President Search Committee Meeting
August 16, 2021
3:00 – 4:00 p.m. ET
via Zoom
Meeting ID: 845 6175 4592

Agenda

1. Welcome and roll call
   Kevin Foley

2. Approval of minutes from 7.26.21
   Kevin Foley

3. Leadership profile review and approval
   WittKieffer/Search Cmt

4. Advertisement venue review and suggestions
   WittKieffer/Search Cmt

5. Search timeline updates
   WittKieffer/Search Cmt

6. Workzone
   WittKieffer/Search Cmt

7. Public comment re items 1–6

8. Next steps/motion to adjourn
   ▪ Reminder: Direct suggestions/nominations to FraminghamPresident@wittkieffer.com

Attachments

▪ DRAFT Minutes 7.26.21
▪ DRAFT leadership profile
▪ Ad placement recommendations
Welcome,

Thank you for your interest in Framingham State University’s presidential search. As the chair of the Board of Trustees and the Presidential Search Committee, I invite you to explore this document, which should give you a better feel for the University and its mission.

Framingham State University has been at the forefront of educational innovation since its founding in 1839 by Horace Mann as the first public normal school in America. The Search Committee is seeking a dynamic leader who will set the University on a path to continued success long into the future.

We are committed to keeping you informed throughout the process as we work with the national search firm Witt/Kieffer to find the best candidates for Framingham State. We invite your input into this process, as we work with students, alumni, faculty, staff and the broader community to ensure that our new president is highly qualified to lead us in continued excellence.

We are confident that we will attract an exceptional leader who will ensure that FSU remains the premier state university in Massachusetts.

Thank you for your consideration of Framingham State University.

Executive Summary

“Public Education is the cornerstone of our community and our democracy.”
—Horace Mann

Framingham State University (FSU) seeks nominations of, and applications from, exceptional leaders for consideration as candidates for president.

Founded in 1839 by education reformer Horace Mann, FSU is the nation’s oldest public university founded for the education of teachers and has been providing students with access to an excellent and affordable education for more than 180 years. Our founding was a visionary act from which we have steadily evolved and grown.

Today, Framingham State is a comprehensive institution with more than 4,800 undergraduate and graduate students and 62 degree programs in the arts, humanities, sciences, social sciences and professional fields.

The University is located just 20 miles outside of Boston on a picturesque New England campus in the middle of the vibrant MetroWest economic corridor.

FSU’s primary focus is on student success, preparing students to excel personally and professionally in an increasingly complex and competitive global economy.

Framingham provides an open and supportive learning environment small enough to be personal and collaborative, yet large and diverse enough to broaden students’ understanding of the world in which we live.

Given the economic, public health, and societal challenges facing higher education, the University seeks a president to provide vision and leadership for Framingham’s future while fortifying a compelling and distinctive identity for FSU.

The president will provide strong institutional stewardship, generating new resources and implementing a sophisticated enrollment management strategy.

FSU’s next president will champion faculty excellence and staff success, reinvigorate a commitment to a student centered-experience, and strengthen the University’s role as an anchor in the community.

Framingham State seeks in its president a compassionate and collaborative leader, an experienced administrator, and a vocal champion for educational access who is tirelessly committed to antiracism and institutional equity, diversity, and inclusion.

The next president will bring and inspire bold, innovative ideas to help Framingham address society’s most pressing challenges and to position FSU as an influential voice in the Commonwealth and a leading public university in the nation.

To confidentially submit a nomination or express personal interest in the opportunity, please see “Procedure for Candidacy” on page 16.

Kevin Foley ’84, Chair, Board of Trustees and Presidential Search Committee
Our Mission

Framingham State University prepares students for productive lives, enhanced by learning and leadership that will contribute to the culturally diverse world of the twenty-first century. Established by Horace Mann in 1839 as America’s first public teacher preparation school, Framingham State University today offers undergraduate and graduate programs encompassing the arts and sciences and professional studies.

