1. CALL TO ORDER

2. Approval of Agenda for March 27, 2018

3. Approval of Draft Minutes for February 27, 2018 (Appendix A)

4. President’s Remarks: Interim John Engler

5. Provost’s Remarks: Dr. June Youatt

6. Chairperson’s Remarks: Dr. Laura McCabe

7. NEW BUSINESS

   7.1. University Committee on Curriculum (UCC) Report, Professor Marci Mechtel, UCC Chairperson (Information Item) (Appendix B Short Report) (Long Report, click on Link)

   7.2. Report on Input for President Search, Dr. Laura McCabe (Information Item) (Appendixes C & D)
   Questions to think about:

   1) What are the top five qualities you want in the president?
   2) What are the top five components of a good search?

   7.3. Discussion

8. Comments from the floor

9. ADJOURNMENT
Approved:
2016-2017: Meeting #5

MICHIGAN STATE UNIVERSITY
UNIVERSITY COUNCIL APPROVED MINUTES
FEBRUARY 27, 2018 3:15 PM
115 INTERNATIONAL CENTER


1. CALL TO ORDER
   The meeting was called to order at 3:25 pm.

2. Approval of Agenda for February 27, 2018
   The agenda for February 27, 2018 was approved as presented.

3. Approval of Draft Minutes for January 23, 2018
   The minutes for January 23, 2018 were approved as distributed.

4. President’s Remarks: Interim John Engler
   President Engler reported that he was delighted to speak to the assembled group. He noted that he likes to present a statement every week to the University community about the status of the University. He said that he will be traveling to Washington, D.C. to attend the Michigan Congressional Delegation on the status of the MSU investigations that are coming
out in Washington. He also said that he will be meeting with Spartan supporters in Washington for their support and assistance.

President Engler stated that the status of the investigations in Washington are pretty straightforward, adding that the Office of Civil Rights at the Department of Education announced they would be joining the investigation. He added that, thus far, there has been the Cleary investigation, which is also part of the Department of Education, and two House Committees and a Senate Committee investigation, and so that there are five total ongoing investigations at this point. He noted that Christine Seiko is now MSU’s new acting General Council. President Engler stated that MSU has thus far produced about 170,000 pages of documents for the various investigative committees, noting that MSU has been meeting all deadlines, and fully complying with all requests, that have been received. At the State level, President Engler said that the State Attorney General's investigation is the largest being conducted, and the most interested in getting documentation from the University. So, again, he stated, MSU is in the midst of what can be described as a “rolling production of documents.”

Regarding the question of litigation, President Engler reported that this issue is a more complicated problem, because MSU is at the point where the University was involved in some mediation where the mediator was in poor health. Thus, he noted, there is going to be a need to replace the mediator before proceeding, which will be important moving forward.

President Engler said that MSU is also focusing on a broader set of concerns on campus, because we not only have a group of survivors who were victims of Dr. Nassar, but also that there were females on this campus who had nothing to do with Nassar, who were assaulted, often in their dormitory, sometimes in a fraternity house, or sometimes in an off-campus apartment. Thus, because of the national debate on sexual assault, MSU is front and center regarding the question of how do academic institutions deal with the question of sexual assault on campus. President Engler stated that he has met with a number of groups about how to prevent sexual assault and, if sexual assault does occur, how to deploy the best investigative methods of that assault.

President Engler wanted to follow-up on Ashley Fuente’s comments regarding the visit of Richard Spencer to the MSU campus. He stated that when one has a hate monger who comes to this campus. Placing him in the livestock pavilion is the perfect response. It gives him the proper message. He added that what Spencer wants is for people to show up to protest, to take the bait, as this gives him the media attention that he desires. The best way to embarrass Spencer is to not show up for his event. President Engler said that students should instead take advantage of what Ashley Fuente was discussing as alternative events, that this would be the most humiliating thing that could happen to Spencer.

A discussion ensued about the integrity of the MSU Presidential search. It was asked that a transparent plan should be in place for the search, and that students should be part of the search itself. Ashley Fuente was nominated to be a student member of the President Search process, and she agreed to participate.

