



Framingham State University

President Search Committee Meeting

August 19, 2021
4:00 – 5:00 p.m. ET

via [Zoom](#)
Meeting ID: 858 1344 1272

Agenda

1. Welcome and roll call **Kevin Foley**
2. Leadership profile review and approval **WittKieffer/Search Cmt**
3. Motion to adjourn
 - Reminder: Direct suggestions/nominations to FraminghamPresident@wittkieffer.com

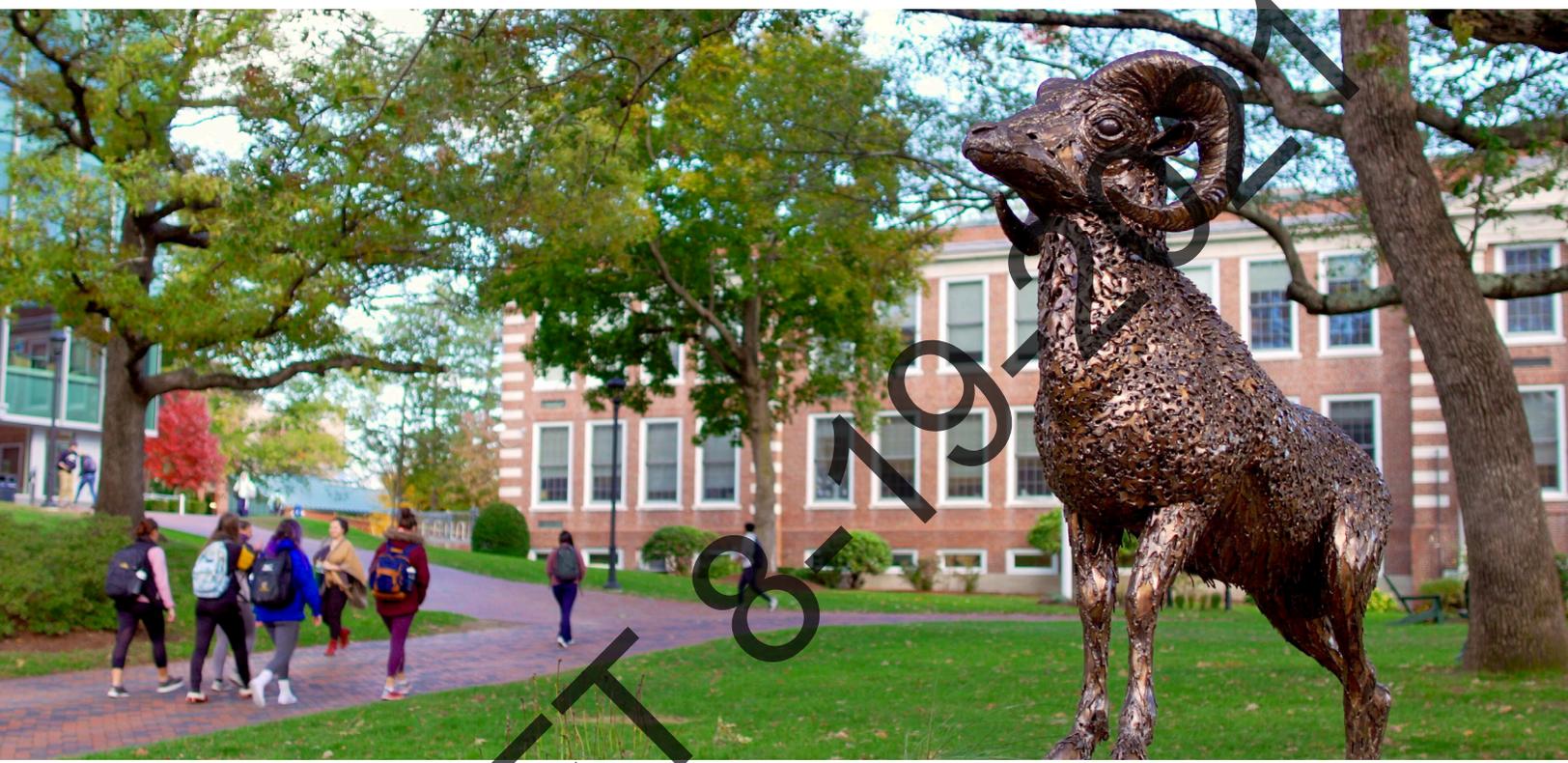
Attachments

- DRAFT leadership profile



Framingham
State University

Framingham State University Presidential Search



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Contents

*"Public Education is the
cornerstone of our community
and our democracy."*

—Horace Mann



Executive Summary

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.

Kevin Foley '84
Chair, Board of Trustees and
Presidential Search Committee

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.



Opportunities and Expectations for Leadership

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 *Family* 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 represents 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.

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, continue to strengthen an institutional commitment to fundraising, and explore innovative public and private partnerships.

Develop and deploy a sophisticated enrollment management strategy

Working in collaboration with campus stakeholders and higher education partners across Massachusetts, the president is expected to develop and implement a long-term strategic approach to student enrollment and retention practices that reflects demographic trends and other external pressures, such as the needs of an increasingly diverse population of first-generation students and the ongoing impact of COVID-19. At the same time, the strategy must be aligned with FSU's commitment to excellence, its distinctive identity and its core values, including a commitment to anti-racism.

