose to become chairman and CEO of The Hartford Financial Services Group, one of the oldest, largest, and most highly respected corporations in the United States, and

Whereas, Dr. Ayer became a member of the Maharishi University of Management Board of Trustees in November 2001 and for the past eleven years has combined his outstanding management skills with his deep devotion to Maharishi to contribute enormous and invaluable leadership to the University, and

Whereas, Dr. Ayer, along with his wife Louise, has been among the most generous financial supporters of the University in its history, with gifts and pledges totaling nearly $2 million altogether, including

- $1 million toward the Endowment campaign, giving the Endowment campaign a marvelous initial momentum
- $137,000 toward the campaign to demolish the old buildings on campus, enabling the razing of half of the 36 pods, transforming the face of the campus and harnessing greater support of natural law for the University
- $50,000 to establish the DeRoy C. Thomas Endowment Fund to support scholarships for African American students (a fund named to honor his mentor at The Hartford)
• $250,000 to establishment of the Ayer Family Scholarship Fund to support endowed scholarships for disadvantaged students, and

Whereas, Dr. Ayer is also supporting the historic research of Maharaja Adhiraj Rajaraam through grants he plans to make to the University’s Maharishi Vedic Science department, whose faculty will work with Maharaja-ji on different projects, and

Whereas, Dr. Ayer has been an active member of the Campaign Cabinet and participated in a solicitation that resulted in a $500,000 campaign pledge, and

Whereas, Dr. Ayer supported his son Austin to attend Maharishi University of Management, with Austin graduating in 2007 at the top of his class, and

Whereas, Dr. Ayer inspired the graduating class of 2007 with a beautiful address on enlightened leadership, calling upon them to “Let your dream lead you, your self guide you, your passion drive you, and your love prevail” — followed by an equally inspiring valedictorian address by Austin, who eloquently testified to his personal appreciation of Consciousness-Based education — a unique father-son tour de force that will live long in the memory of the University, and

Whereas, Dr. Ayer has taken up the parallel responsibility of raising funds for the Brahmananda Saraswati Foundation, to create an endowment that will support the world’s first permanent group of 9,000 Maharishi Vedic Pandits at the Global Capital of Raam Raj, at the Brahmasthan of India, which will bring an end to suffering and create permanent invincibility and peace for the world family, and

Whereas, Dr. Ayer also serves on the Board of the David Lynch Foundation (where Austin also works), which is bringing Consciousness-Based education to tens of thousands of students around the world, and

Whereas, Dr. Ayer is himself an eloquent and powerful exponent of Maharishi’s knowledge and Maharishi’s contribution to our world.

Whereas, Dr. Ayer has now decided to step down from the Board of Trustees to make room for new board leadership and to devote himself more fully to the Brahmananda Saraswati Foundation and the Global Peace Initiative, while
simultaneously pledging his intention to continue his support to the University,
and

*Whereas,* Dr. Ayer has declared, “I am devoted to Maharishi and believe in my heart that all of life’s blessings are a direct result of the generous benevolence of our Gurudev. On this point I am very clear,”

**Therefore be it resolved by the Board of Trustees of Maharishi University of Management** that Dr. Ramani Ayer is to be profoundly commended for his extraordinary success, enlightened vision, exceptional leadership, and singular generosity, coupled with his rare blend of personal qualities — intelligence, creativity, warmth, good humor, and a spirit of teamwork — all combining, during his long tenure as a Trustee, to help lead Maharishi University of Management giant strides forward during an important period in its history, and

*Be it further resolved,* that the Board wishes Dr. Ayer swift and complete success in his work on behalf of the Brahmananda Saraswati Foundation, along with speedy growth of enlightenment, perfect health, and long, long life for him and his family personally, and

*Be it finally resolved,* that the Board of Trustees and the entire University community hope that Dr. Ayer and Louise will spend as much time as possible in Fairfield and on the campus, continuing to give everyone the joy and blessings of their warm and enlightened company.

With this resolution the Board of Trustees bestows upon Dr. Ramani Ayer the title of *Trustee Emeritus.*

**15. Next Meeting**

The next regular meeting will be held on December 1st from 1:00-4:00 CST.

(Note: Subsequently, it was announced that the December 1 meeting would be extended to include both a morning session from 10:30-12:00, and an afternoon session from 1:00-4:00.)
16. Meeting adjournment

The Trustees completed the agenda and the meeting was adjourned at 4.50 p.m.

Respectfully submitted,

Susan Tracy, Secretary

ADDENDUM: PROCEDURES FOR NOMINATING, ELECTING, AND ORIENTING NEW TRUSTEES

Adopted by the Board of Trustees, October 6, 2012

These procedures establish an orderly, systematic process for selecting new Trustees, ensuring as much as possible that new Trustees are prepared to fully embrace trusteeship responsibilities and contribute maximally to the success of the University.

