PRESIDENTIAL LEADERSHIP PROFILE

MCLA
MASSACHUSETTS COLLEGE OF LIBERAL ARTS
NORTH ADAMS, MASSACHUSETTS
The Opportunity

The Board of Trustees of Massachusetts College of Liberal Arts (MCLA) invites nominations and expressions of interest for the position of President. The next President will succeed Dr. Mary K. Grant, who served for over twelve distinguished years to the College, the community, and the Commonwealth of Massachusetts.

MCLA, one of the nine campuses of the Massachusetts State University System, is the Commonwealth's designated public liberal arts college and a member of the Council of Public Liberal Arts Colleges (COPLAC). In recognition of excellence in carrying out its unique role in the Massachusetts system of public higher education, MCLA has been designated by U.S. News & World Report as a Top Ten Public Liberal Arts College for the past four years. Most recently MCLA was cited in Kiplinger's Personal Finance's list of 100 Best College Values for 2015. Its unique mission emphasizes opportunities to extend learning beyond the classroom through High Impact Practices that prepare graduates to be active and resilient global citizens.

The President will be a champion for the liberal arts and for public higher education, an advocate for the College at the local and state levels, and will continue to further MCLA's place in national conversations about higher education and the value of the liberal arts. The President will have a demonstrated commitment to a broader vision of equity, justice, and civil rights. The candidate will possess a terminal degree of a Ph.D., Ed.D., J.D., or equivalent.

The College seeks an experienced leader to build on its progress and provide the energy, innovation, and vision to advance its mission.

The President will partner extensively with a dedicated and talented faculty, staff, student body, as well as with the community and beyond to contribute to the development and vibrancy of the College, its alumni, and the greater Berkshire region. Recognizing the vital stake that campus constituencies have in the state of the College, the President will value the meaningful involvement of faculty, staff, and students in decision-making, where appropriate, and encourage a high level of transparency to ensure all perspectives are considered. The President will also work closely with MCLA's highly engaged Board of Trustees and is responsible for working collaboratively with the Board of Higher Education and the Department of Higher Education on statewide goals and initiatives.

MCLA is located in North Adams, at the heart of the natural beauty and unparalleled cultural resources of Berkshire County and western Massachusetts—a region that boasts over 100 cultural attractions, many of them world-renowned. The connections between the College and the community continue to tighten, with MCLA recognized as a community partner, leader, and convener. Its presence in North Adams delivers the powerful benefits of energy, vitality, and economic activity that come from living in a college town.

For full consideration, review of nominees and candidates will begin immediately and continue until the position is filled. Please forward materials electronically, in confidence, to Susan Gold and Mohan Boodram, trustees and co-chairs of the Presidential Search Committee, at david.mead-fox@kornferry.com. MCLA has retained Korn Ferry as its executive search counsel. For further information, please e-mail David Mead-Fox at davidmead-fox@kornferry.com.
The College—A Perspective

Massachusetts College of Liberal Arts (MCLA) is the Commonwealth’s public liberal arts college and a campus of the Massachusetts State University System. MCLA promotes excellence in learning and teaching, innovative scholarship, intellectual creativity, public service, applied knowledge, and active and responsible citizenship. MCLA prepares its graduates to be practical problem solvers and engaged, resilient global citizens. (Mission Statement – 2013)

Overview

Since 2002, MCLA experienced a period of transformation and growth under the leadership of President Mary K. Grant. Dr. Grant expanded academic programming and facilities; recruited an array of outstanding new faculty; provided students with enhanced study away, internship, research, and service opportunities; grew enrollment; strengthened the connections between the College and the community; and launched the College’s first comprehensive capital campaign. She worked tirelessly to position the institution as a respected resource for community engagement, revitalization, and economic development. Dr. Grant’s commitment to access resulted in the creation of the Berkshire Compact for Education, a countywide initiative led by MCLA to strengthen educational opportunities for Berkshire County residents. She also spearheaded efforts that led to MCLA securing $54 million to build the Feigenbaum Center for Science and Innovation which opened in 2013, and toward the renovation of Bowman Hall, a primary academic building.

MCLA’s academic programs emphasize intellectual rigor, practical application, critical thinking, communication, and the development of skills that are foundational to career and professional success, as well as to engaged and informed citizenship. MCLA’s talented, dedicated, professional, and highly qualified faculty members guide students in the classroom, supervise and mentor High Impact Practices such as undergraduate research, service learning projects, and study away experiences, and promote practical application of classroom-based experiences through internships and other workforce connections.

