1. CALL TO ORDER
2. Approval of Agenda for February 26, 2019
3. Approval of Draft Minutes for January 22, 2019 (Appendix A)
4. President’s Remarks: Acting President Satish Udpa
5. Provost’s Remarks: Dr. June Youatt
   5.1. Chairperson’s Remarks: Professor Deborah Moriarty
       6.1. Faculty Senate Work Session with John Beck, Results of Asks/Actions,
            Chairperson Deborah Moriarty (Information Item) (Appendixes B, C & D)
6. NEW BUSINESS
   6.1. University Committee on Curriculum (UCC) Report, Professor Marci Mechtel, UCC
        Chairperson (Action Item) (Short Report, Appendix E) (Long Report, click on link)
   6.2. Revised Emeritus Policy Changes Request, Professor Mark Waddell, University
        Committee on Faculty Affairs (UCFA) Chairperson (Action Item) (Appendixes F & G)
   6.3. IT Update, Rob McCurdy, Associate Vice President and Chief Information Officer
        (Information Item) (Appendix H)
7. Comments from the floor
8. ADJOURNMENT
MICHIGAN STATE UNIVERSITY
UNIVERSITY COUNCIL DRAFT MINUTES
JANUARY 22, 2019 3:15 PM
115 INTERNATIONAL CENTER

Present: A. Sousa (N. Beauchamp), R. Bellon, A. Bennett, Y. Bolumole, A. Borcila, S. Brocke,
B. Burke, J. Cholewicki, I. Clemente, L. Cloud, R. Conner-Warren, A. Contreras, M. Crimp, R.
Croson, T. Curry, P. David, S. Degraw, A. Dunn, J. Dulebohn, P. Eisenlohr, S. Esquith, D.
Ewoldsen, L. Fleck, R. Floden, J. Forger, S. Gasteyer, S. Ghazal, G. Hoppenstand, P. Hunt (for
S. Hsu) F. Nunes (for T. Glasmacher), J. Goldport, J. Guzzetta, K. Hampton, A. Green (for S.
Hanson), I. Hawkins, R. Hendrick, B. Holtz, B. Horne, R. Isaacs, M. Jackson, C. Jackson-
Elmoore, T. Jeitschko, J. Johnson, M. Johnson, M. Kakos, D. Kaminski, M. Kaplowitz, N. Buch
Loukkala, E. Marcyk-Taylor, D. Maybank, M. Mazei-Robison, L. McCabe, M. Mechtel, J.
Meier, R. Miksieck, D. Miner, D. Moriarthy, W. Nesbitt, R. Ofoli, N. Parameswaran, D. Polishuk,
M. Jacobs (for L. Ponoroff), B. Puschner, R. Rasch, K. Rifiotis, D. Rivera, R. Root, J. Salem, T.
Gulick (for S. Shabin), M. Shammout, J. She, J. Slade, J. Silvensky, N. Smeltekop, E. Strangas,
G. Swain, Z. Szendrei, A. Tickner, S. Udpa, D. Westrin, C. Wiebrecht, D. Wilson, A. Paganini
(for G. Wittenbaum), J. Youatt, A. Zeleke

Absent: A. Amalfitano, M. Apostle, K. Arivoli, W. Banzhaf, B. Beekman, J. Binkowski, S.
Burton, L. Fernandez, H. Fitzgerald, E. Frantz, J. Gaboury, O. Garner, S. Garnett, J. Goddebris,
D. Gould, S. Gupta, D. Handspike, E. Jaramillo, R.J. Kirkpatrick, S. LaRouche, S. Logan, R.
Wihongi

1. CALL TO ORDER
   The meeting was called to order at 3:15 p.m.

2. Approval of Agenda for January 22, 2019
   The agenda for January 22, 2019 was approved as presented.

3. Approval of Draft Minutes for November 20, 2018
   The minutes for November 20, 2018 were approved as distributed.

4. President’s Remarks: Acting President Satish Udpa
   President Udpa stated: “Last Thursday, I was truly humbled to have been selected by the
Board of Trustees to serve as Acting President for the next few weeks, few months, who
knows? And also I was very, very touched by the numerous e-mails that I received. I haven't
had a chance, or an opportunity to respond. There were over 860 e-mails and, as of this ...
4:00 today, or 2:00 today, I think I took care of roughly 35 e-mails, so it's a long way to go. So my apologies if you didn't get a response. I truly ... I'm excited to be in this seat here.”