1. The Governance and Nominations Committee considers candidates for Trustee nomination. This generally will involve discussion with other Trustees or the full Board. The “Qualifications of a Trustee” as adopted by the Board in the May 2012 document “Responsibilities, Activities and Qualifications of a Trustee: Summary Statements” shall be taken into account.

2. Candidates being considered seriously will meet with a Trustee representative to discuss Trustee responsibilities and activities and to mutually evaluate interest and qualifications. The representative answers the candidate’s questions, and provides introductory documents for the candidate’s review. These shall include:
   - Trustee “Fact Sheet” (2 pages)
   - “Responsibilities, Activities and Qualifications of a Trustee: Summary Statements” (adopted by the Board, May 2012, 6 pages)
   - “AGB Statement on Board Accountability, January 17, 2007” (10 pages plus 4 pages front and back matter, 14 pages total)

3. The candidate is given further opportunity to speak with the Board representative, other Trustees, and University administration. If the candidate is interested in becoming a Trustee, the Committee may interview the
candidate to further evaluate qualifications and prospective areas of focus as a Trustee.

4. The Committee makes its recommendation to the full Board.

5. If the full Board elects the candidate to become a Trustee and the candidate accepts the position, the new Board member is given access through the Board’s website portal to other orientation documents (in preparation).

6. The new Trustee is assigned a Trustee “mentor” (often the Trustee who proposed their election) to help the new Trustee acclimate to their new responsibilities.

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**Committee assignment recommendations**

1. Appoint Doug Greenfield to join Dr. Jeffrey Abramson as Co-Chair of the Sustainability Committee. (Other members: Raj Rajeshwari Barbara Beate Dreier, Toby Lieb and Bud Liebler.)

2. Appoint Dr. Maureen Wynne to the Governance and Nominations Committee (Other members: Raja Tom Stanley, Chair; Dr. Jeffrey Abramson, Dr. Vincent Argiro and Bob Brown. Dr. Ramani Ayer was on this committee previously).

3. Appoint Dr. Keith Wallace to the Executive Committee. With this appointment, the Executive Committee (Chair, Bob Brown, and 12 members) would consist of:
   - the Chair, Vice-Chair, Honorary Chair, President, and Founding President, and
   - Chairs (or a Co-Chair) of all Committees.
New Trustee web portal

By now all Trustees should have received login instructions to the private web portal for Trustees and Trustees Emeriti. These web pages are designed to serve many functions: an orientation guide, a handbook, an oversight tool, a professional networking site, a reference library, and an archive.

Please remember always to treat all materials on the Trustee website as confidential.

Many of the most exciting features are in development. These include:

- interactive features such as a forum, newsblog, Trustee calendar, and Trustee directory (>My MUM)
- regularly updated dashboards of fundamental University performance metrics (>Planning >Dashboards)
- detail on the planning and performance of every functional area of the University (>Committees)
- promotional materials (PowerPoint presentations, short video clips, photos and brochures) for presentation to prospective donors, students, alumni gatherings, etc. (>Promotional Toolkit).

Sections that are “done for now” present:

- basic reference materials: contacts, a Board fact sheet, Board responsibilities, conflict of interest policy, organizational charts, and a campus map (>Welcome)
- Board Reports, supplementary materials and updates (>Current Year)
- principal planning documents and assessment materials (>Planning)
  - mission documents and long-term goals
  - the 5-year strategic plan
  - dashboards (in development)
  - Higher Learning Commission Self-Study reports and HLC reports
  - the “Campaign for MUM — Executive Briefing” endowment fundraising brochure
- campus master planning working documents
- promotional books and catalogs
- knowledge materials for Trustees, with more to come (>Knowledge)
- links to University and movement website, newsletters, and professional resources (>Links)

If you have any suggestions on how we can make this site more useful to you or to the Board, or if there are problems with any of the links, please email trusteewebmaster@mum.edu. Thank you.

Public Trustee web pages

There are several public “Trustee” pages on the new MUM website. Mostly these consist of the short Trustee biographies and pictures, which by now everyone should have had a chance to review and correct. (We will do one more round of corrections in the next month.)

One prominent page is located by clicking on the “Trustee” tab at the top of the site. Raja Stanley wrote some brief text for this page to provide at least something, but because it is highly visible, would like to invite any interested Trustees and Dr. Pearson to form a small group to rewrite the text as they feel suitable. Here is the existing text:

ABOUT THE BOARD OF TRUSTEES

In the original University catalog, it was stated that the success of the University:

... will be measured by its direct and indirect effects on the quality of life everywhere. We will count ourselves successful only when the problems of today’s world are substantially reduced and eventually eliminated and the educational institutions of every country are capable of producing fully developed citizens.

