

APPROVED

**FITCHBURG STATE UNIVERSITY**  
**Presidential Search Committee Minutes**  
**Thursday, December 15, 2023**  
**8:15am**  
**Presidents' Hall**  
**Guglielmi Mazzaferro Center**

Committee Members Present: Lindsay Carpenter Connors, Mario Delci, Jennifer Flanagan, Eric Gregoire, Meg Hoey, Carolyn Hughes, Kelli Lundgren, Jessica Murdoch (ex-officio), Adriana Padilla Salgado, Deborah Phillips, Elise Takehana, Jonathan Thompson, Richard Toomey, Allison Turner

Absent: None

Others Present: Matthew Bruun, Christian Dedier (SGA), Ryan Crawford (WittKieffer), Greg Duyck (WittKieffer)

Call to order

Chair of the Presidential Search Committee, Eric Gregoire called the meeting to order at 8:17am and opened the meeting to public comments. There were none.

Trustee Gregoire deferred the action to approve the December 7, 2023 minutes. He thanked the committee and WittKieffer for the quick turnaround of the presidential profile.

Presidential profile review

The committee reviewed the profile in sections and a number of edits were made. The committee felt the overall tone of the profile was negative in some areas. Although there are challenges, the committee felt it was important for the profile to highlight opportunities for the future; an attractive challenge.

Opportunities and Expectations

It was decided to add "resilience" as something the new president build upon as they further advance the university's mission and impact in the future.

Collaboratively Envision Future Opportunities and Strategies

The last sentence was expanded as follows, The president will have willing partners across campus and in the community, who want to participate in the university's continued success and this *individual must embrace those partners*.

### Communicate Clearly About New Directions and Move “Swiftly” to Implement

The committee agreed that the word “swiftly” implies that the new president must hurry. It was suggested to remove “swiftly” and have the new header read “Communicate Clearly about New Directions and Move to Implement”.

### Continue to Explore and Expand New Offerings and Serve Diverse Student Populations

The Committee wanted to expand the language by adding programming that ads to the needs of the community the university serves (biotechnology, engineering technology, construction management among others). Innovation must continue and expand to ensure healthy enrollment and have a positive impact on the region.

### Continue to Foster the Fitchburg State Community Post Covid

The committee felt strongly about removing the Covid language and opted to change the header to read “Enhance the Fitchburg State Community”. In addition, the first sentence was determined to read negatively. The language was changed to reflect the commitment of the staff and faculty to our students while recognizing there has been some fatigue. Adding the new president must have experience building a positive culture that supports faculty and staff while ensuring success of our diverse student population and support a collaborative leadership role.

### Expand Fundraising and Other Revenue-Generating Partnerships

The committee changed the heading to read “Engage External Partners in Advancing Shared Goals” as they felt we shouldn’t focus too much on fundraising, but more on community partnerships. It was also decided to add language about the Theater Block and Ideal Lab as part of the town gown relationship. Links to those sites were also added.

### Professional Qualifications and Personal Qualities

The committee reviewed the Professional Qualifications and Personal Qualities “must haves” and “should haves”. It was agreed that many of the “should haves” should be moved to the “must haves”. These include:

- An unyielding positive regard for the diverse population of students that Fitchburg State serves and a record of success improving equity and outcomes for all students through high-quality academic programs, impactful support structures and services, and an inclusive, welcoming environment.
- A leadership style that seeks the knowledge and expertise of others to solve problems, effectively uses data in decision-making, transparently and effectively communicates decisions and strategies, and empowers others to lead initiatives that will advance the goals of the institution.
- Strong financial and budgetary management skills and demonstrated success effectively utilizing resources to advance institutional goals and ensure financial sustainability.
- Strong communication skills, including the ability to passionately advocate for an institution and effectively tell its story to many different constituents, and a commitment to being a visible, approachable, and positive presence on campus and in the community.

- Intellectual curiosity, humility, empathy, and the highest levels of personal and professional integrity.

Trustee Gregoire asked if there were any additional questions or comments. Ms. Murdoch mentioned that once we had the changes, an updated document would be sent for a final review. She was hopeful that the full graphic profile would be complete but if not, a Word version would be sent.

A motion was made to recommend the profile to the Board of Trustees for review by Chairman Phillips at 9:56am and was seconded by Allison Turner.

#### Adjournment

After a roll call vote, the motion was approved by all members with the changes discussed.

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:58am.

Respectfully Submitted,

---

Eric A. Gregoire, Chairman of the Presidential  
Search Committee  
Board of Trustees