Committed to excellence, the Framingham State University learning community comprises teacher-scholars, librarians, students, and staff who promote free inquiry, the respectful exchange of ideas, ethical conduct, and the belief that diversity in its many forms is essential to the educational experience. In an environment that supports active, collaborative learning, students work closely with faculty to engage significant bodies of knowledge and develop their ability to gather and evaluate information, communicate effectively, think critically and creatively, reason quantitatively, and apply information and emerging technologies.

At Framingham State University teaching is the primary role of faculty, who engage in their disciplines through instruction, scholarship, and service on campus and in their professional communities. The University serves as an important educational and cultural center in the MetroWest region of Massachusetts.

A Framingham State University education cultivates thoughtful, responsible local and global citizens, prepares students for careers, and positions them for success.

Our Core Values

**ACADEMIC EXCELLENCE**
We strive to inspire a culture informed by the joy and work of learning, in which curiosity, discovery, innovation, and excellence are the driving forces in everything we do.

**ETHICAL CITIZENSHIP**
We seek to foster a culture of ethics, integrity, and respect, such that it creates the fertile ground that motivates our work and work ethic.

**PERSONAL AND PROFESSIONAL GROWTH**
We aspire to create a nurturing culture where all thrive and are supported in their own paths toward lifelong growth and leadership in personal and professional ways.

**GLOBAL STEWARDSHIP**
We endeavor to advance global understanding, empathy, and stewardship for people and the environment, embracing diversity and a sense of community in both local and global settings.

**PUBLIC PURPOSE AND COMMITMENT**
We strive to construct a community that is committed to public purpose, informed by action and service.

**INCLUSIVE AND COLLABORATIVE COMMUNITY**
We seek to encourage a supportive, diverse, collaborative, and cohesive environment in which we learn from each other through informed, clear, and open communication.

**Facts and Figures**

- **Type of institution:** Public, four-year co-educational offering both undergraduate and graduate degrees.
- **Enrollment:** 4,876 total students, with 3,520 undergraduate and 1,356 graduate (Fall, 2020).
- **Undergraduate admissions:** 5,695 applications for first-time admission, 79% accepted, 14% yield; average 1037 (FSU is SAT Optional).
- **Student profile (undergraduate):** 10% part time, 15% age 25 and older. 93% in-state residents. Typically over 50% of undergraduate students live on campus in 7 residence halls (FY2021 was an exception due to COVID-19).
- **Diversity (undergraduate):** 57% women, 43% men; 40% students of color (Fall 2021).
- **New student profile:** 615 first-year students, plus 273 transfers (Fall 2020).
- **First-year retention rate:** 69% (Fall ’19 to Fall ’20).
- **Six year graduation rate:** 61% (Fall ’14 to Fall ’20).
- **Academic programs offered:** 39 undergraduate and 23 graduate degrees; Continuing Education at Framingham State University offers an extensive range of part-time undergraduate, certificate, English as a Second Language (ESL), professional development and non-credit programs; online courses are offered in over 18 subject areas.
- **Undergraduate degrees awarded in 2020:** 32% education and social and behavioral sciences; 24% arts and humanities, 23% business; 21% STEM.

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Founded in 1839 as an experimental normal school as part of Massachusetts Secretary of Education Horace Mann’s vision. Framingham State University is recognized as the oldest public normal school in America. In 2010, the name was changed to Framingham State University. The University will celebrate its 185th anniversary in 2024.

Noted alumna, Christa Corrigan McAuliffe ’70, was selected to be the first teacher in space. In 1994, the Christa Corrigan McAuliffe ’70 Center for Education and Teaching Excellence was established to honor her commitment to teaching.

Other noted alumni include three current sitting college and university presidents; a former NATO commander; Olivia Davidson, co-founder of Tuskegee Institute and spouse of Booker T. Washington; Rebecca Pennell, the first woman college professor in the United States; Ruth Graves Wakeland, inventor of the chocolate chip cookie; and many other current and former educators, researchers, health care leaders, corporate leaders, and business owners.