The Board of Trustees of Maharishi University of Management remains committed to this ambitious and global vision. In the most recent academic year,
students from 88 countries were enrolled, a new record. We are expanding our international collaborations, online education offerings, and service programs.

The Board also recognizes we must “think globally and act locally.” Every enrolled student is precious. We take seriously our obligations to provide not only the unique benefits of Consciousness-Based education, but academic rigor, real-world training, and a life-supporting learning environment. The Board works closely with faculty and administration, constantly refining our curriculum and teaching, and improving the campus.

The Trustees of the University are honored and humbled to be entrusted with its responsibilities:

- to uphold the University’s mission and purposes, and approve strategies, programs and policies to fulfill that mission,
- to ensure the University’s financial well-being and strength,
- to represent and promote the University publicly and privately, and
- to exercise oversight of University programs and University performance.

The Board welcomes your ideas. Please feel free to contact any Trustee directly, or the Board through the Board Secretary, Susan Tracy, at stracy@mum.edu.

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Report of the Executive Committee, Acting for the Board

November 7, 2012 Resolution Concerning New Bank Account for MSAE Senior Trip Fundraising

On November 7, the Trustee Executive Committee passed a Resolution, acting for the Board, approving a new bank account for Maharishi School of the Age of Enlightenment Senior trip fundraising.

Bob Brown, Chair of the Executive Committee, wrote to members:
Hi all,

Bob D is Chair of the MSAE Board and has a request. MSAE wants to open a new back account for a student fund raising apparatus. Our bylaws require the Board or it’s surrogate (us) to approve this. Michael is aware and is ok with this.

Please look over the two documents attached which Bob sent. The first outlines the purpose and the second the control mechanism.

Please reply with your approval or not, but please don’t reply-to-all since votes are confidential and non-attributable. When we have a majority I’ll let you know so vote early!

Thanks and Jai Guru Dev

Bob

The resolution passed (by email vote) that day. Please see the referenced documents below.

**DOCUMENT 1 — Maharishi School Bank Account Approval Request for MUM Executive Committee**

TO: MUM Board of Trustees Executive Committee

FROM: Maharishi School Finance Committee--Bob Daniels, Emmanuel Titus, Jim Davis, June Schindler, Terry Weiss, Richard Beall

DATE: November 2, 2012

RE: Bank account for continuing Senior Class finances

The Maharishi School Finance Committee would like to request approval of a bank account using the University’s non-profit 501(c)3 status and Employer Identification Number for the exclusive use of each year’s senior class fundraising efforts.
There will be three signatories, two from the school (June Schindler and Richard Beall) and a designated parent from each year’s senior class (Diane Prather-Huff for the Class of 2013). Two signatories will be required for every check, so there will always be at least one School official signing. Prior approval by one of the school officials (June or Richard) will be required for any expenditures or reimbursements.

Alan Marks (whose son Avi is in the Class of 2013) has offered his MAPI accountant’s time to monitor the account, with quarterly reporting to Michael Spivak, MUM Treasurer, and June Schindler, Maharishi School Finance Officer.

This will be a one-year trial. The account can be closed at any time by Michael Spivak if he feels this is necessary.

Thank you for considering this request. Please contact us if you have any questions.

**DOCUMENT 2: Supporting Information New Bank Account Request by Maharishi School**

11/6/12

MAHARISHI SCHOOL OF THE AGE OF ENLIGHTENMENT

Bank Account Request For Senior Class Fundraising

Background for the MUM Trustee’s Executive Committee

Dear MUM Trustee Friends,

The MSAE Senior Class has come up with a progressive plan for improving their yearly fundraising thru social media and active involvement.

To do this effectively they need to open a dedicated bank account which requires Trustee approval. Since enthusiasm is high and time is of the essence I ask the Executive Committee to consider this for a speedy resolution and launch of this plan.

At a meeting on October 26 this idea was discussed and vetted by myself, Michael Spivak, June Schindler, Dr. Richard Beall and Alan Marks. Key in the discussion
was the involvement of Alan and June in the oversight of the efforts and bookkeeping. Given these key ingredients and people of great character the plan received Michael Spivak’s blessing.

One might naturally ask — “why a new fundraising angle?” Because it will potentially yield more avenues of contact, more ease and speed for the donor, more channels of donation, and direct focus by the involved seniors.

Following are Alan Marks’ words — Alan being the visionary current leader of MAPI, and a leader in tune with the social media age.

Bob,

I would say that the biggest part of this is that it will allow for the students and parents to utilize social media marketing in their senior trip fund raising and for other fundraising.