As part of this discussion, Professor Andaluna Borcila of James Madison College stated: “I think that faculty are working on ways in which we see that the process for the search and electing a President should happen. And I appreciate the idea that the Board would be in
control of it, but we are suggesting Bylaw changes. And also that we want to have a say in the actual process, not just say what kind of student is going to be representing us. So, I think that we will have a voice in this and we want to have a voice in this beyond just picking one particular person. And there are some Bylaw changes that we've proposed and I'm sure we will continue to push for this because I think that as a faculty we have the responsibility to do that at this juncture.”

5. Provost’s Remarks: Dr. June Youatt

Provost Youatt reported that progress is being made on the searches for several Deans. She noted that MSU has concluded all of the interviews, as well as the deliberation for the Dean of the College of Natural Science, adding that there were faculty, Deans, and students in this room who were a part of that process. She thanked everyone involved for their efforts with this important work.

Provost Youatt also stated that as the other searches progress, she will report on those searches, and also continue to invite the MSU community to engage with candidates. All comments are welcome, and they can be sent to Provost Youatt or to Dr. Curry. All comments will be read.

Provost Youatt wanted to thank those who have put a good deal of work into thinking about next Monday, and the visit of Richard Spencer, which included the ways in which this campus might respond to his visit. She stated that she has never seen such a broad, enthusiastic coalition around a response. She then invited the COGS’ (Council of Graduate Students) President, Ashley Fuente, to summarize the kinds of things that are planned on Monday.

Ashley Fuente reported that, as the President of the Council of Graduate Students this year, she has had the privilege of working with other student groups on campus, including ASMSU, RHA, the Black Student Alliance, and the Interfaith Clergy Association. She noted that everyone came together to plan some phenomenal alternative events for Monday, March 5th, and that all are welcome to attend these events.

6. Chairperson’s Remarks: Dr. Laura McCabe

Dr. Laura McCabe reported that a letter was sent to the Board of Trustees noting that the Faculty Senate called for their resignation. She said that 85% of the voting faculty were in favor of the call for resignation of the Board of Trustees at the Faculty Senate meeting. She added that faculty comments that were received on the Academic Governance website were provided, as well as the two letters that were on the agenda for the meeting and the minutes of that meeting. The Steering Committee is trying to be transparent, allowing the Board of Trustees to view all the comments of the faculty that were discussed at the Faculty Senate.

Dr. McCabe stated that another letter was sent to Dr. Beauchamp. She said that the At-Large Members of the Steering Committee have been meeting with the Board of Trustees to increase faculty input in decision-making at MSU. She added that on Friday February 16th, based on the Members of the At-Large Steering Committee request, the Board of Trustees did not vote on the Medical School name change, which will allow faculty input on this decision. Dr. McCabe added that the At-Large Members of the Steering Committee asked Dr.
Beauchamp on the next steps to seek faculty input, which can then be used in the report forwarded to the Board of Trustees.

Dr. McCabe reported that the issue regarding changes to the Bylaws of the MSU Board of Trustees were discussed at the Faculty Senate meeting, as well as Bylaw suggestions that have come through the Academic Governance website. She noted that these comments have been forwarded to the University Committee on Academic Governance (UCAG), so they can look at potential changes to suggest to the Board of Trustees. Ultimately, though, she said that the Board of Trustees has the power to approve or not approve any Bylaw changes at the University.

Dr. McCabe stated that Trustee Brian Breslin and interim President John Engler have asked for input from the MSU faculty for selecting a new President. Dr. McCabe read the email note sent by the Board of Trustees: "We are following up on our conversation prior to the most recent Board of Trustees meeting. The Board welcomes your thoughts as we begin the process of selecting MSU's next President. We join President Engler in inviting you to provide the Board with examples of recent Presidential searches that might serve as a model for our search with component parts, which work well for MSU."

7. **NEW BUSINESS**

  7.1. **University Committee on Curriculum (UCC) Report, Professor Marci Mechtel, UCC Chairperson** ([Long Report, click on Link](#))

Professor Marcy Mechtel stated that, as reported to Faculty Senate, new programs were approved: a Minor in Broadcast Journalism, effective Fall Semester of 2018; a Masters in Clinical Medicine; a Masters in Arts degree, effective Summer Semester of 2018; and a Masters in Legal Studies, effective Fall Semester of 2018; and a Minor in Sports Journalism, effective Fall Semester of 2018.