Recognition:

- US News and World Report ranks Framingham State University as #105 (tie) overall in the North and #32 among public universities in the Northeast. FSU is also ranked #98 in Top Performers for Social Mobility (2020).
- Framingham State University has been named a “Green College” by the Princeton Review every year since 2013.
- Framingham State has been ranked a Top College for U.S. Veterans by College Factual (2020) and employs a full-time coordinator of Veteran Services.
- Framingham State has received the Higher Education Excellence in Diversity (HEED) award from INSIGHT into Diversity, the oldest and largest diversity magazine and website in higher education, every year since 2014.
- FSU is recognized as an emerging Hispanic Serving Institution (HSI) by the Hispanic Association of Colleges and Universities (HACU). The percentage of Framingham State’s full time undergraduate population who identify as Hispanic or Latinx has grown from 4 percent to 17 percent over the last decade.
About Framingham State

Framingham State University (FSU) is a vibrant, energized community, located on a beautiful New England campus. Constituents are confident in their leadership and speak of a shared sense of purpose across faculty, staff, administration, and the Trustees.

The University has seen a large increase in the diversity of its student population in recent years, as efforts to reach out to more non-traditional and first-generation students have been successful. This has not been enough, however, to offset a drop in overall enrollment, which has coincided with a decline in the Massachusetts high school population. This enrollment slip has been exacerbated by the onset of the COVID-19 pandemic.

Fortunately, the University remains in a very strong financial position despite these enrollment challenges, with a healthy amount of reserve funding and an endowment that has grown at a faster rate than our competitors. This helped allow the University to maintain level tuition and fees for the upcoming academic year.

Over the past decade, enrollment growth in the STEM fields has placed the University in a leadership position within the Commonwealth, enabling FSU to respond to the needs of the state and contribute substantially to the economic growth of the region and the state.

The University’s Honors Program is a point of pride. The program has achieved elite accreditation by the Commonwealth Honors Programs, reserved for only the best among both private and public universities in Massachusetts.

The University will soon begin the work of preparing its next Strategic Plan, which will cover the period of 2023–2028. As with past plans, this will be a comprehensive and campus-wide process that will take into account all of the University’s functional area plans including finance and budgeting, enrollment, technology, capital programming and environmental sustainability.

Massachusetts finds itself in a strong financial position coming out of the worst of the pandemic, with tax revenue exceeding expectations. This has translated to strong support for public higher education.

In addition, the Department of Higher Education recently launched a new Equity Agenda that aims to support public higher education in enhancing the economic and social mobility for all citizens, but particularly for those that have historically been underserved and underrepresented, especially students of color, throughout all levels of education.

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Our People

The University prides itself on being an inclusive, close-knit community, with students, faculty and staff who look out for one another. Framingham State’s faculty are renowned scholars in their field of expertise who are dedicated to student success. Our diverse student body is made up of hardworking students, many of whom are the first in their family to attend college. Framingham State is also home to a dedicated staff and enjoys strong engagement from alumni.

Our Commitment to Inclusive Excellence

Framingham State University’s commitment to inclusive excellence and antiracism touches every aspect of the University’s operation and are led by the Vice President of Diversity, Inclusion and Community Engagement. In August, the University held a multi-day Racial Equity Policy Review Institute for up to 150 leaders within the campus community to gain a better understanding of systemic racism in higher education and how it manifests on campus.

Our Centers and Institutes

Framingham State is home to several exciting centers and institutes that differentiate the University from many of our competitors, including the following:

• The Danforth Art Museum and School, a comprehensive museum and cultural destination featuring rotating exhibitions and a large Permanent Collection focused on American art from the 19th century to the present day.

• The Warren Conference Center & Inn, which sits on 100 wooded lakefront acres of land, serves as a resource to students in our Hospitality and Tourism Management major and is the site of the University Community Club, a new membership club launching later this year that will provide access to social, cultural, recreational and educational opportunities to members of the Framingham State Community.

• The Christa McAuliffe Center for Integrated Science Learning serves nearly 12,000 Massachusetts middle school students each year, provides professional development opportunities for teachers across the Commonwealth and is the site of our state-of-the-art planetarium.

