

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING
Thursday, November 20, 2025
2:15 P.M.
Wellness Center, Room 204

Meeting Called By: Maureen Power (Chair)

Minutes: Nikki Kapurch

Board Members: Maureen Power (Chair), Amy Peterson (Vice Chair), Monica Aryitey, Esq., Kristen Garvey, David Tuttle

WSU Staff: Barry Maloney; Ashlynn Allain; Nikki Kapurch; Sathi Mitra

All documents are considered to be **drafts** until discussed and/or approved by the Board.

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order	Maureen Power	
2. <i>Human Resources Committee Report</i> A. Appointment of the Associate Vice President (AVP)/ Chief Information Officer (CIO) a. President's memo to Board of Trustees* b. Associate Vice President and Chief Information Officer (CIO) job description* c. Resume and cover letter* d. Offer letter*	Maureen Power Barry Maloney	A. vote required a. Informational b. Informational c. Informational d. Informational
3. <i>Adjournment</i>	Maureen Power	3. vote required

*Attachments



WORCESTER STATE UNIVERSITY

President's Office
Phone: 508-929-8020
Fax: 508-929-8191
Email: bmaloney@worcester.edu

TO: Members, WSU Board of Trustees
FROM: Barry M. Maloney, President
DATE: November 20, 2025
RE: Hiring of Associate Vice President (AVP)/ Chief Information Officer (CIO)

Following the departure of our former AVP/CIO, Dr. Anthony Adade, in April 2025, the University took a strategic action to ensure leadership continuity within Information Technology by appointing Dr. Bruce Taggart as Interim CIO. Dr. Taggart's appointment stabilized our IT operations during a pivotal time and allowed us to maintain our commitment to security, operation and a student-centered digital experience. His steady leadership and technical guidance have greatly strengthened the IT team and ensured uninterrupted service to the entire University community.

This interim period also afforded the University the opportunity to conduct a thoughtful and comprehensive national search for a permanent AVP/CIO. To that end, the University partnered with Academic Search Inc. to facilitate a robust and inclusive recruitment process encompassing national outreach, candidate screening, and selection. The search yielded 81 applications, from which 10 candidates were advanced for first-round interviews. Following a structured evaluation process, three finalists were invited for full campus visits and community engagement.

After an in-depth comparative assessment of leadership capabilities, strategic alignment, execution history, and higher-education operational context, Mr. Anupam Singh emerged as the strongest candidate to lead our Information Technology division. Mr. Singh brings over two decades of progressive IT leadership experience in higher education, including more than 20 years at Suffolk University and consulting experience with Worcester Polytechnic Institute (WPI). His background reflects deep expertise in enterprise architecture, cybersecurity strategy, AI governance, cloud-based enterprise systems, and large-scale IT modernization initiatives.

Among his notable accomplishments are:

- Development and execution of an enterprise-wide AI governance strategy, including secure LLM test environments and institution-wide AI enablement.
- Leadership of major enterprise implementations, including Workday ERP, Canvas LMS, Blackbaud CRM, and Point-and-Click EHR/PMR.
- Authoring of governance frameworks that align IT initiatives with institutional strategic planning.
- Documented cost savings exceeding \$20 million through vendor negotiations and strategic license restructuring.
- Proven success in business continuity, disaster recovery design, and rapid operational transitions during the COVID-19 pandemic.



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- Recognized thought leadership through participation on executive advisory boards and co-development of big-data service solutions later acquired by VMware.

These competencies align directly with the University's strategic priorities — including modernization of infrastructure, secure and ethical AI adoption, governance and risk management, data-informed decision-making, and optimization of enterprise systems. Mr. Singh's track record demonstrates not only strategic vision but also the capacity to translate vision into measurable outcomes.

Importantly, his long-standing experience within higher education ensures a clear understanding of shared governance, unionized workforce dynamics, academic culture, and the operational demands of a campus environment, qualities that will enable him to contribute effectively from day one. Given the scope of technological transformation the University is undertaking — and the Board's ongoing emphasis on security, modernization, enterprise risk management, and cost-efficiency. Mr. Singh represents the most qualified and strategically aligned choice among the finalists.