Professor Mechtel also reported that 13 program changes were approved, and three program deletions were approved. She stated that 19 new courses were approved, 111 course changes were approved, and nine course deletions were approved. Regarding moratoriums: a moratorium on Quantitative Biology, the dual major Ph.D., was approved, effective Spring Semester of 2018 to Spring Semester of 2019; a moratorium on Latin as a Disciplinary Teaching Minor was approved, effective Spring Semester of 2018 through Fall Semester of 2018; and a moratorium on Italian as a Disciplinary Teaching Minor was approved, effective Spring Semester of 2018 through Fall Semester of 2018. A discontinuation of three programs were also approved: the American Studies PhD program, effective Fall Semester of 2017; the Russian Disciplinary Teaching Minor, effective Summer Semester of 2018; and the History Disciplinary Teaching Minor, effective Fall Semester of 2018.

These curricular changes were approved at the Faculty Senate meeting. This report is an informational item for University Council.
7.2. Next Steps Following the Vote of No Confidence in the Board of Trustees – Discussion Continued

Group sessions were established to focus on two items: 1) characteristics you want in an MSU President, and 2) how to implement a process in the President search. The information collected will be provided to the MSU Board of Trustees.

The issues that were addressed during this session included:

1) Receive clarity from the Board of Trustees regarding what they are going to allow or not the MSU community to do, as far as the formation of a search committee.
2) Require efforts from the Board of Trustees to rebuild trust with the MSU Community.
3) Adopt what faculty are asking for as good faith, in good faith, because the members of the Board of Trustees are public servants and have a responsibility for this Institution.
4) Adopt an important, strategic plan that identifies a single important step, and to be aggressive about that step.
5) Elect new members of the Board of Trustees who are not “clueless” about the interests of the MSU community.

8. Comments from the floor

No Comments.

ADJOURNMENT

A motion to adjourn was made and first and seconded. The motion carried. 5:00 pm.
PROGRAM ACTIONS

Highlights:

History, Minor, effective Fall 2018.

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INFORMATION ITEMS
March 20, 2018

Moratorium –

Moratorium in International Business, M.S., UCGS consultation 2/4/18; Provost approved 2/9/18 – Effective Fall 2018 through Fall 2019.

Discontinuation –

None.

Other – None.

None.
PRESIDENT QUALITIES:

Background:

1) Academic leadership not corporate leadership
2) If outside of academia, leadership in a nonprofit, not corporation
3) Someone who has run an R1 institution successfully before (Presidents or Provosts preferably) — including experience managing large budgets
4) Leadership experience in higher education at a recognized CIC institution (700 colleges and universities) or Association of American Universities and Colleges (1400 member institutions)
5) Successful track record of managing a large university -- a sitting president or provost. No retired politicians.
6) The president should be an academic with a record of teaching and research
7) Someone whose record qualifies them for appointment as a full professor at MSU
8) Is a scholar-teacher
9) Ideally someone who has actually done research.
10) A track record of interests in and support of the arts and humanities
11) Demonstrated experience and familiarity with extramurally funded research programs
12) Vision:
13) Has a compelling vision for what MSU can attain in the future
14) Has a vision for and understanding of higher education
15) Ideally, someone with connections in Washington D.C. or funding agencies, and a history of fundraising.
16) The applicants need to engage with faculty and students in the process and demonstrate that they can bring people together
17) Cares for and invests international students and faculty. No “sink or swim” attitude.
18) Ability to tolerate and effectively respond to controversy, and to speak with empathy grace and courage, but also willing to make difficult decisions
19) An individual open to receiving input, and able to communicate effectively
20) LISTENS
21) Well spoken, a good public ambassador
22) Open to shared governance
23) Consensus builder, good with people
24) Ability to articulate a plan for effective implementation of and experiences with the mechanisms for academic governances
25) Someone who understands business models and experiences garnering and administering resources and finances
26) Outside candidate should be given the highest consideration
27) Comes to us from another university with new perspectives (Not currently at MSU)