• The University’s John C. Stalker Institute of Food and Nutrition serves as a resource for nutritional professionals throughout the state and has played a critical role in integrating nutrition education and wellness standards.
Leadership and Administration

The President of FSU is accountable for the effective leadership and administration of the University. Direct reports to the President include:

- Executive Vice President, Administration, Finance, and Information Technology
- Provost and Vice President, Academic Affairs
- Vice President, Enrollment and Student Development
- Chief of Staff, General Counsel and Secretary to the Board of Trustees
- Vice President, Diversity, Inclusion, and Community Engagement
- Vice President, Development and Alumni Relations
- Executive Director, Metrowest College Planning Collaborative

Role of the President

The President’s principal duties are to:

- Articulate and model the mission and core values of Framingham State University;
- Ensure that the University pursues and achieves excellence in its academic endeavors, including but not limited to quality undergraduate and graduate academic offerings, regional and national recognition of scholarly and creative activities of the faculty, and the achievement and success of its students;
- Lead faculty, staff, and administrators to pursue focused goals in a clear, purposeful way, including those that address student needs, initiatives in teaching, aspirations in academic scholarship, programs of service and leadership, and professional development;
- Set the tone for and encourage an inclusive environment that welcomes and leverages diversity in all of its forms;
- Encourage the University to achieve its potential, including leadership in supporting the Commonwealth’s need for a highly educated workforce and a globally responsible citizenry;
- Be a visible, accessible member of the FSU campus community;
- Assist the Governor’s Office in identifying and recruiting qualified Trustees;
- Hire such staff officers and administrative leaders as deemed necessary;
- Represent the University in policy and budget discussions at the state level with the Commissioner and Board of Higher Education, the Council of Presidents, the Massachusetts legislature and Governor’s office;
- Foster partnerships with other institutions of education, the business community, and residents of the local and regional communities;
- Encourage alumni involvement in the University and its activities;
- Ensure the best and most effective strategic use of the University’s resources;
- Raise funds from individual donors, private and non-profit sources, government sources, and corporations and foundations.
- Work with the Department of Higher Education on strategic initiatives within the context of statewide priorities, such as The Equity Agenda.

University Governance

Framingham State is led by an 11-member Board of Trustees, which meets five times during the academic year. The President of FSU reports to the Board of Trustees.

The governor appoints nine trustees to five-year terms, renewable once. The FSU Alumni Association elects one member to serve as a trustee for a five-year term, renewable once. The student body elects one student trustee for a one-year term.

The President plays an active role as a member of the Council of Presidents, which represents the nine state universities in Massachusetts and presents a collective voice to the Board of Higher Education, the Massachusetts Legislature, and the Governor.

Faculty and most staff at FSU are members of the FSU locals of state wide collective bargaining units. Collective bargaining agreements covering FSU employees are agreements between the state-wide units, which represent employees throughout the State University System, and the BHE.

The Council of Presidents consults with and advises the BHE during negotiations, and FSU’s president is responsible for enacting management’s obligations under the collective bargaining agreements at FSU.
Framingham State University is part of the state university system, which is part of the Massachusetts Public Higher Education System. The system includes 15 community colleges, nine state universities, and the University of Massachusetts system of five campuses. A statewide Board of Higher Education (BHE) has broad oversight responsibility for all of public higher education and a particular responsibility for the community colleges and state universities (M.G.L. c. 15A § 9).

The mission of the Board of Higher Education is to ensure that Massachusetts residents have the opportunity to benefit from a higher education that enriches their lives and advances their contributions to the civic life, economic development, and social progress of the Commonwealth. To that end, the programs and services of Massachusetts higher education must meet standards of quality commensurate with the benefits it promises and must be truly accessible to the people of the Commonwealth in all their diversity.

The Department of Higher Education (DHE), headed by Commissioner Carlos Santiago, is the executive arm of the Board of Higher Education (BHE). The Board has a seat in the search and selection of college presidents, approves recommended presidential appointments, and sets the compensation of presidents. Presidential performance is also evaluated annually by trustees through a process that is executed under BHE policy and includes Commissioner involvement.