Accordingly, I respectfully recommend Board approval of Mr. Anupam Singh's appointment as Associate Vice President and Chief Information Officer for Worcester State University.

Cc: Lois Wims
Sathi Mitra



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NON-UNIT JOB DESCRIPTION

Position Number: 00194154

Reports to: 00209213

Incumbent: A. Singh

Department: 630

OFFICIAL TITLE: Associate Vice President and Chief Information Officer (CIO)

SUPERVISION RECEIVED: Provost

SUPERVISION EXERCISED: Supervises subordinate professional, classified and student employee personnel assigned to the Office of University Technology Services.

General Statement of Duties: The Associate Vice President and Chief Information Officer (AVP/CIO) is a senior leader responsible for providing strategic direction and operational oversight for all information technology (IT) services and resources at Worcester State University. The AVP/CIO will lead the IT division in support of the university's academic, research, and administrative mission. This role requires a visionary leader with a deep understanding of higher education, a collaborative spirit, and a proven track record of managing complex technology environments, fostering innovation, and delivering exceptional service to a diverse community of students, faculty, and staff.

Responsibilities:

(E) = Essential

- **Strategic Leadership and Planning:**

1. Develop and execute a comprehensive IT strategic plan that aligns with and supports the university's institutional goals and priorities.
2. Anticipate and evaluate emerging technologies and trends, making recommendations for their potential application within the university.
3. Serve as a trusted advisor to the university's senior leadership on all matters related to technology.
4. Lead the development of IT policies, standards, and governance structures to ensure the effective and secure use of technology across the campus.

- **Management and Operations:**

1. Provide leadership and direction for all IT functional areas, including enterprise systems, network infrastructure, cybersecurity, help desk support, academic technology, and data management.
2. Oversee the development and management of the IT budget, ensuring resources are allocated effectively and responsibly.
3. Lead, mentor, and develop a high-performing IT team, fostering a culture of collaboration, professional growth, and service excellence.
4. Ensure the reliability, security, and scalability of all IT systems and infrastructure.

- **Collaboration and Communication:**

1. Serve as the primary liaison between the IT division and the university community, including academic departments, administrative offices, students, and external partners.
2. Establish and maintain strong working relationships with key stakeholders to understand their



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technology needs and priorities.

3. Chair or serve on various university committees related to technology, data, and planning.
4. Communicate complex technical concepts and initiatives in a clear and accessible manner to both technical and non-technical audiences.

• **Innovation and Service Delivery:**

1. Promote and support the use of innovative technologies to enhance teaching, learning, research, and administrative processes.
2. Lead initiatives to improve the user experience and ensure the delivery of high-quality, responsive IT support services.
3. Champion a culture of continuous improvement, regularly assessing IT services and processes to identify opportunities for enhancement.

• **Cybersecurity and Data Privacy:**

1. Develop and implement a robust cybersecurity program to protect the university's digital assets, data, and reputation.
2. Ensure compliance with all relevant federal, state, and institutional regulations related to data privacy and security (e.g., FERPA, HIPAA).
3. Lead the university's IT disaster recovery and business continuity planning.

• **Additional Responsibilities:**

1. (E) Demonstrates civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
2. (E) Responsible for contributing to the WSU Strategic Plan.
3. (E) Responsible for contributing to Equal Opportunity/Affirmative Action objectives.
4. Performs other duties as assigned.

Required Qualifications:

- A minimum of 7-10 years of progressively responsible leadership experience in information technology, with at least 3-5 years in a senior leadership role (e.g., Director, AVP, or CIO) within a higher education or similarly complex, mission-driven organization.
- Demonstrated strategic planning and organizational leadership skills.
- Excellent communication, interpersonal, and team-building abilities.
- Strong financial management and budget oversight skills.
- Proven ability to manage and lead change in a complex, distributed environment.
- Deep understanding of current and emerging technologies relevant to higher education.
- Expertise in cybersecurity, data privacy, and IT governance.