During the fall of 2013, the visiting reaccreditation team from the New England Association of Schools and Colleges (NEASC) recommended no interim reports between the next five year periodic review. Additionally, NEASC recognized the College’s record of achievement, affirmed its commitment to build on the progress made, and challenged the institution to continue to find ways to record and tell the stories of the many accomplishments of MCLA students, faculty, staff, and alumni.
The College offers 19 majors and more than 50 programs of study leading to a Bachelor of Arts or Bachelor of Science degree. In addition, MCLA’s graduate program offerings include Post-Baccalaureate Educator Licensure, a Master of Education (M.Ed.), a Professional Master of Business Administration (PMBA), a Leadership Academy and a Certificate of Advanced Graduate Study (CAGS). MCLA also offers a wide range of non-credit workshops through the Department of Graduate and Continuing Education.

MCLA has innovative programs in STEM and 32% of students currently major in a STEM discipline. The College Honors Program and the statewide Commonwealth Scholars Program provide students with opportunities to challenge themselves with coursework of significant depth and scope. MCLA’s degree completion programs provide access and opportunities for adult learners to earn their college degrees. MCLA extends learning beyond the classroom through High Impact Practices that develop the applied knowledge, collaboration, communications, and critical thinking that are at the foundation of engaged citizenship; these are the skills identified in a recent national survey as those that employers emphasize when making hiring decisions.

With 46% of its students receiving Pell grants, MCLA serves a larger percentage of low-income students than any of its peers within the Massachusetts state university system and its peers within the U.S. News and World Report’s top ten public liberal arts campuses. MCLA’s most recent fall-to-fall retention and six year graduation rates are 78% and 54% respectively.

MCLA is a vital educational and economic partner in the Berkshire region and provides leadership and support through service and engagement with a range of local initiatives. MCLA’s educational, cultural, athletic, and service programs provide enrichment, economic development opportunities, talented student volunteers and interns, and other forms of partnership within the local community. MCLA’s dedication to the arts and community revitalization, through enterprises such as the Berkshire Cultural Resource Center and MCLA Gallery 51, has dramatically enhanced the landscape of downtown North Adams.

An array of student clubs, organizations, athletics programs, cultural activities, and other co-curricular experiences round out and complement MCLA’s academic programs and extend learning and hands-on experience into the city of North Adams, Berkshire County, and the western Massachusetts region. In particular, MCLA is closely connected to the many world-renowned cultural institutions in the region, including Massachusetts Museum of Contemporary Art (MASS MoCA), enabling and encouraging students to study, experience, make, and manage art in all its various forms.

The College, part of a twenty-nine campus system of public higher education, is also deeply engaged in statewide projects overseen by the Department of Higher Education (DHE), which encourages collaboration among educational institutions and increased interaction with business and industry. The current goals of the Department of Higher Education 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 state universities and community colleges, in partnership with the Department of Higher Education, are currently engaged in the Partnership to Advance Collaboration and Efficiencies (PACE). PACE promotes cost savings and operational efficiencies, increased productivity, and improved service delivery across all participating campuses.
The Role and Opportunities for Leadership

The President of MCLA serves as the chief executive officer of the College. The President provides academic, co-curricular, fiscal, operational, and philanthropic leadership to the campus and serves as MCLA’s primary advocate and steward of MCLA’s role within the Massachusetts State University System and the Commonwealth’s system of public higher education.

The President reports directly to the 11 member MCLA Board of Trustees. By state statute, local authority for the College rests with the Board, which has authority and responsibility for hiring and evaluating the President.

Currently, the President leads a team of senior officers that includes the Executive Vice President and the Vice Presidents for Academic Affairs, Administration and Finance, Student Affairs, the Chief Advancement Officer and Dean of Academic Affairs.

The President will share the faculty’s commitment to excellence in teaching and learning and to providing classroom and experiential learning opportunities that demonstrate the power of the applied liberal arts. The President will foster and build on the strong spirit of community among students, faculty, and staff that is at the heart of MCLA’s living and learning environment. The President will extend that spirit into the College’s interactions with the surrounding region and the network of alumni, parents, neighbors, friends, business partners, civic leaders, and elected officials who are members of the extended MCLA family. Finally, the President will lead by modeling MCLA’s core values, united with a personal commitment to excellence, integrity, service, and stewardship.

The President serves as a member of the Council of Presidents, a group comprising the leaders of the bachelor’s and master’s degree-granting state universities.