During the September 2018 BHE retreat, Commissioner Santiago and BHE Chairman Chris Gabrieli proposed to members a new direction for public higher education that called for BHE and DHE in partnership with Massachusetts public higher education institutions to develop a statewide strategic plan focused on equity. This work was codified in a December 2018 vote of the BHE, in which the BHE recognized equity as the top statewide policy and performance priority for the public higher education system.

The expectation of The Equity Agenda is that, by focusing on equity in its policies, programs, and initiatives, the Massachusetts system of public higher education will enhance economic and social mobility for all citizens, but particularly for those who have historically been underserved and underrepresented, especially students of color, throughout all levels of education.

Framingham State University prides itself on delivering a transformational educational experience. FSU’s commitment to students and their families transcends student-centeredness. Faculty and staff are student-connected, meeting students where they are and helping them get where they want to go. The university seeks a president with whom the notion of Framily resonates naturally and strongly, one genuinely interested in the student experience, invested in student success and able to inspire faculty and staff to strengthen Framingham State as a student-connected community.

Rated among the top 20 institutions for return on investment, the campus serves a rapidly growing population of first-generation students. Nearly 90% of full-time first-year students receive financial aid. More than one-third of students represent diverse ethnic backgrounds, and the university is actively pursuing designation as a Hispanic-Serving Institution.

Against a backdrop of declining college enrollments across the northeastern U.S., Framingham State enrolls a student population that increasingly reflects a steadily growing national demographic. Framingham seeks a president who will champion the university’s mission as it begins the next chapter of its history, meeting the needs of a unique and diverse student community while ensuring FSU’s long-term sustainability and success.

Guided by a commitment to Framingham’s core values, the next president will be expected to:

Provide visionary leadership for Framingham’s future
With the university’s current strategic plan drawing to a close in 2022, the onset of an institutional reaccreditation process, and collective bargaining agreements currently under review, Framingham requires a strategic and inspirational leader to shepherd the university’s ongoing recovery from COVID-19 and to ensure it survives and thrives well beyond the pandemic. The president must be an energetic ambassador and advocate who understands FSU’s role and responsibility as an anchor institution in Framingham, the greater MetroWest community, and Massachusetts public higher education.

Fortify a compelling and distinctive identity for FSU
The president will build on Framingham’s ethos as a student-connected, liberal arts and sciences institution and engine of social mobility to meet the evolving needs of undergraduates, graduate students and working professionals, making FSU the institution of choice for lifelong learners across New England and beyond. This includes championing the role and value of the arts, humanities and sciences while fostering an authentic culture of inclusion that unites all FSU learners, enhances academic excellence and builds community.

Opportunities and Expectations for Leadership

Framingham State University and the Board of Higher Education

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Advocate actively and tirelessly against racism
FSU has enhanced inclusive excellence on campus and taken a strong anti-racism stance. The next president will be expected to continue advancing FSU’s commitment to anti-racism through action and investment. The president will model an authentic commitment to enhancing diversity, equity and inclusion, infusing those values throughout academic programs, student life and university operations.

Generate resources and provide strong institutional stewardship
A tireless advocate for public higher education and Framingham State, the president will champion access and affordability while inspiring an institutional commitment to excellence. The next president must develop a long-term plan for institutional sustainability that includes strategic management of existing resources and aggressive pursuit of new sources of revenue. The president will be expected to cultivate private philanthropy, distinctive identity and its core values, including a commitment to anti-racism.

Champion faculty excellence and staff success
Framingham State can only be as successful as its faculty and staff. As such, they seek a president who values and will advocate for FSU’s most precious resources, one committed to professional development, retention and a genuine culture of equity and inclusion. They will look to the next president to invest appropriately in the recruitment of professorial and adjunct faculty, thoughtfully balancing the two, and to ensure staffing adequate to achieve FSU’s goals.

