Committee members in attendance: Kevin Foley; David Baldwin*; Dara Barros*; Bob Bonnevie*; Anthony Hubbard; Dana Neshe, Wardell Powell; Elena Quiroz-Livanis*; Nina Ricci, Robin Robinson; Luis Rosero*

Ex officio University members in attendance: Kim Dexter; Ann McDonald, *Executive search firm members: Lucy Leske; Philip Tang; Sandra Chu*.

Member absent: Nancy Budwig

Chair Foley called the meeting to order at 4:33 p.m. and welcomed the committee members.

I. Approval of the July 12, 2021 meeting minutes
   • Moved to approve, Dana Neshe; seconded Robin Robinson
   • Roll call vote: Kevin Foley – Yes; Anthony Hubbard – Yes; Dana Neshe – Yes; Wardell Powell – Yes; Nina Ricci – Yes; Robin Robinson – Yes
   • Motion passed.

II. Search timeline and proposed dates
   • Lucy Leske reviewed the search timeline and reinforced the policies previously reviewed during the July 12 meeting.
   • Search committee will approve the Presidential Profile, and forward it to the full Board of Trustees (BOT), and then to the Commissioner for final approval.

Additional committee members entered the meeting virtually: David Baldwin, Dara Barros, Robert Bonnevie, Elena Quiroz-Livanis, Luis Rosero, and Sandra Chu.

Conversation regarding the upcoming search committee meetings continued:
   • September 13, 2021, 12 noon – 2:00 p.m. meeting scheduled to discuss diversity, equity and inclusion, (DEI) and implicit bias, in preparation for candidate review.
   • Additional meetings to be scheduled will require polling the committee members.
     o The importance of the majority of the committee to attend the majority of the candidate interviews, was emphasized.
   • Elena Quiroz-Livanis reminded the committee of the Department of Higher Education (DHE) meeting schedule.

* Notates remote attendance.
A DHE special meeting may be requested by Chair Foley.

III. Feedback from stakeholder listening sessions and survey

Philip Tang, reviewed the feedback from the listening sessions and survey:

- 150 – 175 participants.
- Reviewed the content included in the Stakeholder Survey Feedback document.
- Reviewed the content included in the FSU Stakeholder Survey and Listening Session Feedback Themes document.
- The goal of the leadership profile is not to reflect every item included, but to reflect the general themes gathered from the survey and listening sessions.

Committee members noted the following takeaways from the responses from the survey and listening sessions:

- The importance of connecting with the community; collaboration and open-mindedness.
- Emphasis on effective marketing.
- Being a “willing defender” for the University; being authentic and enthusiastic.
- Importance of being student centered.
- Partnering with the community and engagement with new communities.

A discussion ensued regarding additional communities to survey, as part of the broader strategy to engage in the community at large. Recommendations included:

- The superintendent of diverse public school districts.
- Chamber of commerce and other organization on which President Cevallos currently serves.
- Chair Foley emphasized the importance of continuing to maintain strong relations with the Commonwealth legislative body and elected officials.

Lucy Leske asked the committee members if there were any questions about the process thus far, or if there were any concern. Comments included:

- Feedback from the faculty meeting: faculty voiced concern with the limited feedback from the students.
  - Dara Barros informed the committee that she will be taking over the management of the FSU Instagram account. She will be posting a link to the survey and will encourage students to complete it. She is also on the Facebook classes of ’23, ’24 ’25 pages (she is not in 2022 page but will seek a fellow student to assist). She plans to heavily promote student participation on social media.
  - Sandra Chu will be meeting with Student Trustee elect, Hillary Nna to discuss additional opportunities to engage students.
- Staff participation lacking from AFSCME members.
  - Addressed ways to encourage greater participation, i.e. reaching staff with limited access to technology by distributing printed surveys. Future open listing session to be promoted differently.

Lucy Leske suggested another way to engage and with the University community would be for search committee members to host a town hall meeting, dedicated to presenting and discussing the search process; what has been accomplished, what is to come, and to answer any questions and address concerns. She also suggested an invitation to President Cevallos to be involved, to affirm the process.

A conversation regarding the importance of, and ways to include engagement and feedback from the graduate students arose.
A recommendation to contact graduate program coordinators to solicit graduate student feedback was made.

Lucy Leske agreed to draft a communication for this purpose.

Suggestions were made for a remote graduate student listening session in the evening and for Sunny Tam to send communication to the graduate coordinators.

Philip Tang added there were things brought up in the listening sessions he was not able to respond to.