The statewide Board of Higher Education has broad oversight responsibility for all of public higher education in Massachusetts and has a particular responsibility for the community colleges and state universities. The Department of Higher Education, headed by a Commissioner, is the executive arm of the Board of 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 MCLA’s Board of Trustees, and compensation 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.
In addition, the President assists the Board of Higher Education in identifying and recruiting qualified trustees and represents the College in policy discussions with the Commissioner, the Council of Presidents, the Board of Higher Education, the Massachusetts legislature, and the Governor's office. On the campus, the President provides leadership to implement the goals and policies of the Board of Higher Education, including the Vision Project.

The new President will be encouraged to bring innovation and new perspectives to the following opportunities for leadership that include:

**Serving as a spokesperson for public higher education and the role of the public liberal arts college**

The next President will champion MCLA's mission and values. Its competitive space is strong, and the next President will be positioned to continue to build on the College’s strengths. MCLA’s President has the opportunity to participate in advancing the public liberal arts voice in higher education on the statewide and national levels. The President will continue the messaging already embraced by the MCLA community - a message that requires vigilant attention in today’s higher education marketplace. It should remain a continual priority for the President to enhance the clarity of the College’s brand.

**Serving as the principal advocate for Academic Excellence, Student Access and Student Success**

The next President has the opportunity to ignite the energy and commitment of the faculty to explore the future vision of this public liberal arts college. The faculty at MCLA is poised to move to the next level and is committed to a leader who will lead them in defining and executing that vision together.

MCLA is proud of its commitment to access and success for all its students and it is proud of its alumni and their successes, in their professional and personal lives. The next President will enjoy a community ready to welcome a president who embodies, embraces, and lives the spirit and reality of this community.

**Fostering community connectedness, inclusion, and diversity**

Within the last decade, MCLA has advanced its opportunities for access from a broad spectrum of first-generation and diverse populations of students. Concurrent with this success has been the ability of the MCLA community to create an atmosphere of connectedness—one that is supportive of all of its students as well as one that supports and celebrates its faculty, other constituents, the city of North Adams, and the Berkshire region.

**Advancing a culture of collaboration and responsibility**

The next President will advance growth and enhance its effectiveness through transparent and collaborative governance. The President will nurture professional development and elicit responsible insights in shared conversations.
Continuing the push to expand the College’s resource base

The next President will need to continue the College’s diligence in pursuit of successful undergraduate and graduate recruitment and retention strategies, particularly as they align with the state’s Vision Project. The push to continue to improve retention and graduation rates is a priority, and it is the President’s responsibility to encourage all members of the campus community to engage in recruitment and retention activities. The College needs its faculty to enhance existing majors and develop new programs to meet today’s student interests to contribute to increased enrollment.

Likewise, the new President can anticipate expanded fundraising initiatives to support the College’s financial aid, faculty development, and capital needs after a period of declining state contributions to public higher education. The College is experiencing momentum in this area having recently completed its inaugural comprehensive campaign on June 30, 2015. This campaign, Sowing Seeds for Success: the MCLA Campaign for the Future, exceeded the original goal of $22.5 million raising a record $30.5 million. The College is fortunate to have a loyal, high-functioning foundation board, alumni board and volunteers, as well as a group of some 180 corporators who meet annually and offer prospects for both the foundation board and the Board of Trustees. MCLA alumni were active and strong volunteers throughout this campaign. In particular, the President will need to be a strong external presence with donors and external partners in Boston and its environs.

The new President will need the fiscal acumen to assure the integrity of the College’s operating budget. Working with the senior administrative team, the new President will advance collaborative partnerships with a number of state agencies related to fiscal and facilities needs, most particularly the Department of Higher Education and the Department of Capital Asset Management and Maintenance.

Stewarding the College’s voice in the city, state, region, and beyond

It is important to emphasize the interconnectedness between the city of North Adams and MCLA. The College has advanced the economy, culture, and quality of the North Adams community and the Berkshire region. It is crucial to the next President’s success that there is not only an awareness of this synergistic relationship, but an internalization of this bond as central to the success of the presidency, the College, the city, and the region.

At the state level, the President plays a key role as a member of the Council of Presidents of the State University System and collaborates with the Commissioner of Higher Education and the Board of Higher Education of Massachusetts. The President will also work closely with the Berkshire Delegation in the state legislature. This new President is coming to MCLA at a time when the state has a new Governor and Secretary of Education as well as a new Commissioner.

