Westfield State University fosters intellectual curiosity, encourages critical thinking, inspires civic engagement and promotes a global perspective. A public teaching institution offering quality programs in the liberal arts and sciences with complementing professional studies curricula, we are grounded in our founding principles of academic excellence and educating all in a diverse and welcoming community. Westfield State develops the knowledge, skills, and character essential for students to reach their full potential and become responsible leaders in society. We contribute to the economic, social, and cultural vitality of the region.
Overview of the University

Westfield State University is an undergraduate and master’s degree granting, comprehensive public university that is part of the Massachusetts Public Higher Education system. A teaching institution offering quality programs in the liberal arts and sciences with complementing professional studies curricula, Westfield State is grounded in its founding principles of academic excellence and educating all in a diverse and welcoming community. One of the most residential of the nine Massachusetts state universities, Westfield State fosters intellectual curiosity, encourages critical thinking, inspires civic engagement, and promotes a global perspective. Westfield State takes seriously its mission to develop the knowledge, skills, and character essential for students to reach their full potential and become responsible leaders in society, as well as to contribute to the economic, social, and cultural vitality of the region.

Guided by the core values of community, inclusivity, excellence, civic engagement, collaboration, and affordability, the Westfield State campus has evolved and grown into a distinctive, comprehensive institution that has responded to the needs of its students in exceptional ways. Founded as Barre Normal School in Barre, Massachusetts by educational reformer Horace Mann, Westfield State was the nation’s first public, co-educational teacher training institute, admitting students without barrier to gender or economic class, and serving as one of the models for the development of normal schools across the nation. Classes began at Barre Normal School on September 4, 1839. The School relocated to Westfield, Massachusetts in 1844 and reopened as Westfield Normal School. Westfield State offered Bachelor of Arts degrees for the first time in the late 1960s, expanded its academic programs significantly in the 1970s, and was, along with its sister state colleges, granted university status by the Massachusetts Legislature in 2010.

Today, Westfield State is characterized by a warm, friendly, and supportive atmosphere, small class size, close faculty/student interaction, and commitment to the centrality of students in every aspect of the University. Westfield State is accredited by the Commission on Institutions of Higher Education (CIHE) of the New England Association of Schools and Colleges (NEASC). The University’s most recent accreditation renewal took place in 2012, and its next comprehensive evaluation is scheduled for 2022. Westfield State has been ranked among the top 40 public universities in the Regional Universities–North category by U.S. News & World Report, leading the Massachusetts state university system (excluding the specialized state colleges) in the annual overall rankings for Regional Universities–North. The University has steadily climbed in the annual college rankings, notably jumping a full tier in 2009.
Position Description and Ideal Candidate Profile

The Science and Innovation Center, to be completed for the fall 2016 semester, is 54,000 square feet and will house the academic departments of physical and chemical sciences, biology, environmental sciences, and nursing and allied health.

LOCATION

The University is located in Westfield, Massachusetts in the Pioneer Valley region of western Massachusetts about 10 miles from Springfield, 30 miles from Hartford, Connecticut, and 90 miles from Boston. The combined region is the second largest population, education, and economic center in New England with a heavy concentration of educational institutions. The city of Westfield, with a population of more than 40,000 people, was first settled in 1660 and in the 19th century was the center of the buggy whip industry, in addition to manufacturing cigars and bricks. More recently, parts of the city became a warehousing center for a number of big box store brands. The University is situated in a gracious suburban residential neighborhood adjacent to 300-acre Stanley Park, which houses a duck pond, rose gardens, soccer and lacrosse fields, hiking trails, a picnic area, and a wildlife sanctuary. The University has also established a presence in downtown Westfield with the creation of student housing and the location of the Advancement and University Relations Office and the Westfield State University Foundation. Mount Tekoa, the Westfield River, and the nearby Berkshire and Holyoke mountain ranges provide recreational opportunities and serve as laboratories for classes and field experience.