Reinvigorate FSU’s commitment to a student-centered experience
The next president will enhance an institutional investment in developing robust educational experiences and providing exceptional services and support to ensure the well-being and success of all FSU students. The president will inspire a renewed commitment to the student experience, identifying opportunities to strengthen infrastructure and enhance administrative operations with a student-focused orientation.

Steward FSU’s role as an anchor in the community
MetroWest-area businesses and organizations value Framingham State as a convener and contributor to the region’s economy, cultural life and social fabric. FSU alumni are accustomed to and value a president who is present and genuinely and actively engaged. The board of trustees, the foundation board, and the Council of Presidents seek a president who understands and supports Framingham’s integral role in the community and beyond.

Professional Qualifications and Personal Qualities
Framingham State University seeks in its president a visionary leader, experienced administrator and vocal champion for educational access to position FSU as a leading public university and influential voice in the Commonwealth. The next president will have bold, innovative ideas and the strategic vision to help Framingham address the pressing challenges facing the region, higher education and the society in which we live.

The president should be an articulate advocate for the arts, humanities and sciences and their roles in higher education and value to society. The ideal candidate will be deeply student-centered and draw inspiration from the promise of a Framingham State education and the transformative experience it offers students.

Minimum Qualifications

Education: An earned doctorate (including, but not limited to, a Ph.D., J.D., or Ed.D.), coupled with substantial experience relevant to FSU’s mission and needs. In exceptional circumstances, an earned master’s degree, coupled with substantial experience relevant to FSU’s mission and needs, may satisfy minimum educational requirements.

Experience: Substantial experience in a senior management position in higher education, or outside higher education where such experience is deemed relevant to, and provides a basis for judging, the candidate’s capacity to serve as a college or university president.

In addition, the president is expected to possess or display the following attributes:

- Compassion, empathy, emotional intelligence and kindness
- Demonstrable commitment and leadership in anti-racism, diversity, equity and inclusion
- Commitment to student-centered education and investment in student life
- Evidence of success leading change, executing plans, and sound decision-making
- Understanding of and respect for shared governance
- Highly effective communication and listening skills and an orientation toward transparency
- Collaborative leadership that invites diverse perspectives and a healthy exchange of ideas
- Experience, comfort and facility working in a unionized environment
- Authentic, enthusiastic engagement in student activities and campus life
- Passion for the meaningful impact of institutional engagement in and service to the community
- Sophisticated financial and budgetary acumen
- Experience or demonstrable potential for success leading effective fundraising efforts
President Search Process

Interested candidates should review the Massachusetts Board of Higher Education Guidelines and Procedures for the Search, Selection, Appointment and Removal of State University and Community College Presidents.

The Presidential Search Committee will preliminarily screen all applicants and recommend three to five finalists for further vetting by the FSU Board of Trustees and the Massachusetts Department of Higher Education.

Finalists will be asked to participate in open campus meetings.

Final appointments are subject to approval by the Massachusetts Board of Higher Education.

Framingham State University fully respects the need for confidentiality and assures interested parties that their background and interests will not be discussed without consent of the applicant prior to her or his becoming a candidate.

Procedure for Candidacy

WittKieffer is assisting Framingham State with this search. Confidential nominations, applications and inquiries should be directed to Lucy Leske, Philip Tang and Sandra Chu at FraminghamPresident@wittkieffer.com.

The search committee will begin reviewing candidate credentials in October and continue until the position is filled.

Applicants should provide a letter of interest and curriculum vitae using WittKieffer’s candidate portal.

Finalists will be asked to participate in open campus meetings.