The President is the lead contact person with NEASC and, on a national level, maintains a visibility and connectedness to the Council of Public Liberal Arts Colleges (COPLAC) group, as well as to the Association of American Colleges & Universities (AAC&U) in connection with the Liberal Education and America’s Promise (LEAP) initiative.

Continuing the current strategic plan and preparing for the next cycle

The new President will work with division leaders as they continue to analyze activities and programs and continue to build a culture of planning and assessment.
Leadership Qualities and Capabilities

The President of MCLA will be a visionary and innovator who embodies and models a commitment to public higher education and the liberal arts, and who will articulate, advocate, and promote MCLA’s mission to faculty, staff, students, parents, alumni, community members, the Commissioner and Board of Higher Education, the Governor, and elected members of the Massachusetts legislature across the state. At a national level, the successful candidate will have the ability to be a spokesperson and a passionate advocate to give voice to the value of the liberal arts in a global society.

An earned doctorate (Ph.D. or equivalent terminal degree in a related field) is strongly preferred. In lieu of an appropriate terminal degree, candidates should have a demonstrated record of successful executive leadership and comparable credentials and/or experience sufficient to demonstrate credibility and commitment to the academic enterprise. Ideally, the successful candidate will possess a record of teaching, scholarship, and service.

All candidates will be expected to demonstrate specific, relevant experience that shows significant, progressive, senior-level management and administrative experience, including management responsibility for a substantial operating budget.

The successful candidate will possess a palpable dedication to undergraduate and graduate education, a commitment to public higher education and collaboration within a statewide public higher education system. The next President will possess the capacity to engage with the surrounding community and region as a convener and economic development partner. Demonstration of social and emotional intelligence and the ability to build and sustain an engaged campus comprised of dedicated faculty, staff, and students, including the capacity to support Division III athletics and a variety of student extracurricular activities enthusiastically, particularly as they contribute to student persistence and success is vital. The next President will possess a demonstrated ability to advocate for diversity in all its dimensions.

The President will be an effective and skilled administrator who demonstrates success and potential at building high-performing teams, developing and sustaining the relationships necessary for advocacy and fundraising, and telling the MCLA story with passion, energy, and enthusiasm.

MCLA seeks candidates who possess the following characteristics:

- Clear and open communication style, community orientation, supportive nature, and the ability to listen well and to consult widely
- Commitment to champion MCLA’s mission and values with a respect for institutional history and legacy and a recognition that past success is a foundation for future achievement
- Leadership experience, an ability to think and plan strategically employing vision and innovation and setting and meeting goals
- Rapport with faculty and staff as a leader who inspires confidence and trust
- Ability to engage with students: their lives, their aspirations and achievements, and an enthusiasm for intercollegiate athletics and student clubs and organizations
- A deep and abiding commitment to diversity in all its forms
- Fundraising experience: demonstrated successful track record of securing support through fundraising; both talent and enthusiasm for government relations and expertise in identifying and cultivating relationships
- Collaborative spirit and partnership orientation with Trustees, regional partners, public officials, and colleagues
- Excellent communication skills, both oral and written, including the ability to speak effectively to a diverse group of constituents
- Experience hiring and supervising senior administrative leaders, and helping them work together effectively
- An unwavering moral compass
The Presidential Selection 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 search process will be confidential through the first round of interviews, which are currently scheduled to take place in mid fall 2015. After the first round is concluded, the search committee will recommend to the Board of Trustees three to five finalists for consideration. Finalists will be invited to campus for a series of open meetings with various constituencies. The Board of Trustees shall extend to the Board of Higher Education and the Commissioner of Higher Education the opportunity to interview finalists as part of the campus visit process.

Following the campus visits, the Board of Trustees will vote in an open session to recommend the appointment of a single candidate as President. The Board of Higher Education must approve the appointment, compensation, and all terms and conditions of employment for the President.

The College and its Resources

A Brief History

MCLA was established in 1894 as the North Adams Normal School, with the mission to prepare and train public school educators. Since that time, MCLA has provided educational access and exceptional learning opportunities to generations of students and alumni.

Over the years, MCLA has evolved to meet the challenges and needs of changing times. In 1932, the Normal School became the State Teachers College of North Adams, reflecting the increased importance of systematic teacher training. In 1960, the name was changed to North Adams State College to reflect an expansion in focus to include professional degrees in business administration and computer science.

The College celebrated its centennial in 1994 and, in 1997, adopted a unique mission as Massachusetts College of Liberal Arts, the public liberal arts college for the Commonwealth. The state legislature enacted legislation in 2010 changing the designation of the “state colleges” to the Massachusetts State University System.