He also stated: “So my intent for the brief time that I'm in this job is to focus on listening. That's going to be the single most important thing that I'll be doing in the next few weeks. I want to be in healing mode and I'll continue the work on what we need to do to build a safer, more respectful, nurturing culture. That's going to be my priority. And in this regard, I will do a few things in the next few months, few weeks. Attend this meeting far more regularly than my predecessor, so I want to tell you that. I am also planning to meet with as many victims and people who are willing to meet with me. I’m going to do that and that's going to be a priority for me. I'm also planning to work very closely with my colleagues…to see what we can do to restore the faith in the Administration and the future…And I'm going to seek your help in forming a committee sometime in the next three months or more to review our progress in IT integration. I know it's a matter of concern to many people, so I would like to form a committee, faculty-led committee, if you will, to look at the progress we have made in IT and have the committee give me a recommendation as to what we should be doing going forward.”

5. **Provost’s Remarks:** Dr. June Youatt

Provost Youatt reported that she hoped that everyone had time to read her email that she sent saying that she wanted to share her delight at being able to work alongside Satish for the next few weeks or months. She also stated that she wanted to refer to something that President Udpa said: the Deans last week had a conversation about the IT integration, and particularly the ways in which MSU is going to handle issues post-June 30th, reiterating that what the President and Provost are saying, and the conversation that was held last week are consistent.

Provost Youatt stated that her only announcement today is in regards to MSU’s Annual Awards Convocation, held on February the 5th. She said that this event is MSU’s academic celebration of some of the best faculty among us. She invited everyone to help celebrate the recipients of the Beal Outstanding Faculty Awards, the Teacher-Scholar Awards, the President's Distinguished Teaching Award, and the Excellence in Teaching Citation. She added that this event will be held at the University Club in the Heritage Room, saying that MSU’s President will be there.

6. **Chairperson’s Remark:** Professor Deborah Moriarty

Professor Moriarty reported that Dr. Rob LaDuca is on leave as an At-Large Member of the Steering Committee, and that the Faculty Senate has elected Dr. Laura McCabe to replace Dr. LaDuca on the Steering Committee, and also to serve as Vice-Chair of the Steering Committee.

Professor Moriarty said that she would also like to welcome Trustee Kelly Tebay, who is in attendance today. The At-Large Members of the Steering Committee were able to meet with the two new elected members of the Board of Trustees, and both individuals were very interested in Academic Governance, and in attending Academic Governance meetings.

Professor Moriarty also said that she would like to welcome, on behalf of the Steering Committee and the At-Large Members, and I think on behalf of the faculty, MSU’s new Acting President, Dr. Satish Udpa. She noted that one of his first things that Dr. Udpa did was to meet with the At-Large Members of the Steering Committee the same day that he
became Acting President. She reported that he said: "I would like you to be my eyes and ears out there in the community and let me know what's happening,” adding that he listened to virtually everything that was said, listening very carefully about IT concerns, and replying: "Yes, we will do something about that.”

7. **NEW BUSINESS**

7.1. **University Committee on Curriculum (UCC) Report, Professor Marci Mechtel, UCC Chairperson (Long Report, click on link)**

Dr. Mechtel reported that the UCC met at the end of November 2018, and approved the following Program requests: five new Programs were approved, including an Art Photography Minor, effective Summer Semester of 2019; a Food Safety Graduate Certificate, effective Summer Semester of 2019; a Music Theory Graduate Certificate, effective Summer Semester of 2019; a Social Sciences Data Analytics Minor, effective Fall Semester of 2019; and a Sustainable Bio product Science and Technology Minor, effective Summer Semester of 2019.

Dr. Mechtel also stated that there were ten Program changes, and one Program deletion. Regarding courses, the UCC approved thirty new courses, forty course changes, and no course deletions. Regarding Program discontinuations, there was a Program discontinuation in an Earth Science Interdepartmental Bachelor of Science Degree, effective Spring Semester of 2021.

A motion was made to approve the UCC Report and was seconded. **The motion carried.**

7.2. **University Council Work Session, Professor John Beck, Human Resources and Labor Relations:**

Dr. Beck conducted a University Council Work Session. He wanted members to address developing questions that would serve as “asks” regarding initial conversations with the new University President, including the two questions that were distributed at an earlier meeting, and the new question: “What are the ‘Actions’ that MSU should be developing that is not dependent upon the arrival of the new President.”