28) Brave
29) Champions diversity and inclusion
30) Emphasizes teaching
31) Places much less emphasis on athletics
32) Financially progressive: Provides good support for student, faculty and staff health and well-being
33) Able to create a community of donors and alumni
34) Is led by values and integrity. Honest.
35) Cares about work-life balance
36) Can plan for a positive future for MSU given demographic realities
37) Is able to create community and communicates to all members well
38) Open to innovation
39) Committed to student success
40) Someone who doesn’t only listen to lawyers and insurance companies. Does the right thing. Again: BRAVE
41) Ensures that the university lives up to its values
42) Preserves our beautiful campus
43) Understands international engagement and global impact
44) Preserve and enhances research intensity. Maintain standing in the AAU.
45) Provides adequate support for faculty. A lack of support staff takes away from research and teaching endeavors.
46) Allows departments to manage funds and make more independent financial decisions. This will foster independent goal setting/innovation.
47) Move away from the “hub and spoke” form of management
48) Someone who understands their own weaknesses and has the ability bring in people to complement their skill set. Once these people are on board, TRUST THEM to do their jobs.
49) Work with the Board of Trustees so that they understand and embrace their oversight function. The Board needs to provide adequate checks and balances. There was also a discussion about how we can take action so that we have a Board that is qualified to provide oversight of a large university.
50) need experience dealing with external community-stakeholders, alums, sponsors, legislators (state and federal), key agency heads, experience dealing with foundations, don’t want to put students in precarious positions in that arena.
51) Need to focus on culture. Working with university community to identify what our values are and what we want to reward and how we manage that reward system. Make sure our values are aligned with how we allocate resources.
52) Need to be deliberate but also need to make decisions
53) Transparent, good at crisis management, bring a team around themselves who can manage crisis. Culture if fear needs to be rid of. People should be comfortable to speak in a professional way.

54) People skills, personality, social and emotional intelligence to rebuild trust. Transparent and inclusive. Someone is not afraid to hear different points of view. Doesn’t want to live in an echo chamber.

55) Given the time we are looking at a pool that could be someone who thinks they can’t get the job otherwise. Or someone who’s career path is big on crisis management- would their term be short time in that case? Someone who fits these things may not be the right person. This is not a normal market.

56) We need someone who will focus more on campus than the norm would be. Emotional intelligence. Be able to talk about culture, values, reward system. Conversations have been metric focused and that’s not what the deans or the colleges need.

57) Put a team around the president who can help to manage and rebuild. Will be able to choose options that aren’t the most attractive today but will be the best in 5 years. Maybe Engler can address long term issues now.

58) Long term pres needs to feel pulse of the university and respond with empathy and compassion. Admin response to Nassar has had an equal hand in cultural crisis than his crimes themselves did.

59) Important to have someone who has walked in our shoes- been faculty, taught classes, etc.

60) Students want someone who they can connect to as a human. Someone who won’t make them feel like they’re being shooed off to the side. Someone who has the emotional intelligence to feel the pulse of the university. Can talk authentically and genuinely and really truly mean what they say and make students feel that. It’s important to have a person who will make students feel safe and like the University cares about them as an individual. Compassion and people management is important.

61) New pres has to be okay with hearing bad news and taking that on. Has to care about quality of education and not just sports. Students feel like athletics are a more important core component than education. We need someone who’s core mission is education driven.

62) Someone who can surround themselves with big personalities as VPs. VPs and surrounding people need to be strong enough to bring president bad news. Also, why do they want this job?? Need to make sure they can stay the course. Need to make sure they aren’t using this as a way to catapult their career. Number 1 question: given what we’ve been through, why do you want this job?
PROCESS FOR CHOOSING A PRESIDENT

