

**FITCHBURG STATE UNIVERSITY**  
**Presidential Search Committee Minutes**  
**Tuesday, March 5, 2024**  
**10:00am**  
**Presidents' Hall**  
**Guglielmi Mazzaferro Center**

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

Absent: Jennifer Flanagan, Adriana Padilla Salgado, David Tiernan

Others Present: Randi Miller (WittKieffer)

Call to order

Chair of the Presidential Search Committee, Eric Gregoire called the meeting to order at 10:04am.

Approve minutes from the March 1, 2024 meeting – VOTE 08PSC-23/24

Approval of the minutes from the March 1, 2024 meeting has been deferred to a later date.

Mr. Gregoire reminded the committee that no candidate information should be mentioned as this meeting is in open session. He stated that this meeting is centered around finalizing the draft slate of questions for the semi-finalist interviews.

The committee had a lengthy discussion about the revised questions. It was determined there were draft questions that could be reworded so that they are more open ended and non-general as to garner a thoughtful explanation and concrete examples.

The committee agreed the opening question as drafted required no changes.

General Leadership

There was a discussion and agreement to shorten #2 question by removing repeated words like “challenge”. There was agreement to add the concept of holding team members accountable to the #3 question. The committee agreed to swap the order of these questions in this section.

Financial Management

There was a discussion and agreement to shorten #4 question by removing the preface of collaborating with others and leveraging experiences. The committee discussed the pros/cons of asking a two-part question. There was a discussion about the significance of asking a comprehensive question on financial management due to the substantial role a president plays

in these decisions. The committee reached consensus that the question would remain two-parts and would preface that to the candidate at the start, so they have awareness to it.

#### Academic Planning & Enrollment Management

The committee discussed shortening the #5 question, removing asking for specific examples. There was a discussion on the preface to the draft question and whether it should state “how would you” or “how have you”. The committee determined that #5 should be phrased “how would you”. Additionally, during discussion on #6, the committee determined that the question should be redrafted to incorporate parts of the ‘Students’ draft question by focusing on student success.

#### Diversity & Inclusion

The committee discussed combining the two draft questions into one question, reserving the opportunity for follow-up questions. The committee agreed to remove duplicate words and join the two questions. There was a discussion about the need to specifically note students, faculty, and staff in the question to underscore that the needs of each group could vary or have a different definition of belonging on campus.

#### Faculty & Staff

Through discussion the committee agreed to adjust the question by removing some minor phrases and/or changing words.

#### Students

There was a discussion about focusing the question on how the candidate would interact with students and encouraging student engagement on campus. Through discussion it was determined for the question to remain very broad to see how the candidate will respond and does not provide too much direction in the phrasing of the question.

#### External Engagement

It was noted that question #10 should specify “public higher education system” instead of the “MA state university system” as the next president will be engaged across the higher education segments. Community organizations and the public higher education system were switched in the order of the example. The committee agreed that question #11 required no changes.

Mr. Gregoire reminded the committee that there will be room for follow up questions if members would like to hear additional thoughts and as time allows.

It was suggested to move the “Students” question up in the order to follow the “Academic Planning & Enrollment Management” questions due to the related nature of the topics. With that change, the committee reached consensus that the order of the questions was appropriate.

The finalized questions will be sent to the committee members based on the discussion and to be utilized for the first-round interviews.

Mr. Gregoire briefly explained that while interviewing, he will ask the first question and move around the table so committee members can also ask questions. A different member of the committee will then ask the first question in subsequent interviews so that every committee member is able to ask questions.

He also let the committee know to expect an email that will contain the hotel logistic information and outlined the upcoming Board of Trustee/Search Committee meetings.

Trustee Gregoire asked if there were any additional questions or comments. There were none.

Adjournment

A motion was made to adjourn by D. Phillips and seconded by M. Hoey.

Roll Call

L. Carpenter Connors	yes	A. Padilla Salgado	absent
M. Delci	yes	E. Takehana	yes
J. Flanagan	absent	J. Thompson	yes
E. Gregoire	yes	D. Tiernan	absent
M. Hoey	yes	R. Toomey	yes
C. Hughes	yes	A. Turner	yes
D. Phillips	yes		

With no further business before the committee, the meeting adjourned at 10:57am.

Respectfully Submitted,

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