Two sheets were passed out. Groups were formed. Discussion ensued.

Professor Andaluna Borcila, from James Madison College, stated: “I wonder if we can supplement these with some things that individual faculty could send in anonymously if they don't feel comfortable bringing up issues in small groups. And here's why I'm saying that. Many of us have talked about a top-down culture in fear of retaliation, and while respecting each other’s voices is really important in small groups, there are faculty who feel uncomfortable bringing up their points. And so I want to make sure that we're not doing this at Faculty Senate. We're doing it at University Council, and I want to make sure that people know that there are other ways to [communicate].”

Professor Alyssa Dunn, from the College of Education, stated: “Our first ask is that the new President develop greater shared governance processes, and rebuild the relationship of trust between students, faculty, staff and the President, especially survivors.” She also noted: “One action is to revisit the centralization of both IT and
communication operations, and roll back the precipitous centralizing moves that the current administration has put in place.”

Professor Marci Mechtel, from the College of Nursing, stated: “For one of our ask[s] of the new President is really about transparency in decision making, because, again, I think that that is something that we expressed. The action, something we can still keep on doing is working with the Board, with the By-Laws to keep moving the University forward.”

Professor Diego Rivera, from the College of Music, stated: “Our first one was pretty simple, and it was really more of a point of clarification with the word ‘ask.’ Let's treat ‘asks’ as goals, I think, rather than as opposed to transactional requests, that we're working with our President for a unified direction. The “actions” assess each sector of the University, and ‘ask’ is it functional.”

Professor Rhonda Conner-Warren, from the College of Nursing, stated: “Our action is we want good faith action regarding the tenure suspension policy, the flat/block grant, and broad input when actions or changes are occurring. Our one action[s] is for the UC bylaws that need to be reviewed and revamped to increase the action or participation of students as well as the action of the governance.”

Mario Kakos, from ASMSU, stated: “One of our ‘asks’ was to support endorsement commissioning of a comprehensive, University-wide diversity, equity, inclusion strategic plan that is an actionable, measurable, living document, and a sustainable approach to the work that we all do together. Our actions is to address concerns on reviewing VP hires.”

Professor Greg Swain, a member of the Steering Committee, stated: “All the answers have been taken. I guess, two that are different for us, in terms of the ‘asks,’ what are the individuals' priorities for future investments, financially and personnel-wise. For the ‘actions,’ exploring ways of more engagement with the Board of Trustees, and I guess part of that too would be rethinking the block tuition roll out.”

Professor Anthony Paganini, from Human Medicine, stated “We don't have any additional ‘actions’ that are substantive comment. I do have one I'd like to put on the list there. We'd like to increase transparency and accountability via meaningful and substantive checks and balances, executed by veto power of the faculty Senate or the Board of Trustees.”

Professor Rhonda Conner-Warren, from the College of Nursing, stated: “An ‘action’ is we'd like to see budgets reviewed for those Colleges that have more students than faculty. I'm sorry, I got one more about the international students. We'd like to ask that that be reviewed about the acquisition or inclusion of the international students in terms of their cost of education, and the vision, as well as a change in culture because of the current climate we have with diversity.”

Professor Diego Rivera, from the College of Music, stated: “Under the ‘ask’ we have fostering trust within shared governance and that our new Present value the idea or the concept of shared governance. And we had kind of an interesting take on it. It would be posing the question, not necessarily would they advocate for, but what will be the President's plan for shared governance? Assuming that it's something that we demand.
How are they going to deal with it? Because it's something we need, rather than asking for it. Assuming that we're going to get it. And then in the actions, we have more follow-through about student and faculty feedback, which feedback and what pieces of feedback and information will be implemented. And making sure that everyone participates in the feedback process. In addition, going forward with a sense of compassion and express it to the community and survivors.”

Professor Leon Strangas, from the College of Engineering, stated: “I see that most of the ‘asks’ and the ‘actions’ we are talking about relate to how we correct everything we identified as inadequate or wrong in the previous administration, and where it led us to. But I don't see many questions and asks about where the new President would like MSU to be in five years or 10 years from now. And the question is open because the world is changing. And I was raising the issue, for example, in my College, I hear a lot about moving up in the ranks. And I heard attract smarter, better students. Well, is that what we want? Or should we let the smarter better students go to MIT and take the Michigan average student and do a better job with them than what we are doing today? So this is one of the questions for the future. I don't hear similar questions being asked. And that I think would be what would define the quality and the acceptance of a new President, not whether the President will say, ‘sure, we'll listen to the students and the faculty.’”