NON-UNIT JOB DESCRIPTION

Position Number: 00194154

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Department: 630

**WORCESTER**
STATE
UNIVERSITY**Preferred Qualifications:**

- Master's degree in a relevant field (e.g., Information Technology, Computer Science, Business Administration).

By signing below, I acknowledge that I have received a copy of this job description. I understand that this is a professional position, exempt from overtime under the Fair Labor Standards Act. I acknowledge that I must be able to successfully perform the essential functions of my position with or without reasonable accommodation. Questions relating to my responsibilities or need for accommodation, now or in the future, will be directed to my supervisor and/or Human Resources.

Signed by:

Anupam Singh

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Employee Signature

11/10/2025

Date

DocuSigned by:

Jennifer Collins

7F17D09AF56149C...

Supervisor or Human Resources Signature

11/11/2025

Date

ANUPAM SINGH

BOSTON, MA

linkedin.com/in/asingh-boston

PROFESSIONAL PROFILE

Senior IT executive deeply experienced in all aspects of institutional IT strategy, shared governance, and operations. Known for leading the AI Committee and authoring guidelines. Created \$20M+ savings through vendor negotiations and co-developed Big Data monitoring service. Highly experienced in managing IT budgets, collaborating on strategic planning, and orchestrating ERP systems, such as Workday ERP and Canvas LMS implementations. Enhanced security with SailPoint Identity Management and automated PEN testing, achieving institutional compliance and efficiency gains. Led teams through COVID transitions and major IT projects, fostering innovation and continuity.

Core Competencies:

- AI and Data Governance
- Institutional IT Governance
- Cybersecurity Strategy & Risk Mitigation
- Contract Negotiation & Vendor Management
- Strategic Planning
- Enterprise Architecture
- Executive Customer Boards
- Disaster Recovery & Business Continuity
- Identity, Access, and Security Systems
- Enterprise System Integration
- Data Center Network & Infrastructure Architecture
- Cloud computing and SaaS
- Data Warehouse and Business Intelligence

WORK EXPERIENCE

WORCESTER POLYTECHNIC INSTITUTE (WPI), Worcester, MA

08/2025 – Present

WPI is a private STEM-focused university in Worcester, MA, known for its project-based learning model. It offers over 50 degree programs and emphasizes hands-on, real-world problem-solving across engineering, science, and business.

IT Strategy Consultant

Engaged to help with key initiatives to strengthen the university's technology landscape, including comprehensive infrastructure and information security reviews, the development of a robust IT governance framework, and the creation of a Business Continuity and Disaster Recovery (BCP/DR) plan for ITS. I will be actively implementing WPI's overarching IT strategy, ensuring alignment with institutional priorities while delivering scalable solutions to mitigate significant risks and enhance operational resilience.

SUFFOLK UNIVERSITY, Boston, MA

05/2003 – 06/2025

Suffolk University is a Boston-based institution serving over 6,600 students from more than 100 countries, driven by experiential learning and global engagement. It has three colleges- Arts and Science, Law, and Management.

Director Network Ops & Enterprise Architecture / Associate CIO (07/2014 – 06/2025)

Oversaw the design, implementation, and optimization of secure, scalable network infrastructure. Also defined and evolved the institution's enterprise architecture strategy, aligning technology platforms, data governance, and digital transformation initiatives with long-term institutional goals.

• Digital Transformation & Innovation

- Chaired the institutional AI Committee, authoring AI governance guidelines, launching Microsoft Co-Pilot, delivering AI training, and establishing a segregated LLM testing environment for sensitive data, accelerating safe, enterprise-wide AI adoption.
- Led the selection and implementation of core enterprise systems, including Workday ERP, Canvas LMS, Blackbaud CRM, and Point-and-Click EHR/PMR, modernizing operations, improving integration, and enhancing user experience across departments.
- Architected the institutional Data Warehouse and BI strategy using AWS Redshift and Tableau, transforming legacy Ellucian multivalued data to standard form and fostering a data-driven decision-making culture.