Today, MCLA continues to innovate. As the world changes, MCLA expands its majors and programs to address critical needs in the market place. New degree programs in recent years include: art, arts management, athletic training, chemistry, and political science and public policy. The newest graduate program, the Professional Master of Business Administration, offers a flexible curriculum for working professionals that prepares them to advance in their careers as leaders and innovators.

To support expanded programs in the sciences and the teaching and learning needs of the 21st century, MCLA opened the Feigenbaum Center for Science and Innovation in 2013. This state-of-the-art facility supports learning and research for students, faculty, and community members and connects the College to important developments in STEM related fields.

Although changing times present new challenges and opportunities, the essential nature of MCLA remains constant: an institution that delivers a high-quality, accessible public liberal arts education in an environment that supports the development of intellectual and practical skills, promotes scholarship and inquiry, and challenges students to model personal, social and civic responsibility.
MCLA Hallmarks
Access Critical Thinking
Discovery and Understanding
Global Awareness
Inclusive Community
Innovation, Experimentation, and Creativity
Leadership
Lifelong Learning
Practicality and Application
Stewardship

The Strategic Plan

Consistent with the College’s mission and values, MCLA employs a participatory and transparent strategic planning process that serves as a framework for achievement and progress. New academic programs; investments in recruitment, student life, and athletics; focus on High Impact Practices and the applied liberal arts; deeper connections in the community and across the region; and the advocacy and planning work that led to the construction of MCLA’s Feigenbaum Center for Science and Innovation, among other achievements, all reflect the commitment to planning that is central to MCLA’s culture.

Since 2004, the College community has participated in two rounds of intensive reflection and the articulation of the goals and actions that serve as MCLA’s strategic framework, including campus wide annual strategic planning retreats. The current plan was approved by the Board of Trustees and launched in 2011. It is based on four interconnected goals, each supported by a series of strategies designed to advance the institution:

- Excellence in Teaching and Learning
- Supportive and Inclusive Community
- Responsive and Intentional Stewardship
- Public Purpose and Engagement

The Strategic Plan continues to guide MCLA’s progress and provides a framework for sustaining ongoing efforts, planning for new initiatives, aligning investments through the annual budget process with strategic goals, and to key state and national initiatives and priorities, as appropriate.

Faculty

A priority for MCLA, and the focus of one of the College’s strategic goals, is excellence in teaching and learning. Leading MCLA’s achievement of this excellence is a highly qualified faculty that promotes several of the High Impact Practices, as developed by George Kuh and others, that support student success and engagement in and out of the classroom. Many faculty members are also recognized for their scholarship, grant-funded research, artistic work, and scholarly publications in addition to their deep commitment to teaching and learning.

Faculty members plan and lead travel courses and service learning courses, promote student internship opportunities, and mentor students in undergraduate research. A college-wide undergraduate research program provides students the opportunity to conduct research and present at MCLA’s annual undergraduate research conference, as well as at regional and national conferences. MCLA faculty are also involved in the state-chartered Honors Program and mentor numerous discipline-specific and general honors societies that recognize student academic attainment. Many volunteer their time to work with students in a variety of other activities and interests, enriching the campus community, as well as the wider region.

Currently, MCLA has 90 full-time faculty members and a student-to-faculty ratio of 13:1, promoting a deep and engaged learning environment for students. The College supports the development and improvement of pedagogy, scholarship, and service by all faculty, and recognizes that investment in faculty is an investment in realizing the mission and purpose of MCLA.
Students and the Campus Experience

Nestled in the heart of the Berkshire Hills of western Massachusetts, MCLA is part of a region distinguished by opportunities for outdoor recreation and engagement with art and culture. This environment enriches and amplifies the residential living and learning experience. More than 60% of students live on campus, and students from Berkshire County make up over one-third of the student population.

Whether living on campus or off, students have access to an array of student clubs and organizations that provide participation and leadership opportunities. Honor societies, service groups, multicultural clubs, and theater, music, and dance performance groups provide diverse opportunities for involvement. Together, these organizations are overseen by an active and engaged Student Government Association.

Enrollment

The total enrollment for the fall 2014 semester was approximately 1,765, of which 1,560 were undergraduates with the balance in graduate programs.

Of the undergraduate student body, 88% attend full-time and 68% live on campus. Some $18 million in financial aid is awarded to students, 46% of whom are Pell-eligible. Twenty-five percent of MCLA’s students are first-generation, and average SAT and ACT scores are 1,040 and 25, respectively. Some 38% of students come from Berkshire County, while 75% of students are from Massachusetts, and 21 states are represented in the student body. MCLA is especially proud of its student diversity: 21% of undergraduates come from diverse backgrounds.