CAMPUS

The 256-acre campus is designed with winding walkways and redbrick buildings that include nine residence halls (plus one downtown) surrounding a central dining commons. There is a centralized campus green surrounded by five academic buildings, the library and campus center, and an interfaith center. The campus is tobacco-free and 100% wireless, both inside and outside. The Woodward Athletic Center provides a consolidated home for the University’s Movement Science, Sport and Leisure Studies Department, and Athletics Department and indoor athletics courts. The 80,000-square-foot building includes a 36,000-square-foot field house, a 165-meter track, and seating for 1,000 spectators; aerobics and weight conditioning areas; locker rooms; offices; labs and classrooms; lobby, reception and concession space; and the Athletic Hall of Fame displaying the rich history of Westfield State athletics. A new $53 million science and technology building is currently under construction, the first academic building to be built on campus in the last forty years. Expected to be completed in 2016, the 54,000-square-foot building will strengthen Westfield State’s offerings in STEM fields. With the science building and the re-purpose of a former elementary school, Westfield State will have access to 110,000 square feet of new academic space over the next few years.

ACADEMICS

Westfield State offers a range of traditional liberal arts and contemporary professional-track programs. There are 32 undergraduate majors, 42 concentrations, and many options for minors. The most popular majors are business management, communication, criminal justice, education, and psychology. Master’s degrees are offered in accountancy, criminal justice, education, English, psychology, public administration, and social work. Westfield State offers online degree completion in six areas—business management, criminal justice, history, liberal studies, psychology, and sociology. Westfield State has particular strength in teacher preparation, ethnic and gender studies, geography and regional planning, environmental science, and criminal justice programs, and is one of the largest producers of new teachers among Massachusetts state universities. The University participates in an Honors Program for the top five percent of students and is a member of the Commonwealth Honors Program. In addition to NEASC accreditation, a number of Westfield State programs are accredited by their appropriate disciplinary accrediting bodies.

WESTFIELD ENGAGES

Civic engagement has been an important strategic priority of the University, spearheaded by an initiative, Westfield Engages. The program is guided by a Campus-Wide Advisory Committee on Civic Engagement, composed of faculty, staff, students, and members of the community. The program fosters collaborations and partnerships with a range of community organizations and institutions as well as the development of service learning and other civic engagement courses.
STUDENT BODY
Westfield State enrolls more than 6,000 students of whom 4,800 are undergraduate students and 1,200 are graduate students. About 93% of students come from Massachusetts, with every county of the Commonwealth represented, and many are first generation students. Ninety-five percent of students are women and approximately 16% are students of color. The average high school GPA of Westfield State students is 3.16. Seventy percent of Westfield State students live on campus; 10% live off-campus and 20% are commuters. The six-year graduation rate has jumped to 62.6%, a 4.1% increase over the previous year, keeping Westfield State among the highest in the state university system. Considered a Veteran-Friendly campus, Westfield State has been recognized as one of the “Top 50 Best Colleges for Veterans” in the 2015 edition of U.S. News & World Report and has also been named a “Top Military-Friendly School.” There are more than 300 veterans enrolled in day programs at the University and a substantial number who pursue continuing education. Students can participate in more than 70 clubs and organizations. About 2,500 students participate in intramural sports and 10% participate in Division III athletics; indeed, Westfield State teams have won 10 MASCAC athletics conference Smith Cup championships. Westfield State students have the largest student government within the state university system, with 80 senators who meet weekly, representing all areas of campus. Students are strongly committed to community service and service learning and provide 60,000 hours of service annually in the community.

FACULTY AND STAFF
Westfield State has 224 full-time faculty and 470 adjunct faculty. Among full-time faculty, 88% hold the highest degree in their fields. The student/faculty ratio is 17:1. Faculty members have a keen interest in teaching, and many are involved in campus centers of excellence, including the Westfield State Environmental Center, Global Women's History Institute; Center for Teaching and Research (CENTER); and Faculty Center for Teaching and Learning. Faculty are members of the Massachusetts State College Association (MSCA), which represents faculty and librarians in collective bargaining within the State’s public universities. Internal governance, which is governed by the MSCA Agreement, is effected through the All-University Committee, which has several standing subcommittees—Curriculum, Academic Policies, Student Affairs, and Graduate Education. There are approximately 368 staff members who support the various operations of the University. Professional and support staff and skilled trades are represented in collective bargaining by APA (Association of Professional Administrators) and AFSCME (American Federation of State, County and Municipal Employees), respectively. Staff members report a very high level of identity and pride in Westfield State’s mission and in the value they provide to the University’s mission. Westfield State has been recognized as one of the Chronicle of Higher Education’s “Great Colleges to Work For.”