Will not only allow them to sell the various traditional products, the calendar included, but also solicit donations as part of their fundraising effort in a viral manner.

This is something that can be passed on from class to class, year-to-year.

Currently, only traditional fund-raising methods are being used, door to door, calling and on site sales. This will allow them to utilize social media marketing for the following:

- Donations
- Ticket sales for the talent show
- Calendar sales
- Other product sales

Thank you for your consideration in this matter.

Alan Marks
MDIC
1680 Hwy 1
Ste 2920
Fairfield, IA 52556
515 822 9491
ACTION REQUESTED: Please approve the request for a new bank account for this endeavor given the caveats of oversight by Alan Marks, June Schindler, and Michael Spivak.

Thank you very much.

Bob Daniels

MUM Finance Committee

Board Chairman Maharishi School
AFTERNOON SESSION

FIVE-YEAR STRATEGIC PLAN
Feedback from Board of Trustees
Executive Committee members

The current draft of the Five-Year Strategic Plan was circulated to the Executive Committee. We received the following excellent feedback. Thank you to these Board members for taking the time to read the plan and give us these thoughtful comments.

From Bob Brown

Initial reactions:

What I liked:

- The numbers: if we hit them, we’ll be much stronger. Seems doable. Trends aren’t bad either.
- Participation level. Clearly lots of departments have weighed in and have outlined their contributions to the Plan. Lots of work by lots of folks. All the raw data is there, we just need a bit more linking and editing.
- Detail from Admissions. The admissions folks have outlined in detail their goals and initiatives and a bunch of tactics which is useful.
- The Aspirational goals at the end = reminds us of the possibilities outlined by our Founder which we shouldn’t lose sight of.

Questions:

- Can we do a bit more strategic thinking up front? One Traditional means is a Market/Buyer/Competition analysis. For example:
- You touched on the fact that our students are mostly new meditators, but that’s a sea change worth fleshing out. Ditto our mix of domestic and international.
- There was a great off line discussion around the Top 25 unique schools where we were number 17. It would be most interesting to understand what this means to the potential “buyer” and how we leverage our uniqueness.
• There is a threat that aid is being reduced and harder to come by. We’ve outline alternatives but it wasn’t that clear how we’ll attract higher paying students aka link between that requirement and the Admissions tactics.

• I’ve seen data that nationally the number of incoming freshmen has peaked and is diminishing. How do we see our mix over time of newbie freshmen vs transfers? What would we like to see? (there was a push for more newbies because they enhance the Retention numbers due to more years on campus. This may have changed?)

• One number that jumps out is our cost of acquisition. I’m totally on board with the Admissions approach but our cost/incoming student is $3650 which seems like some kind of record high compared to other schools? Over the five years, the efficiency of this acquisition strategy doesn’t get much better - it goes to $3550 or 3% better. Wonder how we can improve that?

• The initiatives seem randomly placed in the document. Maybe we could organized the initiatives around their benefit? The four which come to mind which also fit our Evaluation Drivers are:
  o Increased acquisition of students
  o Improved retention
  o Better Academic quality
  o Stronger financial stability

• Do we want to add the campus Master Plan which is being worked on too?

That’s it for now. Thanks for a solid draft....

Jai Guru Dev

Bob

**From Bud Liebler**

I took some time over the weekend to review the Strategic Plan. I can’t say I read it word for word but I did take a pretty close look at the areas that seemed most significant. Following are some observations, in no particular order, for your consideration.
• First of all, I like the positive approach, the added programs, i.e., Master’s degree programs in sustainable living and communications; emphasis on online educational programs; specifically addressing the staff compensation issues; the Master Plan for the campus renovations; and, of course, the increase in enrollment and tuition. I also like the addition of the Critical Thinking Seminars and the Writing Center. Both should pay dividends. Having yearly goals for each department is also good.

• In order to achieve the enrollment and tuition increase objectives we will definitely have to do everything else we say we’re going to do in the plan. I believe every one of them will be necessary to reach these goals. The endowment campaign numbers are aggressive and may or may not be achievable but I think they represent Ed and the committee’s best current thinking so should be included. It will take a ton of work and a dose of Maharishi luck!

• I think our Core Values as stated are excellent and appropriate for a university.

I do have some concerns that I want to raise for your consideration. These have probably already been considered by the staff and Administration and they come strictly from my vantage point, more of an “outsider” than most of the other trustees, but I wanted you to know how they strike me.

• Overall the plan feels as much tactical as strategic. You could shorten it significantly by putting the tactics into an addendum and I think it would be appropriate to do so. A 20 page Strategic Plan might hold more appeal and be more closely read. Frankly, a couple of sections felt totally tactical to me and some ideas are just not significant enough to put into a strategic plan, i.e., having tea parties to make people feel appreciated and sending birthday wishes to students.