Champion faculty excellence and staff success

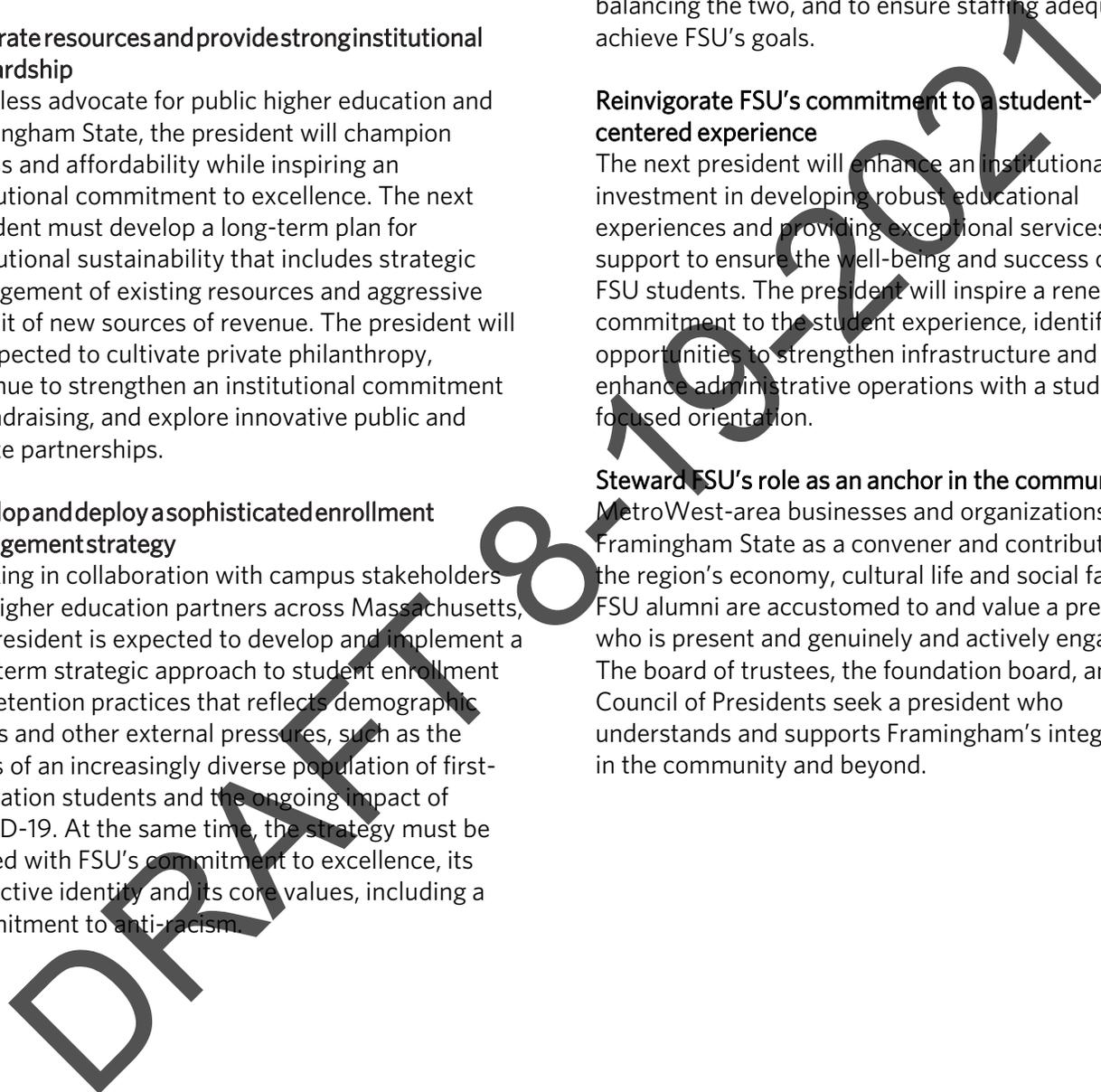
Framingham State can only be as successful as its faculty and staff. As such, they seek a president who values and will advocate for FSU's most precious resources, one committed to professional development, retention and a genuine culture of equity and inclusion. They will look to the next president 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 President stewards FSU's pursuit of its greatest aspirations, modeling an inclusive environment that welcomes and leverages diversity in all of its forms. The next president will have bold, innovative ideas and the strategic vision to help Framingham address society's most pressing challenges and to support the Commonwealth's need for a highly educated workforce and a globally responsible citizenry.

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, drawing inspiration from the promise of a Framingham education and the transformative experience FSU offers its 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



About Framingham State University

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 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. The diverse student body is made up of hardworking students, many of whom are the first in their family to attend college. Framingham State is home to a dedicated staff and enjoys strong alumni engagement.

Framingham's commitment to inclusive excellence and antiracism touches every aspect of the University's operations. In August 2021, 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.

Framingham State 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.