FISCAL HEALTH
Westfield State collects $100 million annually in revenue from state appropriations, fundraising, continuing education, residential life, tuition, and fees, of which $95 million goes towards the general operating budget. Student tuition and fees contribute about 50% of the University’s budget; the Commonwealth of Massachusetts supports about 22% of the operating budget, with the remainder coming from auxiliary services and other fees. As of June 30, 2014, the University had $15.8 million in capital debt and net assets of $76.6 million. In the past few years, the University has had a healthy financial picture and has been able to contribute several million dollars into its unrestricted net assets. Currently the University has $29.6 million of unrestricted net assets. Annual in-state tuition and fees in 2015 total $8681 and out-of-state tuition and fees total $14,761. Annual room and board charges average approximately $8000. Approximately 33% of undergraduate students are Pell-eligible and 93% receive some form of financial aid. Students graduate from Westfield State with an average debt of $27,000 from a mix of federal and private loans. Westfield State has been recognized as providing one of the best values in education among Massachusetts public and private colleges and universities.

WESTFIELD STATE FOUNDATION
Westfield State is supported by the Westfield State Foundation, a separate 501(c)(3) that is engaged in active fundraising and advocacy. The Foundation has its own Board of Directors who support the mission and priorities of Westfield State through active fundraising, promotion of the University, and development of partnerships with the community. The Foundation has total assets of approximately $6.5 million. The Foundation awards scholarships to students and owns and operates the Albert and Amelia Ferst Interfaith Center on campus. A campaign to support the new science building is underway. Westfield State has more than 36,000 living alumni.
GOVERNANCE

Westfield State is governed by an 11-member Board of Trustees appointed by the Governor of Massachusetts. Board members are appointed for a five-year term with the possibility of one additional five-year term. A number of Board members are graduates of Westfield, and there is one student trustee. The Board meets five times each year. The Executive Committee is made up of the Board Chair, immediate Past Board Chair, Board Vice-Chair, and Board Secretary. In addition to the Executive Committee, the standing committees of the Board include Academic and Student Affairs, Finance and Capital Assets, Audit, Advancement, and Governance and Nomination. All activities of the Board are noticed and conducted in accordance with the relevant General Laws of Massachusetts, including the state’s open meeting law.

A statewide Board of Higher Education has broad oversight responsibility for all of public higher education. The Board of Higher Education participates in the appointment of college presidents and approves all aspects of presidential compensation. The president is evaluated on an annual basis by the Westfield State University Board of Trustees and salary adjustments are recommended in accordance with the Board of Higher Education’s Compensation and Evaluation Guidelines and Procedures for State University and Community College Presidents.

Westfield State is currently led by an Interim President who stepped into the role after the resignation in 2013 of the previous president, who served for five years. The last years of that presidency were turbulent and painful ones for the University. Despite these challenges, Westfield State has grown stronger and more committed to its goals, while moving forward with a process of reflection and healing as it identifies the important qualities it seeks in a new leader.

The Position

The president is the chief executive officer, and the University’s chief academic officer, administrator, spokesperson, fundraiser, and advocate. The president of Westfield State is also expected to be a leader within the community, with the Counsel of Presidents representing the nine state universities, and across the state, working cooperatively and collaboratively to achieve the broad objectives of public education. The president will provide vision, strategic leadership, and strong financial stewardship to the University and carry out the policies of the Board of Trustees, the Massachusetts Board of Higher Education.

Specifically, the president will actively promote academic excellence, intellectual standards, diversity and inclusion, service, and open communication between and among all university constituencies. The president will lead the University in fulfilling its educational mission by developing strategies to increase its academic strength, provide educational opportunities for students, and increase its impact within the Commonwealth. The president will be instrumental in institutional advancement as it affects enrollment, budget management, and fundraising for the University.

The president reports directly to the Board of Trustees of the University. In addition to keeping the Board fully informed of all academic and fiscal matters necessary for it to adopt appropriate policies, the president is accountable for implementing those policies. Accountability is not limited to the Board of Trustees, however; the president is ultimately accountable to the entire Westfield State community and serves as principal ambassador to the University’s key external constituents: the Massachusetts Board of Higher Education, parents, alumni, the Westfield State Foundation, state and local political constituents, and the western Massachusetts regional community.