• I recognize that MSAE is part of MUM but wonder if it needs to be included in the university’s strategic plan, or does it get in the way? MSAE is a feeder school. It isn’t really part of the university education we’re providing. Just a question.

• Under “Five Year Vision and Goals” we state: “Our highest aspiration is to support a group of at least 2,000 Yogic Flyers, large enough to create
invincibility for North America.” I do not think that’s appropriate to be the highest aspiration for a university. Our highest aspiration should be to provide an outstanding education and prepare students for the total future, i.e., job market, not just their spiritual development. People are sending their kids or themselves to MUM for an education, not to create international invincibility. Similarly, later on in the document we state that our Vision for the university is that “…the entire world is transformed into Heaven on Earth…” How credible is that to non-meditators? Stating these kinds of things as our top goals and primary vision doesn’t seem appropriate for a university strategic plan. We are a UNIVERSITY involved in EDUCATION. Including the University’s (Maharishi’s) Founding Goals create the same issues for me. They’re noble, and I understand why they’re there, but how do they relate to a college education?

• I’m totally aware of what MUM and consciousness based education are about. I get it. In making these comments I have two very specific concerns:
  
  o The upcoming HLC visit and presumed plan review. I would expect that the HLC is focused on traditional educational values and programs. I think some of our language could be offputting or confusing for them and, therefore, could get in the way of their support and approval of our plans.
  
  o I’m not sure how our more spiritual approach affects non-meditators who may read it, i.e., other professors or academicians who may have a voice in the US News & World Report and/or similar college reviews/recommendations, and non-meditating parents who may consider sending their kids to MUM but be scared that we are too “different.”

We — staff, faculty, Board — are used to this kind of language (me obviously less than others), but to me it just doesn’t seem like it should be front and center for the university. I wanted to give you my semi-outsider’s view on it. We all want a great plan that will help the university move forward. I’m not sure some of these things that we all believe and want are necessarily appropriate for inclusion in a strategic document.

I recognize this may all be moot but you asked for our input. . . .

_Bud_
From Dr. Chris Hartnett

Dear Prime Minister, MUM Trustees, University Administrators and Dr. Todt,

Not sure where the following exactly fits into the current University’s Strategic Plan but after reading the latest draft Strategic Plan for MUM sent out yesterday by Dr. Todt, rather than trying to integrate my thinking into “The Plan,” instead for now, here are some of my thoughts outside of but pertaining too that arena.

Greatly inspired by my friend and cherish celebrated Harvard Business School Professor Dr. John Kotter and maybe, if these comments are found useful, they will find their way incorporated into the University’s Strategic Plan. I will leave that to minds greater than mine.

You might find that a great deal of these suggestions are seen through the eyes of our dear to my heart, Expansion and Global Affairs Committee and the emerging MUM Distant Education Program so it might seem somewhat slanted in that direction but I think these principles apply to all our University’s departments and any new ideas that want to surface and manifest into our beloved University. New ideas and clear visions for our future are the lifeblood and backbone for our Strategic Plan so the predominate thought is that clarity here, in terms of a successful process, set the tone for the overall success of the plan and its supportive strategies.

I think we all can agree that today’s world is changing rapidly and so is our educational environment so any strategic plan has to keep up and address this inevitability. That means for our organization to succeed, it must have the agility to change direction, and the speed to make the change in time. As with any business, this flexibility and agility is the key to the success of the MUM strategic plan. Openness and procedures to accommodate change and new ideas have to be part of the University’s DNA.

Due in great part to the University achieving many of its goals in its founding mission statement, the world is getting very enlightened and consequently moving and changing very fast. This is a good thing. Congratulations one and all. Through your efforts specifically, Heaven on Earth is here for all. Jai Guru Dev. This also
means that change is happening at the speed of light. In order to address, accommodate, service and profit from that rapid change, our internal systems at MUM have to be up to that speed, not just within the inner consciousness of our enlightened faculty, administration and staff. 200% of life has always been the goal, no need to stop so close to the finish line.

Ideally, staying ahead requires a new and innovative organizational structure — some form of a clear, well thought out “strategic network” — that works in tandem with our traditional management hierarchy, giving it the agility to react to market changes more quickly than ever before. It works by engaging the University at all levels, with all of its diverse human components, together creating an effective grow engine that can accelerate the implementation of our strategies in an organic, sustainable way. How well the strategic network functions and how effectively it provides our University with the agility it needs to succeed, is really the key to our future success.