Professor Juliet Guzzetta, from the College of Arts and Letters, stated: “In our conversation regarding the Attorney General, we also discussed what Rachel Denhollander is mentioned on numerous occasions, which is the need for an outside investigation of what went wrong with Nasser and Title IX, and what's going on over there, and over decades. For the results of that search to be, or that research I should say, to be publicly available.”

Professor John Beck stated: “I'm going to suggest to you that the notes will be the notes, rather than taking anything out. That's why we have all of those writing sheets from all of you. So what we're going to do, just so that we're all on the same page literally, is that we are going to collect all of the pink sheets, all of the green sheets, and all of that will be typed up and interspersed with all of the notes that already went up on the screen, to give you a complete picture of everything that was on the mind of all of you today. The hope is, and the reason that they're ‘actions,’ is that governance can continue to act. We in our individual departments are individual centers, are individual colleges, can continue to act. And it's important that we all act and frankly not wait on a new Chief Executive Officer to be here at MSU. So in that way, it's extremely important that once you get these notes, do understand what you have the ability to do, and what you had the work of your colleagues to do.”

Professor Robert Ofoli, from the College of Engineering, stated: “I partially support your comment on where ... Yeah, on whether the search will be open or not. I really think that that's something that if we are really interested in making a decision, or we need to bring to the discussion, it's a very, very touchy thing, because many of the people who are applying may be in positions where they don't want it out in public that they are applying. And I think we all do this. And never use any references from MSU. If I'm interested in talking to another university because I may just be checking things out and I don't want it to get back here, ‘Hey, old Foley's looking for a new
position’ or something. So I think that's something that we really need to talk about. I
don't know what the answer is, but I think it's something that perhaps as a group, we
need to discuss and understand.”

Professor John Beck stated: “So let me thank you and remind you that you have a
perfectly good reception that's about to go on at the Cowles House, if I remember that
correctly. So, I think the best thing that I can do is to thank you for all of this input,
and your attention to each other. The conversations were wonderful to watch. Please
continue that conversation. It shouldn't always be about only getting up at
microphones. It should definitely be in the heart of this governance structure that you
talk to one another this way more often. Thank you so much. And I'm going to hand it
back to Gary and to Deborah. Thank you.”

8. **Comments from the floor**
   None

9. **ADJOURNMENT**
   A motion was made to adjourn and was seconded. The motion carried. 4:47 p.m.
At the meeting of the University Council held on January 22, 2019, a working session was led by Professor John Beck (Human Resources and Labor Relations). The working session focused on two questions:

1. What should be on the list of “asks” that we as a faculty and staff should bring to our initial conversations with the new president?

2. What are the “actions” we should be developing and leading that should not wait on, or be dependent upon, the arrival of the new president?

A summary of the responses from the different breakout groups is given below. Topics listed below are ones the search committee should probe with the candidates. Candidate responses should then be somehow with shared the broader MSU community prior to a hiring.

1. Asks

   a. Develop greater shared governance processes and trust between upper administration and faculty/staff.
   b. Transparency in decision making.
   c. Increasing faculty input, guidance and opinion on decisions.
   d. Tenure suspension (BOT change during summer of 2018 – Recent Changes to the Discipline and Dismissal of Tenured Faculty for Cause Policy – forced leave without pay) and problems with the block tuition plan. Policy change made by BOT without consultation of UCFT and others.
   e. Support culture change across campus and shared governance.
   f. Support endorsement commission for diversity equity and inclusion.
   g. What are the priorities for investment (financial and personnel)?
   h. How will they interact with the student body to get feedback – how are they going to learn about the culture here?
   i. Have humility and be a healer given MSU’s current situation.
   j. Give voice to students and faculty at highest levels of governance, define rights.
k. Review support of international students (change in culture, funding).
l. How can we be globally competitive?
m. Role of fixed-term and promotion of these faculty?
n. Fostering trust within shared governance – what is the plan for it?
o. Consider and review prominence of athletics over academics.
p. Where would you like MSU to be five years from now?
q. Will records of Title IX investigations be made available to the public?
r. What do you think about the centralization/decentralization of the university management?
s. What is the vision for how MSU can be both an R1 and land grant university?