- Spearheaded the deployment of SnapLogic iPaaS, consolidating system integrations, ETL, and monitoring capabilities, improving data security, regulatory compliance, and operational agility.
- **Strategic Planning & Governance**
 - Served on the Strategic Planning Committee and contributed to the creation of the university's 2025 Strategic Plan, aligning institutional goals with technological capabilities and long-term priorities.
 - Participated in the IT Governance Committee, evaluating all major technology initiatives for architectural viability, streamlining the IT landscape, eliminating redundancy, and ensuring scalable infrastructure.
- **Cost Optimization & Resource Sharing**
 - Negotiated technology vendor contracts resulting in over \$20M in savings, optimizing licensing, support, and infrastructure costs across multi-year agreements.
 - Coordinated a shared IT services model with Curry College, achieving inter-institutional cost savings and resource efficiency through collaborative infrastructure and service design.
- **Business Continuity & Crisis Management**
 - Led the university-wide transition to remote and hybrid learning during the COVID-19 pandemic, shifting operations within one week and maintaining full academic and business continuity for all critical functions.
- **Industry Collaboration & Thought Leadership**
 - Partnered with a vendor to co-develop a Big Data network monitoring service, later acquired by VMware, demonstrating strategic innovation and influencing the broader ed-tech and IT ecosystems.
 - Served on Oracle Communications and NEC America Executive Customer Boards.

Director of Network and Telecommunication (05/2009 – 06/2014)

Led the planning, implementation, and maintenance of campus-wide network infrastructure, ensuring secure, high-performance. Led technical teams, managed vendor relationships, and aligned network strategies with institutional goals to support teaching and operational excellence.

- Built network architecture for DR/BC (Disaster Recovery / Business Continuity) at Iron Mountain Northborough Data Center to mitigate risk of business disruptions.
- Managed CISO and developed a NIST framework-based Written Information Security Program (WISP) for CMR17 compliance with CISO.
- Led implementations for the Microsoft 365 SaaS platform, resulting in improved quality and reduced cost of email and collaboration services.
- Architected and oversaw consolidation of telephony from five physical PBXs to a single virtual one. It was designed and deployed with no disruptions in service. This resulted in significant cost savings on hardware and a 50% reduction in personnel, enabling the introduction of new features.
- Designed and project-managed the deployment of SIP trunks for telephony, redundant voice gateways, and Call centers, resulting in better customer experience and cost savings.
- Designed infrastructure with Schneider Electric power system and environmental systems for the Data Center for efficiency and reliability of IT services.
- Implemented in-house mobile DAS (Distributed Antenna System) with Verizon. Negotiated a \$3M grant from Verizon for its construction. It was a vendor-neutral system that provided cell service inside all buildings at no cost to the university.
- Architected Networks, Telecommunication, and Security infrastructure for the university, delivering high performance and uptime, enabling significant productivity.

Network Engineer (07/2005 – 04/2009)

Designed, configured, and maintained campus-wide network infrastructure, including LAN, WAN, WLAN, and VoIP systems, to ensure secure, high-performance connectivity. Troubleshoot complex network issues, implemented security protocols to support institutional goals, and addressed evolving technological needs.

- Designed and implemented redundant Data center and firewall infrastructure
- Created a secure, modern email system with MiraPoint and the university's first LDAP system for authentication.
- Created campus network backbone

Network Analyst (05/2003 – 06/2005)

Monitored, analyzed, and maintained campus network infrastructure to ensure optimal performance, security, and reliability, and documented network changes.

- Developed Oracle-based inventory and tracking tools
- Implemented monitoring platforms using shell scripting and lpaudit
- Provided enterprise server support and installations

E D U C A T I O N

Master of Science, Computer Science, SUFFOLK UNIVERSITY, Boston, MA

Anupam Singh

Boston, MA

[LinkedIn Profile](#)

October 3, 2025

Academic Search (CIO Search Committee)

Worcester State University

Worcester, MA

Dear Dr. Wims and Ms. Eichelroth,

I am writing to express my enthusiastic interest in the Associate Vice President and Chief Information Officer (CIO) position at Worcester State University. With over two decades of progressive leadership in higher education IT, most recently as Associate CIO at Suffolk University and currently as an IT Strategy Consultant at WPI, I bring a rare alignment of proximity, experience, and purpose to this opportunity.