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

Efforts to reach more non-traditional and first-generation students have significantly diversified the student population. This has not been enough, however, to offset a drop in overall enrollment, which has coincided with a decline in Massachusetts' high school population and has been exacerbated by COVID-19.

Nonetheless, despite these challenges, Framingham State remains in a strong financial position. Healthy funding reserves and endowment growth that has outpaced competitors have enabling the University to maintain level tuition and fees for the upcoming academic year.

At the state level, Massachusetts is in a strong financial position. Tax revenue has exceeded expectations, which has translated to strong support for public higher education.



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.

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

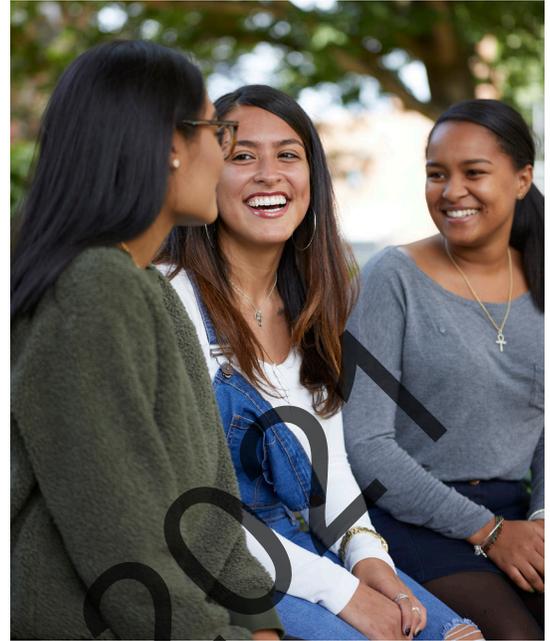
We endeavor to advance global understanding, empathy, and stewardship for people and the environment, embracing diversity and a sense of community in both local and global settings.

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.



Governance and Leadership

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

Reporting to the Board of Trustees, the President is accountable for the effective leadership and administration of the University.

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.

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.

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



Academic Distinction

Centers and Institutes

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

- 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.

Honors Program

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.



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.

STEM declared majors:	23%
Total FTE faculty (day division):	226 FTE, including 170 tenure-track faculty.
Faculty with terminal degrees:	92%
Undergraduate student/faculty ratio:	13/1
<u>Athletics:</u>	NCAA Division III, member of the Massachusetts State Collegiate Athletic Conference, offering six men's sports and eight women's sports. Team colors are black and gold; team name and mascot is Rams.
Budget and funding:	FY2022 Net Operating Budget - \$125.7M, 47.1% state appropriated and 52.9% from fees and other revenues.
2021 undergraduate day division in-state tuition and fees:	\$11,380 (\$20,400 for residential students)
Percent of students receiving Pell grants among freshmen:	47%
Average student loan (all sources):	\$10,833
Accreditations/approvals:	New England Commission on Higher Education (NECHE) — next scheduled 10-year site visit Spring 2024; Commission on Collegiate Nursing Education; Accreditation Council for Education in Nutrition and Dietetics of the Academic of Nutrition and Dietetics; American Chemical Society; International Assembly of Collegiate Business Education; National Association of Schools of Art and Design; National Council for Accreditation of Teacher Education.
Advancement:	More than 45,000 living alumni, served by the Office of Development and Alumni Relations, the FSU Alumni Association, and the Independent Association of Framingham State Alumni. Alumni participation rate is 6%; total cash fund-raising revenue for FY 2021 was \$2.6 million.
Framingham State University Foundation, Inc.:	The Foundation is a separate 501(c)(3) organization with a 27-member board whose responsibility is to raise and manage private gifts on behalf of the University.
Endowment:	\$46.6 million in both FSU Foundation and university funds.
Campus:	78 acres, 17 buildings, including two residence halls that are less than 10 years old, a planetarium, and a state-of-the-art science facility completed in 2016.

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Honors and Recognition

- U.S. News & World Report ranks Framingham State University No. 32 among public universities in the Northeast and No. 105 (tie) overall in the North.
- FSU ranked No. 98 in Top Performers for Social Mobility in 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.

Notable Alumni

FSU 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 Framingham alumni include:

- 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 Wakefield, inventor of the chocolate chip cookie
- Richard Wightman '74 former NATO commander
- three current sitting college and university presidents, among countless current and former educators, researchers, health care leaders, corporate leaders, and business owners.



FSU and the Massachusetts Board of Higher Education

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.



President Search Process

The Presidential Search Committee is committed to a transparent and collaborative search process that relies on input from across the Framingham State community. The Search Committee includes representatives from the Board of Trustees and the FSU administration, faculty, students, and alumni.

The 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. Interested candidates should review the BHE's [Guidelines and Procedures](#) for the Search, Selection, Appointment and Removal of State University and Community College Presidents.

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](#).

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

Kevin Foley '84, Chair
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

Ex-Officio:

Kim Dexter
Assistant Vice President of Human Resources & Equal Opportunity

Ann McDonald
Chief of Staff and General Counsel

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Richard Logan '70, Vice Chair
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