- A request was made for a listening session specifically for center directors.
- A question was posed asking why “senior level academic leadership” was absent from the committee membership.

Chair Foley spoke of the desired characteristics of the future president. His comments include the following:

- Fundraising capacity is an essential characteristic and should be included in the profile.
- Noted that there were comments for the desired characteristics to include “experience as a faculty member and teacher”; unsure if this should be a requirement as it may limit the candidate pool in a way that may not be to the University’s advantage.

Kim Dexter added that this topic was addressed in one of the listening sessions she had attended. She reported, that many voiced the importance of the candidate to have experiences in higher education/teaching/leadership roles, in order to fully advocate for the faculty and have a complete understanding of the educational goals and needs of the students.

Lucy Leske added there were several groups that were open to candidates with different professional backgrounds, but at least one felt this was not an area of compromise.

- Anticipates mixed views on the subject throughout the search, but asked the committee to remain open and allow potential candidates to demonstrate sufficient knowledge and the characteristics sought.
- The candidate must meet the minimum qualifications set by the BHE.
  - Summary of the minimum qualification noted.
  - Conversations regarding a terminal degree: examples were provided.
    - Elena Quiroz-Livanis clarified the BHE guidelines specify a terminal degree or doctoral degree.

Further conversation included the following comments and concerns regarding qualification and experience:

- Many individuals seek another “President Cevallos”, but the focus should be on what FSU needs- currently and for the future.
- Faculty expressed the importance of a collaborative community and voiced concerns of having a president who has never been in the classroom.

Contributing further to the subject, Lucy Leske noted she will be send the committee members the language used by Westfield State University’s minimum qualifications, and read the following aloud from the document:

- “Significant experience and evidence of success as a senior-level leader of an institution or organization of substantial complexity is required. An earned doctorate (including but not limited to a Ph.D., J.D., or Ed.D.) is required. In exceptional circumstances, an earned master’s degree, coupled with substantial experience relevant to the segmental mission and needs of the institution, may satisfy minimum educational requirements.”
Lucy Leske directed the conversation to the “Challenges and Opportunity” section included in the Stakeholders Survey and Listening Session Feedback Themes document. She summarized the areas of note to be reinforced in the profile:

- Fundraising, marketing, institutional identity and visibility and DEI.
- Developing a strategy for enrollment and retention
  - Area of growth in the Hispanic/Latinx population
  - The state is investing more in public higher education; offering support and outreach to these markets.
  - Focus on retention strategy.

IV. Advertising and outreach

The document included in materials were reviewed.

- The document provided a general idea of the approach and where the search firm will focus on advertising and areas of outreach.
- The search firm requested input and comments to the list included.

Dana Neshe questioned if the outreach was being limited by only targeting the northeast and mid-Atlantic regions.

- Philip Tang responded that the intent was to highlight some specify areas of emphasis.
- In response to the desired experience including understanding or experience with state and local legislation, emphasis was placed on this geographic region.
- Triangulating the three top areas: focusing top public regional universities, all post-secondary institutions, and top ranked regional institutions.
- Alumni and former faculty are also potential candidates: hoping to reach this audience through the FSU website and University announcements.

A question regarding how common lateral moves are for university presidents, opened to larger conversation including the following:

- Lucy Leske responded, in her experience, there have been many chief diversity officer and some presidents included in the candidate pool.
- Compensation levels are a challenge in Massachusetts.
- There is a lack of diversity in currently sitting presidents. Majority are white men in their 60’s.
- Change management is now a desirable skill. This may impact the length individuals remain in the position. May be part of the cycle in higher education; impacts made within 4-years.

V. Public Comment regarding the search.

No comments were made.

VI. Next steps for the committee were discussed:

- Scheduling poll to go out within the next few days.
- Presidential Search information is included on the FSU website.
  - The approved minutes and meeting documents to be posted on the FSU web page.
- Presidential Profile draft to be distributed to the committee for review.
  - Final version to be reviewed before forwarding to the BOT and BHE
VII. Motion to adjourn

- Dana Neshe; Anthony Hubbard, seconded.
- Roll call vote: Kevin Foley – Yes; Anthony Hubbard – Yes; Dana Neshe – Yes; Wardell Powell – Yes; Nina Ricci – Yes; Robin Robinson – Yes; David Baldwin – Yes; Dara Barros – Yes; Bob Bonnevie – Yes; Elena Quiroz-Livanis – Yes; Luis Rosero – Yes.

Attachments

- Search Timeline
- Summary of Stakeholder Feedback
- Advertising & Outreach Recommendations