Suffolk University, like Worcester State, is a mission-driven, urban institution with budget constraints and a deep commitment to first-generation students (41% at Suffolk vs. 47% at Worcester State). Having grown through the ranks from Network Analyst to Associate CIO, I am a hands-on executive who understands the nuances of city-based campuses and the strategic agility required to serve diverse student populations. I am eager for the next challenge, one where I can apply my experience and prove my value in a setting that resonates deeply with my professional ethos.

At Suffolk, I was part of the team leading the transition from Ellucian Collegiate ERP to Workday ERP, overseeing selection, implementation, and integration. I architected and rebuilt the university's IT infrastructure multiple times, including three data centers and remote campuses. My leadership extended to cybersecurity, where I supervised the CISO and co-authored institutional policies aligned with NIST frameworks. I chaired the University AI Committee, launched Microsoft Co-Pilot, and created a secure LLM testing environment to accelerate the responsible adoption of AI.

My commitment to collaboration and shared governance is reflected in my service on Suffolk's Strategic Planning and IT Governance Committees, as well as in my role in establishing a shared services model with Curry College. As a member of the Boston Consortium of Higher Education, I understand the value of inter-institutional partnerships, similar to the PACE consortium. I am passionate about mentoring staff and building high-performance teams that thrive in complex environments.

Currently, I am advising your neighbor, Worcester Polytechnic Institute, on IT Standards, infrastructure, and security projects. I live in Mansfield, MA. This proximity, combined with my deep understanding of institutional transformation, makes me uniquely positioned to contribute meaningfully to Worcester State's strategic vision.

I would welcome the opportunity to discuss how my experience and values align with Worcester State's mission. Thank you for considering my application.

Warm regards,

Anupam Singh



WORCESTER STATE UNIVERSITY

President's Office
Phone: 508-929-8020
Fax: 508-929-8191
Email: bmaloney@worcester.edu

November 10, 2025

Anupam Singh
[REDACTED]
[REDACTED]

Dear Mr. Singh,

I am pleased to inform you that I intend to submit to the Board of Trustees of Worcester State University at their November 20th, 2025 meeting, your appointment at the University as the Associate Vice President and Chief Information Officer (CIO). Your appointment is subject to Board approval upon the terms described as follows;

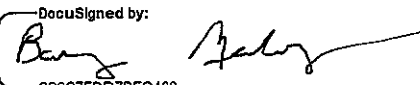
1. The Associate Vice President and Chief Information Officer (CIO) is responsible for providing strategic direction and operational oversight for all information technology (IT) services and resources at the university. The incumbent will lead the IT division in support of the university's academic, research, and administrative mission. You will report to the Provost and Vice President for Academic Affairs, Lois Wims and will be held to the standards of the University, and the Board of Trustees and the Massachusetts Board of Education. You will serve in the position at the pleasure of the President and the Board of Trustees.
2. Your appointment will begin effective Monday, December 22, 2025.
3. Your annual salary will be in the amount of \$195,000. Furthermore, you will be accorded all the other benefits and entitlements due to you based on your employment status as a Non-Unit Professional.

Please note that the offer letter will be contingent upon the satisfactory completion of all required background checks.

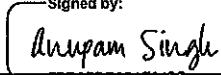
Kindly, indicate that you accept this offer of appointment by signing and dating the original letter and returning it to the Director of Employee Services Operations.

I congratulate you on your appointment and extend my best wishes for a challenging and rewarding work experience.

Sincerely,

DocuSigned by:

CC8235FD70FC182
Barry M. Maloney
President
BMM/jlc

I accept the position of Associate Vice President and Chief Information Officer (CIO) effective December 22, 2025.

Signed by:

FB7CFDC9B1F84B5...
Anupam Singh

11/10/2025
Date