Residential Life at MCLA

Each of MCLA’s three main residence areas provides living-learning communities that supplement and reinforce the centrality of the academic program. Residential Programs & Services (RPS) staff and the corps of resident advisors and peer advisors organize and present programs and activities throughout the semester that involve and engage students.

Trailblazer Athletics

MCLA’s 13 NCAA Division III athletic teams share primary affiliation with the Massachusetts State Collegiate Athletic Conference (MASCAC). These teams, along with various intramural groups, comprise MCLA’s intercollegiate athletic program, which emphasizes the development of student-athletes who distinguish themselves in the classroom and on the playing field. Participation in athletics correlates strongly with student persistence, retention, and success, and student-athletes benefit from a strong faculty mentor program. In addition to their competitive spirit and strong academic profile, MCLA student-athletes contribute many hours of service to the College and local community annually.

Civic Learning and Engagement

The MCLA Center for Service and Citizenship promotes community service, volunteerism, and mentorship. The Center coordinates over 20,000 hours of student service on the part of students, faculty, and staff annually, and supports a range of programs in partnership with local agencies. Through these opportunities, students help identify and address pressing community needs, learn to work side by side with community leaders, and enrich their own learning.
Governance

As a campus of the Massachusetts State University System, MCLA operates in accordance with state Board of Higher Education (BHE) policies with coordination through the Department of Higher Education (DHE). Local authority for the College rests with the Board of Trustees.

The governance structure at MCLA also includes the membership of four statewide collective bargaining units serving faculty, administrative staff, and clerical and classified staff. Contracts for MCLA’s unions are negotiated at the state level. The President is a steward of these mutually respectful relationships.

Tuition and Fees

The Commonwealth of Massachusetts, through the Department of Higher Education, has legislative authority to set the tuition rate charged by state universities. While in-state student tuition is remitted back to the state, the College retains non-resident tuition. The Board of Trustees has the authority and responsibility to set campus fees on an annual basis.

For the 2015-2016 academic year, tuition, fees, room and meals for a full-time student total $19,712 in-state and $28,657 out-of-state.

Operating Budget

For Fiscal Year 2015, MCLA has an annual operating budget of $45,012,176. Operating funds derive from three main sources of revenue: the state appropriation, which is set through the Commonwealth’s annual budget process for all public higher education segments (the state universities, community colleges, and the University of Massachusetts system); student fees, established annually by the Board of Trustees; and fundraising and grants managed through the MCLA Foundation, Inc.

Fundraising

In 2014-15, the MCLA Foundation raised a total of $2,888,757. In addition to the Annual Fund, which directly supports student financial aid, the Foundation also promotes scholarship support, and donations by alumni and friends have established nearly 100 scholarships for talented and deserving students. In addition, donors interested in making a lasting impression at MCLA may sponsor other naming opportunities on campus.

MCLA just completed its first-ever capital campaign and exceeded the original goal of $22.5 million with more than $30 million in commitments. “Sowing Seeds for Success: The MCLA Campaign for the Future” increased private support dramatically to:

- Create and sustain an unprecedented growth and expansion of College initiatives
- Invest in a transformational opportunity to leverage $54.5 million in state support allocated to construct a new Center for Science and Innovation (completed in Fall 2013) and to renovate Bowman Hall
- Advance the Berkshires as a hub of innovation and expanded educational excellence, driving future regional economic success

Alumni Development

The MCLA Alumni Association serves over 18,000 alumni of the College, more than half of whom continue to live in Massachusetts. Housed with the Office of Institutional Advancement in downtown North Adams, the dues-free Association not only organizes reunions, networking programs, and regional activities, but also helps locate graduates and keeps them up to date on College events through: the Class Agent program; publications such as the Alumni Magazine; and a monthly email newsletter, E-Trail. Alumni are also invited to local and regional MCLA events. With alumni in all fifty states, the Association hosts local and regional alumni events, predominantly in Massachusetts, Connecticut, New York, and Florida.