1) We feel that we should identify the major stakeholder groups and have each choose one person to represent them for the search committee
2) Consider Alumni who have been university Presidents
3) Make sure that those stakeholders (i.e., each of the search committee members) have a VOTE that the Board of Trustees listens to for electing the President. This is especially true for the final decision. This will increase inclusivity and participation.
4) Regarding transparency, we need to bring the finalists to campus publicly and gather feedback from the entire campus in order to inform the committee’s recommendation to the Board, and also their final decision. This might decrease the quality of candidates who apply (because they won’t want to be “outed” in their current positions if they are not selected), but this risk is worth it because it will be most transparent.
5) it is most effective just to focus on process
6) The search must include faculty, undergraduate students, graduate students, representative of the administration, larger MSU community, one member of the Board of Trustees (to discuss fiduciary responsibilities)
7) BOT bylaws must change to include broad input in search for President
8) It is key that we have full transparency
9) decisions at each stage should be communicated asap
10) appropriate to consult with other universities about their experiences, including other universities that have experienced major crises such as Penn State
11) recommend large open community forums to establish the qualities and qualifications needed in a President
12) Prioritization of diversity in the hiring
13) Public presentations of the candidates for the Presidency
14) support the creation of a mechanism for 2/3 of Academic Governance to be able to veto the choice of the presidential search committee prior to BOT election
15) There was some disagreement among members of the group. There is a desire for as much openness as possible with public forums, etc., but the group also realized that this could reduce the pool of current university presidents and provosts because of a desire for confidentiality.
16) There needs to be a process where all members of the university community feel that their voices are heard. How do you create this feeling if there is some need for confidentiality? The university should inquire about and study recent presidential job searches across and find out what worked well and what didn’t.
17) The committee should be widely representative and include faculty, staff and students
18) Perhaps University Council could serve as a search committee though we would need to add support staff members. Then there would need to be a smaller “steering committee” take make this very large group more manageable.
19) BoT need to hold listening sessions with individual colleges and major stakeholder groups; campus-wide listening sessions; careful thought needs to be given to venue and mechanisms for providing input
20) Opportunities for formal and informal input (suggestion website, town halls, etc.); student input is important, but faculty and staff input is crucial
21) We need a very engaged search committee that has a clear mechanism to voice their input and opinions
22) Recommended timeline: a thoughtful search will require sufficient time to gather input and permit reflective consideration and evaluation of candidates
23) Suggest to BoT to seek out and invite Faculty Senate approval of the plan launched for the Presidential Search
24) Better mechanism to encourage a culture of involvement in university affairs
25) Understanding from Board of their thoughts on the search process - Will our input be valued and taken into consideration or are we not going to be taken into account as has happened in the past?
26) Gathering input from all parties, students, faculty, and staff and use of input in decision making
27) Use of a search firm to properly vet candidates
28) Search committee has students, staff, and faculty members to provide input
   Balance between representation and efficiency - Not all Board members are on the search committee (2-3), more representation from stakeholders since full Board has the ability to choose.
29) Committee sends 3 candidates to the Board for final confirmation - Board chooses between the options provided
30) Diversity of thought and background in the committee will benefit our search - Athletics, colleges, students, student groups, alumni etc.
31) Search committee looks like the University essentially
32) Future President's success will be maximized if many stakeholders back option!

Additional input:
1) Hopefully have changes in governance structure eventually. Organized staff voice has been missing from conversation lately. Wide diversity of steps: multiple unions, technical, etc. Cohesive governance structure for staff voices to be heard.

2) Biddy Martin - She was chancellor at Wisconsin and left when Governor Scott started taking the university apart. She is now President of Amherst and was very proactive when they had a sexual abuse scandal.

3) A mechanism needs to be found for formalized interactions between BoT and Faculty Liaison Group

4) We (faculty senate) should proceed with work groups to update and revise both the Bylaws for Academic Governance, and well as the Bylaws for the Board of Trustees

5) Strategically, we need to identify and focus on an important first step, for example ByLaws changes
February 26, 2018

Dear Faculty Liaisons to the Board of Trustees,

We are following up on our conversation prior to the most recent Board of Trustees meeting. The Board welcomes your thoughts as we begin the process of selecting MSU's next President. We join President Engler in inviting you to provide the Board with examples of recent Presidential searches that might serve as a model for our search, with component parts, which will work well for MSU.

Additionally, we welcome your thoughts on the characteristics you believe will be important in our next President.

We are at the very initial stages of this most important decision. There will be numerous opportunities for faculty input throughout the process. And other stakeholders will have ideas and input as well. We are intentionally asking for your feedback on these questions very early in the process, as they will help us formulate the next steps of this search that is so critical to the success of our University.

We look forward to continued discussion with the faculty as we move forward together.

Sincerely,

MSU Board of Trustees