Long ago, contained in the tapes of my SCI Course in 1974 at MIU, Maharishi gave us his precious “Fundamentals of Progress”: (SAPIG) Stability, Adaptability, Purification, Integration and Growth, which give us, even today, a blueprint and formula for the mechanics to create and understand such change and implementation of new ideas. For our University to successfully react to windows of opportunity like the opportunities presented by Distant Education — innovation, growth, culture, cost structure, technology and a new methodology of change leadership is required.

Thirty years of research by strategic planning and leadership guru Dr. John Kotter have proven that 70% of all major change efforts in organizations fail. Why do they fail? Because organizations often do not take the holistic approach required to see the change through.

However, it has been found that by following the 8-Step Process outlined by Dr. Kotter, organizations such as MUM can avoid failure and become adept at relative change. By improving its ability to change and quickly implement new ideas, MUM can increase its chances of success, both today and in the future. Without this ability to adapt continuously, MUM cannot thrive. Period. We can all talk until
we are blue in the face and make all types of plans and charts but in the end, we have to have a plan that is truly responsive internally, actually works, delivers and that is measurable. Otherwise we are just saying, “this is what looks good on paper and we will go through the paces of the process and we will just leave the logistics of the actual plan to nature to organize or have it monitored by the traditional system on a hit or miss basis along with everything else they have to do. It has somehow worked in the past, so it will probably continue to work for us in the future.”

NOT SO. THIS ISN’T STRATEGIC PLANNING, THIS IS STRATEGIC “HOPING,” AND WHEN IT DOESN’T WORK, “STRATEGIC PRAYING.” Instead, we have to put some real focused structure and systems of follow-through to that beautiful stream of consciousness and our success will be better manifested, realized, measured and consequently truly successful.

Dr. Kotter has proven over his years of research that following “The 8-Step Process for Leading Change” will help organizations succeed in an ever-changing world. Maybe we can utilize this specialized knowledge as a guide and adapt it to our planning and strategies for the University and maybe even our Movement. He is recognized as “The Expert” in this academic field of strategic planning and leadership so maybe we can learn something helpful here and integrate it at this part of our University’s strategic planning efforts and guide us in setting up the structure for a MUM “strategic network” moving forward.

**Step 1: Establishing a Sense of Urgency**
Help others see the need for change and they will be convinced of the importance of acting immediately.

**Step 2: Creating the Guiding Coalition**
Assemble a group with enough power to lead the change effort, and encourage the group to work as a team.

**Step 3: Developing a Change Vision**
Create a vision to help direct the change effort, and develop strategies for achieving that vision.
Step 4: Communicating the Vision for Buy-in
Make sure as many as possible understand and accept the vision and the strategy.

Step 5: Empowering Broad-Based Action

Remove obstacles to change, change systems or structures that seriously undermine the vision, and encourage risk-taking and nontraditional ideas, activities, and actions.

Step 6: Generating Short-term Wins
Plan for achievements that can easily be made visible, follow-through with those achievements and recognize and reward employees who were involved.

Step 7: Never Letting Up
Use increased credibility to change systems, structures, and policies that don’t fit the vision, also hire, promote, and develop employees (faculty, administration and staff) who can implement the vision, and finally reinvigorate the process with new projects, themes, and change agents.

Step 8: Incorporating Changes into the Culture
Articulate the connections between the new behaviors and organizational success, and develop the means to ensure leadership development and succession.

Whether we listen to Dr. Kotter or not, (we should although it is hard for us to listen when we know that we have within us the highest knowledge on earth, but many of the world’s largest companies do listen to Dr. Kotter extensively and are certainly more profitable for incorporating this wisdom) our own experience in program and in activity is enough to understand that the data is clear — the rate of change in the world is increasing exponentially and we need to implement a methodology to keep up with and harvest that change within our dear University.

The internet (or “inner net,” as Maharishi use to call it) is a classic example of how fast information and change is occurring. Basically at the speed of light or faster. It is all self referral. The internet is just a physical representation of the growth and inter-connectedness of the collective consciousness of the world. Numerous factors indicate that not only is the world moving more quickly, but that the rate of change
may be the defining characteristic of the business world and for our University for the foreseeable future. Hence, just as one example for illustrative purposes here, (although admittedly self serving on my part since it is part of my Committee) Distance Education and its roll out at MUM and its perfected implementation has to be a huge part of our strategic plan moving forward.

When it comes to our University’s strategic plan, let’s use Distance Education as an example that highlights this need to keep up with the rapid changing world within our University and the migratory path one might have to currently go through to make a new idea happen and be successful at MUM.

EXAMPLE: So you are rested, and you believe in or are exposed to a good idea. A light goes on inside. Distant Education in this case but it could be any thing or idea that may be good or even essential for the University. You’re convinced it is needed badly, and needed now. But, you can’t make it happen on your own. The University structure just isn’t wired for that yet. You need support in order to implement it and make things better. You buy the best book on the subject and you hand them out to the University trustees and administrators, and you or your allies present the initial plan, admittedly in its infant stages. You present it well relatively speaking.