The 21-member MCLA Alumni Association Board of Directors provides opportunities for alumni to serve and promote the College in conjunction with the Alumni Office, and also to promote the high standards of public higher education in the Commonwealth. The Alumni Board plans, reviews, and implements programs and activities consistent with the College’s vision and mission. An Alumni Campaign Subcommittee met regularly to support the goals of the Sowing Seeds for Success campaign, primarily by identifying alumni prospects to the campaign.
Campus Facilities

MCLA occupies 85 acres in North Adams, a postindustrial city with a population of 14,000, located in the northwest corner of Massachusetts. The main campus consists of 21 buildings on 15 acres. Of these buildings: ten academic, administrative, and operational buildings are owned by the state Division of Capital Asset Management and Maintenance (DCAMM); three student residence areas are owned by the Massachusetts State College Building Authority (MSCBA); and eight properties are leased to the College through the MCLA Foundation, Inc. In addition, MCLA’s Zavattaro Athletic Complex and surrounding forest land, which are controlled by the College, contribute a further 70 acres to the MCLA footprint.

MCLA’s Feigenbaum Center for Science and Innovation opened in the fall of 2013. The College’s first new academic building in 40 years, the center is a state-of-the-art learning, research, and teaching facility for MCLA students and faculty, and also an educational resource for K-12 educators in Berkshire County. The center also features an incubator lab to promote collaborative opportunities in the life sciences sector, both locally and across the Commonwealth.

The Feigenbaum Center for Science and Innovation project was funded as part of a $2 billion capital bond from the Commonwealth of Massachusetts to support public higher education infrastructure. The Center was named in honor of Dr. Armand and Donald Feigenbaum, in recognition of their $5 million pledge to the capital campaign. Capital bond funding also provided resources to support the complete renovation of Bowman Hall, scheduled to reopen in fall 2015.

Other major facility projects within the past decade include:

- Full renovation of Murdock Hall, the College’s first academic building, into a facility that supports 21st century teaching and learning
- Installation of a turf soccer field, renovation of tennis courts, and replacement of the gymnasium floor and bleachers
- Construction of expanded student meeting, program, and social space in the residence area and residential updates, including additional bed space
- Remodeling of the dining facilities and expansion of the Campus Center Marketplace as an active, engaging, and functional student meeting space
- Construction of a new building to house the administrative offices and trade shops for the MCLA Facilities team

The Office of Institutional Advancement is located in a converted church rectory on East Main Street that was purchased and renovated by the MCLA Foundation, Inc., in 2008. During the Bowman Hall renovation, the visual arts program convened classes in leased space at MASS MoCA. In downtown Pittsfield, MCLA delivers programs at the Joseph Scelsi Intermodal Transportation Center and the Silvio O. Conte Federal Building. These initiatives and placements are the results of strategic decisions made in service of the College’s combined mission of educational access and stewardship of the rich resources of the region.

The Campus Master Plan

MCLA’s Campus Master Plan provides a long-range strategy for the use of campus buildings, facilities, and resources consistent with the College’s mission and strategic plan. The master plan was approved in spring 2015 and reflects expanded capital investment as well as the deferred maintenance needs and programmatic renovation opportunities that exist among MCLA’s facilities. The update to the plan follows the same process of stakeholder engagement that characterizes MCLA’s other campus planning processes. The Master Plan identifies priorities for campus investment and positions MCLA to pursue new state funding and capital bonding opportunities.
Surrounding Region

Beyond the North Adams community, the Berkshire region serves Massachusetts as a substantial and substantive cultural resource. A few attractions of note include: the Tanglewood Music Center, summer home of the Boston Symphony Orchestra; Jacob’s Pillow, the longest running dance festival in America; several theatre festivals, including the Williamstown Theatre Festival and the Berkshire Theatre Festival; and the Bang on a Can Summer Festival for contemporary music.

North Adams also boasts the state’s highest mountain peak, Mount Greylock, and numerous state parks and natural wonders. The campus is close to the Vermont and New York state borders and within a three-hour drive of both Boston and New York City. MCLA students, faculty, and staff enjoy the benefits of living where nature and culture coexist.

More information about the region may be found online at http://berkshires.org.

MCLA and the Berkshires

Since the opening of MASS MoCA in 1999, the community has reinvented itself as a cultural destination and has worked to foster deeper connections among the College, the Museum, and the downtown business community. MCLA attends both to its critical economic role as a major employer in its area, and to its direct interaction with the community. The College provides leadership in efforts to support the ongoing revitalization of the communities of North Adams and the surrounding region.

Through various initiatives, MCLA promotes regional partnership and statewide leadership. The College brings together supporters and collaborators to focus on regional needs. These partnerships have been recognized as statewide models, and MCLA faculty and staff are seen as leaders in conversations and collaborations across the Commonwealth.