2. Actions
   a. Revisit centralization of IT and Communication, and roll back centralization moves.
   b. Work with BOT for By-law changes.
   c. Assess each unit of the University – is it functional and necessary?
   d. Revamping the core undergraduate curriculum.
   e. Revamp action of governance.
   f. Pushing for shared governance and revise policies to increase involvement of faculty and staff in university decisions.
   g. Address concerns for numerous recent VP hires.
   h. Explore ways for engagement for BOT with greater university community and revisiting block tuition.
   i. Increase transparency and accountability of the BOT.
   j. Better understanding of university and college budgets, review by students and faculty.
   k. Create budgets that can be understood by the average person.
   l. Student success initiatives and reboot things that have stalled.
   m. More follow through about student and faculty feedback – more in-depth and thorough feedback (e.g.: campus climate survey).
   n. MSU needs to operate from an ethical center rather than a legal standpoint.
o. Continue improving disability, counselling services and representation of minority faculty.
p. Demand transparency instead of obstructing external investigations.
q. Continue to work on policy changes that better define the roles of The Steering Committee, University and the President.
r. Make a public apology for past MSU actions – less emphasis on MSU branding and what the community wants.
s. Continue with efforts to have a more open presidential search.
t. As University Council -> come up with more coherent ideas about what needs to change (TSC – focus on the list).
u. Talk about the value of closed searches vs. open presidential searches.
List of Asks
University Council Meeting
January 22, 2019
From John Beck’s Work Session

• Implementation
• Ask of humility and recognition of who we are
• Support/endorse/commission of a comprehensive University-wide diversity equity and inclusion strategic plan that is actionable, measurable, living document and sustainable approach to the work we will do together
• Shared governance processes
  o Greater relationships between students, faculty, staff and President
    ▪ Rebuild trust between students and administration, especially survivors
    ▪ Move away from more compliance w/ Title IX
    ▪ Develop transparency system
    ▪ Plan to engage BOT w/ other groups
    ▪ Consider spaces for graduate students
    ▪ Articulate concrete processes to evaluate lapse in oversight lack of values and leadership integrity and reverse decades of part. Gov.
    ▪ Visit all colleges and listen to priorities
  o Logistical processes
    ▪ Multi-layered IT approach and differentiate tween units’ needs
    ▪ Clarity on budget processes/model-participatory budgeting
    ▪ Disability serves (RCPD) improvements
    ▪ Counseling service improvement (CAPS)
    ▪ Revise general education requirements
    ▪ Consider and reevaluate place of athletics – drives too many priorities
    ▪ Recruit and retain students and faculty of color and other minority groups
    ▪ Commit to honor, fund and award all types of reach and scholarship and not perpetual epistemic exclusion
  o Community commitments
    ▪ Develop team and structure to include community engagement
    ▪ Become focal point of public reason – devise resources for respectful, deliberation, dedifferentiate publicly policy issues
    ▪ Create a culture of community listening
    ▪ Move from language of diversity and inclusion to justice and equity
• Good faith
• Tenure suspension policy
• Flat block
• Broad input
• Management style (top down, bottom up)
• Views on relationship to academic governance – rule of Academic Governance
• Budget model – allocation of resources
• Support of the graduate education mission
• Future use of recruitment of resources
• Key vision facing bylaw education
• Provide an understanding of where the person believes we need to be directing our attention
• Review the structure that have been created from the past year to determine the direction being set
• Restoring health benefits for new hire faculty
• Catch up faculty salaries to peer institutions
• Increase opportunities for cross-college degrees
• Thoughts on flat rate tuition and implementation
• Aware of impacts on the students b/c of the hastened roll out
• What happens to the political hires?
• Listen, open-minded, understand their own imperfections (self-knowledge), understand our past and how we got here today, reasonable and relatable on a human level
• What can we do to substantively change the climate and reputation of MSU culture
• Do we be more inclusive and diverse
• How do transparency and accountability via meaningful checks and balances (ex: veto power of Dean’s council)
• What would be your strategy to increase research output and money brought into MSU? The main disparity in MSU lags behind is sub-poor research by the medical school and faculty
• Consider an improved/uniformed spousal hiring policy that ensures we do not lose excellent faculty b/c of fixed term/limited spousal hire contracts
• Reconsider IT centralization plan
• What is the overall plan to devolve power back to the colleges & departments?
  o Examples of power centralization including IT, GII hires, planning new buildings
• How can we instill a culture of trust in externally funded scholars in terms of spending the funds?
• Examine with an eye towards simplifying the administrative organization of MSU
  o Reduce administrative positions and overhead
  o Eliminate where possible the spider web of reporting lines and accountably
• Rethink the way that student tuition dollars (fail) to track with students and students teaching (i.e devise a workable formula to allocate tuition dollars to units that perform teaching); also eliminate the “departmental tax”
• Vision for MSU
• Role of faculty/staff/students in shared governance
• Finance considerations for colleges and departments
• Transparency needs in decision making for community
• Support for Arts and Humanities, UG teaching, students
• Change our culture – accountability
• We need to make sure that our next president has an idea of what they want the MSU identity to be
  o Be intentional with values
  o What is the evidence of our values being achieved?
• Government advocacy at the state and federal level
• Fostering trust within shared governance – value it
What will be the President’s plan for shared governance