Then, along with thoughtful issues being raised, come the confounding questions, inane but well meaning comments, and at times verbal bullets — either directly at you or, even worse, behind your back or it is just that the entire idea gets bog down in the normal entropy of the system and/or the social politics of the same. At times, it matters not that the idea is needed, insightful, innovative, and logical. It matters not if the issues involved are extremely important to the financial future of the University, or the wellbeing of an individual, a nation or the world. In an environment of good and basically pure intentions, the proposal is still basically shot down, or accepted but without sufficient support to achieve all of its true benefits, or slowly dies a sad death.

So what do we do to advert this danger before it happens again? We put into our strategic plan a methodology to allow and ensure that change happens with the least
amount of resistance BUT that it does get the chance to actually happen and materialize.

We can never underestimate the negative effect of just one major change effort being derailed. I think we will see that this method of having a tandem well thought out “strategic network” as a basic part of our University’s strategic plan will mitigate many of the negative effects and fear of walking into the fray, and will set the stage for showing respect for all, and give us a documented and clear procedure for using simple and common sense responses for good ideas and their future development.

This strategic network methodology can not only keep good ideas from getting shot down, but can actually turn reactive attacks of any good idea to our advantage in capturing the busy MUM board’s attention, and helping them grasp an idea, and ultimately building strong buy-in so that the idea gets the follow through necessary for total implementation and success.

So in conclusion, we have to create, as part of our University’s strategic plan, useful methods that good people, with good ideas can use to create buy-in and will aid in the successful manifestations of the healthy, new, innovative and creative ideas and programs, for our University to keep up with the times and lead in those arenas. We offer and incorporate into our strategic plan the methods and a strategic network that can be unusually powerful in building strong support for any good idea, methods that are rarely used or used well, and that are clear and simple, that do not require blinding rhetorical skills or the charismatic magic of a Raja Hagelin or a David Lynch to be heard or be more importantly, fostered through the system and implemented.

Our future is bright, and to David and all concerned, your efforts to create beautiful strategic plans and the future visions for our University are most appreciated and are a blessing to us all and the world.

Jai Guru Dev

Chris
From Bob Brown (#2)

Chris Hartnett’s call that there are important process steps missing from our Planning process seems apt. He’s suggesting the Kotter process which is a good one. He’s not alone in his suggestions. It seemed to me that a rigorous environmental discussion and analysis is missing and suggested a Market/Buyer/Competition analysis. The Kotter below is better. Larry C suggested a collective discussion from which 10 benchmarks would emerge as most important from the many submitted by the various groups.

Reading the draft it appears that David is editor in chief of plans from the various groups. And, he and his colleagues are writing the summary pieces from the various departmental submissions aka bottoms up approach. So, the question arises:

- Have you collectively met as a group to discuss the environment and how it impacts the U?
- Have you collectively thought through our strengths, weaknesses, opportunities and challenges?
- Have you collectively decided which goals are most important?
- Have you engaged in a cultural discussion, described below, on creating the best way for implementation and buy in?

It’s rare when an organization doesn’t engage in a collective environmental discussion to create the broad platform for the subsequent Plan. If you haven’t done that, then I’d join Chris in hoping you do and hold off presenting to the Board until after that discussion, analysis, and Plan inclusion.

Bob
Institutional Advancement:
Status report on endowment campaign —
action step requests to Trustees

Nick Rosania, Co-Director of Institutional Advancement

• At the September 27 Campaign Cabinet meeting, members made commitments for contacting donors including Josie, Fred, Vincent, Jeffrey, Bob Brown, John Lass, and Raja Tom
• Dr. Morris and Mayor Malloy have continued meeting with donors in Fairfield
• Mayor Malloy and David Todt traveled to meet a major donor prospect
• Dr. Morris, Mayor Malloy, Dr. Argiro, and John Lass visited donors in Portland, Seattle, and Vancouver; Dr. Argiro and John Lass helped organize events and meetings with donors in Northwest
• Raja Hagelin and Dr. Bob Roth continue working to cultivate major donors
• A personalized presentation booklet was prepared and is being presented by an MUM Trustee to a potential major donor
• Potential campaign donors being contacted now require more cultivation to make a major gift
• During the past month, a pledge of $100,000 was made by one donor. Also 6 private meetings with donors were held with gift requests of over $2,000,000.
APPENDIX

Publicity on Dr. Robert Schneider’s article

The WebMD article was picked up by other media outlets. ANI ran their own edited version, which is being picked up in the Asian markets, like The Times of India. And HealthDay, who interviewed Robert, was run by U.S. News & World Report. CBS News ran the story.