The president is supported by a senior executive team that includes the vice president for academic affairs, vice president for finance and administration, vice president for advancement and university relations, and vice president for student affairs. Other members of the president’s senior team include the assistant vice president for human resources, executive director of marketing, director of non-discrimination and university compliance, an executive assistant and a staff assistant. The president provides clear leadership to the senior team and promotes the creation of an environment that fosters safety, respect, communication, transparency, integrity, equity and inclusion, innovation, efficiency, professionalism, and teamwork across the institution. The president makes and supports prudent financial and managerial decisions to ensure the fiscal strength of the institution and provides active leadership in securing private support.
OCCUPATIONAL AHEAD

Westfield State is an established academic community that is poised for greater academic excellence, strategic program growth, and increased student success under the right kind of enthusiastic leadership and vision. The new president will find a university environment with many strengths:

- A committed and student-centered faculty and staff who are dedicated to the institution and its students;
- A history of educational excellence grounded in teacher education and professional programs;
- A tightly knit campus community and a campus spirit fueled by an enthusiastic, highly residential student body;
- An existing collaborative process of shared governance that leads to transparent and inclusive decision-making;
- Proven leadership in on-line education;
- A vital partnership with the local and regional community;
- Exceptional student and academic support services, including a free learning disabilities program that is considered one of the best in the region;
- A modern, vibrant campus built around one of the largest college greens on the east coast;
- Demonstrated success in and commitment to preserving the environment;
- An affordable education that offers students great value.

With this foundation, the president will have the opportunity to provide leadership in a number of key areas:

- Many of the vice presidential roles are currently held by interim appointments, giving the president the immediate opportunity to hire, build, and motivate a senior team that will advance the University in their respective areas;
- As state funding for public higher education continues to be constrained, as it is in most states, there is increased need for private philanthropy to support the institution and provide scholarships for students. Fundraising at the University is still nascent, providing the opportunity to build this function into a sustaining pillar of institutional support. The president must provide energetic leadership in telling Westfield State's story and engaging with alumni and prospective donors, as well as demonstrate strong financial stewardship and responsibility for the taxes contributed by the people of the Commonwealth of Massachusetts;
- The University's strategic plan for 2012–2017 has five overarching goals—provide a university experience that prepares students for achievement in a complex and evolving global environment; develop a responsible and sustainable growth management strategy; expand and diversify financial resources; strengthen the community with improved communication and collaboration; and increase ways to connect with and enrich the greater community. The new president will need to review the University’s progress in achieving these goals and continue the process of engaging the campus in the development of the next strategic plan;
- The University has experienced relatively short-term leadership over a period of years, including the difficulties resulting from the previous presidential administration. The faculty and staff have persevered, remaining focused on the work of providing students with an outstanding education. The new president will have the opportunity to craft a new narrative that reflects the strengths and accomplishments of Westfield State’s students, alumni, and programs, and that reshapes the perception of Westfield State within the Commonwealth;
- Enrollment and retention are important objectives for a state-supported campus that is growing its programs, a situation made more acute by the demographic shifts that are placing significant pressure on higher education. The new president will be expected to craft solutions to meet these changes and to attract and retain increased numbers of qualified students through integrated marketing and an effective enrollment management plan;
- As one of the largest employers in western Massachusetts, Westfield State has significant economic impact on the region and has an important role to play in regional economic development. The new president will be expected to connect and form relationships and partnerships with businesses in the region for the mutual benefit of the University and the business community;
- Ensuring that Westfield State attracts and retains a diverse population of students, staff and faculty will be an important priority of the new president.

The University is deeply engaged in statewide projects overseen by the Department of Higher Education, which encourages collaboration among educational institutions and increased interaction with business and industry. Its current goals are embodied in the Vision Project, an initiative that focuses on such key areas as college participation and completion, student learning, workforce alignment, and closing achievement gaps. Additionally, the nine state universities and 15 community colleges, in partnership with the Department of Higher Education, are currently engaged in the Partnership to Advance Collaboration and Efficiencies (PACE). PACE is designed to promote cost savings and operational efficiencies, increase productivity and improve service delivery across the 24 community college and state university campuses. The President will need to lead Westfield State’s participation in the achievement of key statewide goals, particularly:

- Improvement of the college’s performance in each of the key outcome areas of the Vision Project, including achieving steady progress in student retention and degree and program completion, and
- Active participation in the work of the Partnership to Advance Collaboration and Efficiency (PACE) and maintenance of a steady focus on achieving cost savings while continuing to provide a quality educational experience.
Key Selection Criteria

The University seeks an innovative leader and strategic thinker to build on Westfield State’s successes and core strengths and lead it towards a bright and sustainable future. The successful candidate will have demonstrated leadership, competence as reflected in career accomplishments, a commitment to academic excellence with a balanced view of traditional liberal arts and professional programs, a track record of successful fundraising, and a passion for Westfield State’s public mission. The president will be an individual of creative vision, focused energy, and unquestioned integrity, with a passion for educating students and for serving a public mission that links the growth of the University to the well-being of the state and the strengthening of all its educational institutions.

The president will possess outstanding interpersonal, relational, and communications skills and be adept at facilitating connections and building partnerships and collaborations to accomplish the University’s objectives. The president will have a clear understanding and appreciation of shared governance as a fundamental part of the culture of the University. The president will be a champion of diversity and inclusion, will demonstrate cultural flexibility, administrative ability, fiscal acumen, strategic skills in defining and attaining challenging objectives, and political astuteness and understanding of the intricacies of leadership of a state-supported university. The president must be a collaborative leader with the demonstrated ability to work effectively with faculty and with the leaders of other universities and education entities. Experience in collective bargaining environments, where a high degree of political insight and the ability to inspire trust are required, would be highly desirable.

Ideally, the president will possess an earned doctorate or a terminal professional degree and a academic sensibility with an accomplished record of teaching, research and scholarship that merits a tenured appointment as a senior faculty member upon satisfaction of the University’s established tenure and promotion procedures. Candidates with exceptional track records of leadership in other complex environments will also be considered by the Presidential Search Committee.

ESSENTIAL LEADERSHIP CHARACTERISTICS

The following leadership characteristics are essential:

INTEGRITY
Evidence of a personal and professional character that is unassailable is essential to the leadership of a public institution that is dedicated to academic excellence and committed to both the state and the community. The president must be guided in thinking, in acting, in leadership, and in stewardship by sensitivity to the core values of Westfield State, by integrity in all business dealings, and by a commitment to promoting high ethical standards within the institution.

COMMITMENT TO ACADEMIC QUALITY
Evidence of senior leadership experience within an academic institution, or equivalent level of functional responsibility in a related setting, is essential. The president must be committed to excellence in higher education and must also demonstrate a willingness to embrace forward thinking technology, new delivery models for services and programs, and new means to communicate in innovative ways. The president must be committed to ensuring that Westfield State delivers the highest quality academic experience to students.

EXPERIENCED SENIOR LEADERSHIP
Candidates must demonstrate competence in settings that call for blending an unwavering commitment to vision and values with an academic and business approach, while serving as a catalyst for transformation. The president must have a clear understanding of public higher education institutions and their unique challenges and opportunities. Other necessary leadership strengths include conceptual, strategic, communication, business, synthesizing, and analytical skills, together with a highly inclusive and collaborative management style that builds consensus through widespread participation, constructive dialogue, and a clear decision-making process. The president will understand that leadership also involves stewardship of the University, its reputation, and its future. A clear and informed understanding of federal and state policies that govern compliance and of legal restrictions that affect operations and activities will be important.

Candidates should possess at least ten years in progressively responsible leadership roles within a complex environment, preferably within higher education, and proven experience crafting a vision, developing and implementing strategies that move institutions forward, setting priorities, and working with others to leverage ideas into action and achieve results.

EFFECTIVENESS IN BUILDING INTERNAL RELATIONSHIPS
The ability to create constructive leadership relationships with the Board of Trustees, faculty, administration, staff, students, the Westfield State Foundation, and other stakeholders in the University is critical. To be effective, the president must build mutual respect among those constituencies.
Position Description and Ideal Candidate Profile

The president must be an effective and politically astute communicator, who will recognize the importance of building consensus and providing leadership on the basis of influence, credibility, respect, and listening. As a leader and a team player, the president will recognize that results are accomplished through and with others. In this context, close collaboration with the Board of Trustees, senior administrative and executive councils, union leadership, faculty, staff, students, and community leadership is essential.