In 2005, MCLA made the strategic and mission-driven decision to establish a presence on Main Street in downtown North Adams with the opening of MCLA Gallery 51, an art gallery and educational and community meeting space. The gallery serves as home to the Berkshire Cultural Resource Center (BCRC), an incubator that provides technical assistance, professional development, and programming to support the region’s creative economy. BCRC offers a range of exhibition, internship, and training programs, including the Berkshire Hills Internship Program (B-HIP), the DownStreet Art summer cultural program, and the Tricks of the Trade arts management seminar and professional development series. As a resource, a gathering place, an intimate concert venue, and a source of activity for the business community, the Center has been instrumental in promoting the downtown business district. For MCLA, the work of BCRC has also created new collaborative, educational, performance, and presenting partnerships with neighboring Williams College.

Pursuing the premise that everyone, regardless of their circumstances, should have the opportunity to aspire to higher education, MCLA is the founding host of the Berkshire Compact for Education, a regional collaboration that seeks to provide a continuum of education in Berkshire County by uniting education, business, nonprofit, community leaders, and elected officials in a commitment to promote educational access, raise student aspirations, and advocate for educational opportunities as cornerstones of the regional economy in the Berkshires by making connections between workforce needs and the education system. An example of a signature Compact program, Berkshire County Goes to
College, annually brings sixth grade students to the college campuses in Berkshire County. MCLA hosts a companion program for area third graders, and the visits are recognized as a statewide model.

In 2009, three years after the Berkshire Compact was established, the Commonwealth of Massachusetts created six regional Readiness Centers to focus on improvements in the theory and action of teaching. MCLA was chosen as the lead partner, working together with Berkshire Community College and many community partners, to institute the Berkshire Readiness Center. The Center coordinates professional educator development, early childhood programs and planning, and STEM initiatives, among other activities. As state and local initiatives have continued to evolve, the Readiness Center projects will be folded into existing college and regional efforts including MCLA’s emergent center for professional educator development, the countywide Early Childhood Impact Council, and the collaborative Berkshire STEM Pipeline Network.

MCLA promotes increased engagement and success in the STEM fields through the collaborative Berkshire STEM Pipeline Network. Through MCLA leadership, the network provides professional development opportunities and resources for STEM educators and programs to promote STEM awareness and learning for students. Among other initiatives, the STEM Network coordinates a range of programs, including the Massachusetts Region I Science and Engineering Fairs for middle and high school students.

With the natural beauty and resources on its doorstep, the College seeks to protect its setting as much as its community. The Berkshire Environmental Resource Center (BERC) at MCLA advances student and faculty research, promotes environmental awareness and preservation throughout the community, and it serves as a resource center for students, faculty, and community members. BERC strengthens the educational experience in environmental areas and sustainability, both for students at MCLA and for the community that benefits from BERC programming.

MCLA’s Economic Impact in the Region

MCLA serves as a powerful economic development engine for the city of North Adams and Berkshire County. The activity, energy, and vitality of MCLA's students, faculty, staff, and visitors, as well as the capital investments made in the campus and region, are transformative and irreplaceable. The College has a direct economic impact on the community of nearly $77 million, and a total impact of over $147 million. This is a powerful return on the annual investment the Commonwealth makes in direct state appropriation to MCLA, and the College's civic, cultural, and community impact in the region is nearly incalculable.
National Collaborations

Even within their regional focus, a part of the purpose of each of the Berkshire collaborations is to broaden the horizons and opportunities of MCLA’s community members. The College is conscious of its ability to create impact on the world beyond the campus and its region, and it enjoys the national and global focus of various initiatives, including the following:

The Council of Public Liberal Arts Colleges (COPLAC)

Recognizing the importance of liberal arts and sciences education for success in a complex global society, the Council of Public Liberal Arts Colleges (COPLAC) champions the cause of liberal arts education of superior quality in the public sector. COPLAC institutions provide students of high ability and from all backgrounds access to an outstanding liberal arts education.

Liberal Education & America’s Promise (LEAP)

MCLA is part of the national Liberal Education and America’s Promise (LEAP) initiative of the Association of American Colleges & Universities (AAC&U), through the Commonwealth’s designation as a LEAP state and COPLAC’s role as a LEAP consortium. Central to LEAP is the promotion of High Impact Practices. Through classroom experiences facilitated by engaged faculty, students develop broad knowledge and intellectual skills that they enhance with critical thinking, communications, and presentation skills to explore complex problems and new settings. They accomplish this through experiential opportunities such as: campus leadership in clubs and organizations, community service projects, internships, and research.