DAY 1

WebMD — Transcendental Meditation May Lower Heart Risk

Daily Mail: Meditation could slash the risk of heart attack and stroke (and make you less angry)

Science Codex: Meditation may reduce death, heart attack and stroke in heart patients

Medical Express: Meditation may reduce death, heart attack and stroke in heart patients

In-Depth-MedPage Today: Atherosclerosis: Meditation Benefits Heart in Blacks

TheHeart.Org — Meditation Benefits: Find Out What This Easy Practice Can Do For You

Huffington Post-Meditation Benefits Heart in Blacks

U.S. News & World Report - Meditation Might Cut Risk of Heart Attack, Stroke in Blacks (HealthDay)


Insidermedicine - Meditation may reduce risk of heart attack, stroke and death

FRANCE 24 - Meditation may lower heart risk in blacks: study
Healthline (blog) — Meditation Improves Outcomes for Black Americans With Heart Disease

*Science Daily* (press release) — Meditation May Reduce Death, Heart Attack and Stroke in Heart Patients

Doctors Lounge — Meditation Might Cut Risk of Heart Attack, Stroke in Blacks

Geo News, Pakistan Meditation may lower heart risk (AFP)

KOKI FOX 23 Transcendental Meditation May Lower Heart Risk (WebMD)

WDBO Radio Transcendental Meditation may lower heart risk (WebMD)

Straits Times Meditation may lower heart risk in blacks: Study

Insidermedicine Meditation may reduce risk of heart attack, stroke and death (video report from Wisconsin)

Newsday — Meditation Might Cut Risk of Heart Attack, Stroke in Blacks

The Atlanta Journal-Constitution — Transcendental Meditation may lower heart risk (WebMD)

Newstrack India Meditation may help cut death risk in heart patients (ANI)

Big News Network.com Meditation may help cut death risk in heart patients (ANI)

iVillage Entertainment Meditation Might Cut Risk of Heart Attack, Stroke in Blacks (HealthDay News)

iAfrica.com Say ‘Om’, reduce heart disease (AFP)

Metro Twice-daily meditation ‘could prevent heart attacks and strokes’

Best Syndication Heart Patients who meditate may reduce risk of Death, Heart Attack or Stroke
DAY 2

TIME — Strongest Study Yet Shows Meditation Can Lower Risk of Heart Attack and Stroke

Monthly Prescribing Reference Meditation Linked to Lower Mortality, Heart Attack, Stroke

Boston.com Can meditation reduce your risk of having a heart attack or stroke?

Newsmax Health Study: Meditation Reduces Heart Risk

McKnight’s Long Term Care News Meditation reduces cardiovascular incidents, study finds

Times of India Medication cuts death risk in heart patients

WebMD.Boots.com Can you meditate to prevent heart problems?

Zee News Meditation may help cut death risk in heart patients (ANI)

Medical Daily Transcendental Meditation Lowers Heart Attack Risk

RTT News Transcendental Meditation May Reduce Risk Of Heart Problems

Everyday Health Meditate Your Way to a Healthier Heart, Study Says

Yahoo! Canada Shine On (blog) Meditation can halve the risk of heart attack and stroke: study

CBS News Meditation may reduce risk of dying from heart attack, strokes

GlobalPost Meditation may reduce risk of heart attack, stroke in African-Americans

ABC7Chicago.com Study: Meditation lessens risk of heart attack, stroke

Bioscience Technology Meditation may reduce death, heart attack and stroke in heart patients
DAY 3

Bangkok Post Meditation may lower heart risk in blacks: study

The Malaysian Insider Meditation may lower heart risk in blacks, says study

Ivanhoe Mind over body: Relaxing Your Way to a Healthy Heart

The New Age Online Meditation may reduce the risk of heart attack: study

NewsPoint Africa Transcendental Meditation Reduces Heart Disease Risks, Says Research

OzarksFirst.com Meditation and the Heart (CNN)

CBS Local (DFW) Transcendental Meditation May Lower Heart Risk (WebMD)

KYW Newsradio (CBS Philly) Transcendental Meditation May Lower Heart Risk (WebMD)

AHA Newsletter: News from the Heart: Update from CEO Nancy Brown for AHA Volunteers (11/15/12) features Dr. Schneider’s study, “meditation reduces cardiovascular risk”

Further Coverage

Seattle Post Intelligencer For Heart Disease Patients, Meditation Can Be a Lifesaver, Study Finds

The Post-Standard, Central New York: Transcendental Meditation may help heart patients survive

Sowetan Live: ‘Meditation may lower heart risk in blacks’