Candidates should possess effective interpersonal skills; a collaborative and team-oriented leadership style; dedication to faculty and student engagement and respect for shared governance; the ability to understand and enable diverse viewpoints and approaches to achieve university goals, the ability to recruit and retain a high quality staff, and a proven record of leadership in building community and supporting and vigorously promoting diversity, equity, and inclusion. Experience working effectively with collective bargaining units would be desirable.

STRATEGIC SKILLS

As a strategic leader, the president will demonstrate energy, leadership and management skills, and will possess the capacity to organize and lead a planning process that is open, reflective, communicative, and continuous. The president must be able to work collaboratively in clarifying, prioritizing, and implementing a consistent organizational vision and strategy, which will position Westfield State to respond proactively to the increasingly competitive nature of higher education in Massachusetts.

ABILITY TO BUILD EXTERNAL RELATIONS THAT ENDURE

Understanding the role of the Massachusetts political landscape in public higher education will be important to the president’s success. In addition, the president must demonstrate the ability to:

- Develop effective relationships with political and governmental personnel pertinent to a state-supported institution;
- Advocate with state agencies for increased financial support on behalf of Westfield State and public higher education;
- Promote community engagement in a manner appropriate to the University’s role as one of the regions largest non-municipal employers;

ESSENTIAL PERSONAL CHARACTERISTICS

To be successful in this role, the new president must demonstrate the following personal characteristics:

- A professional and personal demeanor that is authentic, open, consistent, reliable, and trustworthy;
- A leadership style that is visible, approachable, accessible, and inspirational;
- A communication style that is confident, clear, persuasive and respectful;
- Evidence of ideas, imagination, and passion;
- Sound judgment, with an emphasis on clearly defined accountability;
- A student-centered, joyful and enthusiastic approach to participation in campus life;
- Dedication to service excellence;
- A sense of optimism;
- A commitment to partnership and collaboration with internal and external constituencies;
- A willingness to make a long-term commitment to the University.

SUCCESS IN FUNDRAISING AND OTHER STRATEGIES TO INCREASE THE FINANCIAL CAPITALIZATION OF THE UNIVERSITY

The president must have a proven track record of success in institutional advancement, fund-raising, and other strategies for growth of non-tuition revenue that will enable the University to achieve its goals. The president must be familiar with Westfield State’s history, vision and mission, and be able to tell its story and create enthusiasm for the University among diverse constituencies.
Process

Further information can be found at the Westfield State University website: westfield.ma.edu

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 Westfield State University 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. Westfield 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.

Westfield State University is an equal opportunity, affirmative action employer, and seeks excellence through diversity among its administrators, faculty, staff, and students. Application by members of all underrepresented groups is encouraged.

SEARCH TEAM AND CONTACT INFORMATION

Nominations, inquiries, and expressions of interest (cover letter, CV, and five references) should be directed electronically to WestfieldStatePresident@divsearch.com

Kim M. Morrisson, Ph.D., Senior Managing Director
(215) 656-3546 • kim.morrisson@divsearch.com

Nancy Helfman, Vice President and Senior Associate
(215) 656-3579 • nancy.helfman@divsearch.com

Karen Engel, Executive Assistant
(215) 656-3557 • karen.engel@divsearch.com

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www.diversifiedsearch.com

SEARCH COMMITTEE MEMBERS

- Kathryn Bradford, M.S., Director, Alumni Relations; Association of Professional Administrators representative
- Junior Delgado, ’03, Director, Career Center; Association of Professional Administrators representative
- Evelyn Dina, ’16, Student Government Association member, student representative
- Joshua Frank, Student Trustee
- Dr. Margot Hennessy, Ph.D., Chair, Ethnic and Gender Studies, Massachusetts State College Association Chapter President
- Terrell Hill, ’92, M.Ed., Trustee
- Robin Jensen, Chair, Foundation Board
- Ron’na Lytle, Administrative Assistant, Ethnic and Gender Studies Department; American Federation of State, County and Municipal Employees representative
- Steven Marcus, ’88, Trustee
- Hon. Luis Perez, J.D., Trustee
- Dr. Carlton Pickron, Ed.D., Vice President, Student Affairs
- Henry Thomas, M.A., J.D., Board of Higher Education representative
- Dr. Edward Welsh, Ph.D., Associate Professor, Mathematics; Massachusetts State College Association representative