Framingham State University is an affirmative action, equal opportunity employer. Members of underrepresented groups and those committed to working in a diverse cultural environment are encouraged to apply.
FSU Presidential Search Committee

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Board of Trustees

Nancy Budwig  
Board of Trustees

Anthony Hubbard  
Board of Trustees

Dara Barros  
Student

Luis Rosero  
Associate Professor, Economics

Wardell Powell  
Assistant Professor, Education

David Baldwin  
Associate Dean of Students

Robin Robinson  
Director, Education Technology and Instructional Design

Nina Ricci  
Executive Assistant

Elena Quiroz-Livanis  
Massachusetts Department of Higher Education

Dana Neshe  
Alumna

Robert (Bob) Bonnevie  
FSU Foundation Board

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Assistant Vice President of Human Resources & Equal Opportunity

Ann McDonald  
Chief of Staff and General Counsel

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Solect Energy Development

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Senior Legal Counsel  
CVS Health

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Distinguished Senior Fellow  
University of Pennsylvania

Hillary Nna ’22  
Student Trustee

Claire Ramsbottom ’79  
Executive Director  
Colleges of the Fenway
President Search Advertising and Outreach

Higher Education Venues
- Academic Keys for Administration
- Asians in Higher Ed
- Chronicle of Higher Education
- Diverse: Issues in Higher Education
- HigherEdJobs.com
- Hispanic Outlook
- Inside Higher Ed
- Journal of Blacks in Higher Education
- WittKieffer (web and social media)
- Women in Higher Education

Higher Education and Discipline-specific Associations
- Association of American Colleges & Universities (AAC&U)
- American Association of Colleges for Teacher Education (AACTE)
- American Association of Colleges of Nursing (AACN)
- American Conference of Academic Deans (ACAD)
- College Art Association of America, Inc. (CAA)
- International Assembly for Collegiate Business Education (IACBE)

Leadership Roles
- Presidents / Chancellors
- Provosts / Chief Academic Officers
- Academic Deans
- Chief Institutional Officers in Student Affairs, Advancement, Finance, Enrollment

Higher Education Institutions
- Post-secondary institutions in New England, Northeast and Mid-Atlantic
- Top public regional universities
- Top-ranked Social Mobility institutions
- Mobility Report Cards Top 10 Colleges by Mobility Rate
- Regional universities with a diversity index ≥ 50%
- Hispanic Serving Institutions
- Hispanic Association of Colleges and Universities (HACU) member institutions
- Historically Black colleges and universities (HBCUs)
- Master’s, Doctoral/Professional and Doctoral universities w/enrollment <10K (NE, Mid-Atlantic)
- AASCU member institutions with enrollment < 10K

