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August 29, 2022

**Letter of Recommendation for Dr. Marshall Greenleaf  
Board of Directors for AHEPPP**

To Whom It May Concern,

I write this letter in support of Dr. Marshall Greenleaf to serve on the Board of Directors for AHEPPP. I have supervised Marshall for 11 years at the University of Massachusetts Lowell in a variety of roles and would be thrilled to offer support for him if selected to serve on the board. Currently, he serves as the *Director of Student & Family Support Services*. As the director of this office, Marshall oversees our family engagement initiatives including family orientation, family weekend, the family association, and the implementation of our communication strategy with Campus ESP. He also oversees select student support services including our campus food pantry, student crisis support, and is our liaison with off-campus student housing. Marshall is an exceptional student affairs administrator. Let me provide a couple examples.

***Commitment to Family Support:*** throughout my time working with, and supervising Marshall, he has always been an outstanding communicator. He has worked and advocated for better and more effective communication with the families of students. When Marshall became the Director of the new *Office of Student & Family Support Services*, he wasted no time drafting a comprehensive plan focused on better supporting the needs of our student's families. Included in his proposal was the implementation of Campus ESP: an easy to use, customizable portal that allows Marshall to better communicate with families – for their students' freshmen – senior year. In addition, he overhauled our summer family orientation program, created a new website that assists students and families connect with off-campus landlords to find affordable housing, and implemented a new structure for our family association. He also created (for the first time) a family weekend as part of the university's annual fall homecoming. What he has accomplished in one year as the director of a small, two-person office supported by student employees, is nothing short of amazing.

***Commitment to Equity & Inclusion:*** if Marshall is going to do something, he wants to make sure that as many people can participate and have access to information as possible. I have seen Marshall implement universal design in all his training and presentation materials. Collaborating frequently with the Office of Disability Services and the Office of Multicultural Affairs, he wants to make sure families are easily able to access information. Examples include: utilizing google translate, providing virtual opportunities for the families of international and out-of-state students, and using inclusive language to insure that all families are included and welcomed – and acknowledging that all students do not have what many define as a "family."

Dr. Marshall Greenleaf is incredibly thoughtful, strategic and highly accomplished. He would be a wonderful addition to your board of directors. If you need additional information, please do not hesitate to contact me at [joel\\_mccarthy@uml.edu](mailto:joel_mccarthy@uml.edu).

Sincerely,

A handwritten signature in black ink that reads "Joel A. McCarthy".

Joel A. McCarthy

Associate Dean of Student Affairs: Housing, Residential Education, and Student & Family Support Services