Additional Organizations and Leadership
- HACU governing board
- CEOs/directors of large non-profits or cultural centers in New England/Northeast
- C-Suite leaders and board members of education foundations, organizations and associations
# President Search Timeline and Committee Meeting Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Meeting Details</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>July 12</strong></td>
<td>4:00–6:00 pm (ET)</td>
<td>in person/Zoom</td>
<td><strong>Meeting 1</strong>&lt;br&gt;Charge to the committee&lt;br&gt;Process and timeline overview&lt;br&gt;BHE and open meeting guidelines&lt;br&gt;Discussion of the opportunity</td>
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<tr>
<td><strong>July</strong></td>
<td>Various</td>
<td>Zoom</td>
<td><strong>Campus Listening Sessions</strong>&lt;br&gt;Feedback collected via concurrent survey</td>
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<tr>
<td><strong>July 26</strong></td>
<td>4:30–6:30 pm (ET)</td>
<td>in person/Zoom</td>
<td><strong>Meeting 2</strong>&lt;br&gt;Review of stakeholder feedback&lt;br&gt;Advertising and advertising</td>
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<tr>
<td><strong>Aug. 16</strong></td>
<td>3:00–4:00 pm (ET)</td>
<td>Zoom</td>
<td>Leadership Profile approved</td>
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<tr>
<td><strong>August / September</strong></td>
<td></td>
<td></td>
<td>WittKieffer active recruitment period</td>
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<tr>
<td><strong>Sept. 13</strong></td>
<td>12:00–2:00 pm (ET)</td>
<td>Zoom</td>
<td><strong>Meeting 3</strong>&lt;br&gt;Preparation for candidate review&lt;br&gt;DE&amp;I and implicit bias</td>
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<tr>
<td><strong>Mid-September</strong></td>
<td>Various</td>
<td>in person/Zoom</td>
<td>Additional listening sessions (if needed)</td>
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<tr>
<td>Prior to Meeting 4</td>
<td></td>
<td></td>
<td>Materials posted for committee review</td>
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<tr>
<td><strong>Oct. 15</strong></td>
<td>12:30–5:00 pm (ET)</td>
<td>in person/Zoom</td>
<td><strong>Meeting 4 (Executive Session)</strong>&lt;br&gt;Discussion/identification of candidates for interviews</td>
</tr>
<tr>
<td><strong>Oct. 28 TBD</strong></td>
<td>9:30 am–4 pm (ET)</td>
<td>Zoom</td>
<td><strong>First-round Candidate Interviews (Executive Session)</strong></td>
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<tr>
<td><strong>Oct. 29 TBD</strong></td>
<td>9:00 am–5 pm (ET)</td>
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<tr>
<td><strong>Oct. 30 TBD</strong></td>
<td>9:00 am–5 pm (ET)</td>
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<tr>
<td><strong>Nov. 1 TBD</strong></td>
<td>9:00 am–1 pm (ET)</td>
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<tr>
<td>Within 48 hours</td>
<td>2 hours</td>
<td>Zoom</td>
<td><strong>Meeting 5 (Executive Session)</strong>&lt;br&gt;Identification of candidates for referencing</td>
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<tr>
<td>Approximately 2 weeks</td>
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<td></td>
<td>WittKieffer conducts media checks, credential verifications and referencing</td>
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<td><strong>Nov. 18/19/22/23</strong></td>
<td>2 hours</td>
<td>Zoom</td>
<td><strong>Meeting 6 (Executive Session)</strong>&lt;br&gt;Finalist candidates selected</td>
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<tr>
<td>Within 24–48 hours</td>
<td></td>
<td></td>
<td>Finalist information publicly released</td>
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<tr>
<td><strong>Weeks of Nov. 29 and Dec. 6</strong></td>
<td>1–3 days each</td>
<td>in person</td>
<td><strong>Community Meetings with Finalists</strong></td>
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<tr>
<td></td>
<td>1 hour each</td>
<td>in person/Zoom</td>
<td><strong>BOT Finalist Interviews (Open Session)</strong></td>
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<tr>
<td><strong>January 2022</strong></td>
<td>1 hour</td>
<td>in person/Zoom</td>
<td><strong>BOT Discussion and Vote</strong>&lt;br&gt;Candidate recommended for BHE approval</td>
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<tr>
<td><strong>TBD</strong></td>
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<td></td>
<td><strong>President Appointment Announced</strong>&lt;br&gt;Pending BHE/Commissioner approval</td>
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## Important Dates:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Sept. 2</td>
<td>Start of fall semester</td>
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<tr>
<td>Sept. 6</td>
<td>Labor Day Holiday</td>
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<tr>
<td>Sept. 6–8</td>
<td>Rosh Hashanah</td>
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<td>Sept. 15–16</td>
<td>Yom Kippur</td>
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<td>Oct. 11</td>
<td>Indigenous Peoples’ Day</td>
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<td>Nov. 11</td>
<td>Veterans Day</td>
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<td>Nov. 25–26</td>
<td>Thanksgiving Break</td>
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<td>Dec. 13</td>
<td>Classes end</td>
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<tr>
<td>Dec. 22</td>
<td>Winter Break begins</td>
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<tr>
<td>Jan. 17, 2022</td>
<td>Martin Luther King Jr. Day</td>
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<tr>
<td>Jan. 18</td>
<td>Spring semester starts</td>
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<tr>
<td>Feb. 21</td>
<td>President’s Day</td>
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<td>March 10–20</td>
<td>Spring break</td>
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<tr>
<td>April 18</td>
<td>Patriots’ Day</td>
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<tr>
<td>May 6</td>
<td>Classes end</td>
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<tr>
<td>May 13</td>
<td>Spring semester ends</td>
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<tr>
<td>May 22</td>
<td>Commencement</td>
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