- Re-envisioning what it means to an R1 Land Grant Institution
- Making a commitment that our graduate and professional students are fully recognized as being integral to our mission
- Assisting faculty in supporting graduate and profession students and having a system of accountably in place to support such efforts and redirect failures
- Address transportation
- Encourage socialization and governance across levels
- Improve technological capacity
- Improve graduate student orientation
- Faculty /mentor workshops’
- Clarity implementation of healing fund
- Flat rate tuition
- Need vision that is broad enough to go beyond expertise but use the strength of President
- Coordinate government advocacy to represent campus initiatives at the state and federal level
- Student counseling support
- Redirecting/restructuring of what is changed in the past few years
- Communication process
- How will we remove unnecessary (political) hives at upper administrative levels that were added by Former Interim President Engler
- How can we increase mental health services so that our provider to student ratio is the “best” in Big Ten?
- Can we explore a “no loan” financial aid policy for low income/first generation students?
- Can we increase efficiency to address diversity and inclusion?
- Protocols for sexual assault/harassment victims and mandatory reporters
- Progress of counseling service reforms
- Set up timeline for witnesses to be informed of progress of hearings (not just that case has been handed off to investigators)
- Foster a culture change – more collaborative, civil and nurturity
- Lead a discussion on our collective aspiration
- Examine varies metrics and excellence
- Review budget model including OCC
- Roles of arts and social science on campus
- Collective identity as a University with showcase projects
- Continue a focus on culture change for diversity and inclusion, celebration of the strengths of this community and its people; look at other workable model from other institutions instead of “we always do it this way”
- Keep faculty in pinnacle advocacy role
- Strategy to close the gender gap at MSU
- Evaluating the quality of education students are receiving
- Statement on new Title IX guideline
- Will you release documents from MSU regarding current investigation?
- Reinvestigate faculty resources for healthy policy and engagement
- develop resources thought the University for respectful deliberation neglecting difficult public policy issues
- better integration of colleges
- create faculty mechanism for determining universities priorities
- How do we handle scandals and speculations with grace?
- How will we interact with various backgrounds and identities?
- How do we amplify the student & faculty voice at the top level of University governance?
- How will you improve communication between the top of administration with faculty and students?
- How can we develop mechanisms that move us away from tuition based enrollment to an entirely merit based enrollment?
- How can we ensure that we get the best and brightest students and essentially offer them free education?
- How can we change our culture and reward merit contributions not only based on primary grant awards?
- How will you be visible to students?
- Can the President support culture change and empower faculty, students, and staff who have ideas?
- Can they seek the voices of those who think that status quo needs to change?
- Can they make a public apology for how MSU has dealt with Nassar?
- How will they push for shared governance at the highest level as faculty senate endorsed?
- What are the additional resources to promote the land grant mission?
- Keep tuition $ with students to support teaching – eliminate departmental tax, change culture with diversity and inclusion
- Reopening women’s center – greater spaces for various affinity groups
- Supporting first generation, low income and student parts
- How committed to diversity? What does diversity mean to you?
- How would the President learn the culture of various parts of the University?
- Operating the University from an ethical center rather than responding to possible legal action
- University board that exists between University Council and BOT (change bylaws)
- Changing bylaws to be more nimble
- What is your strategy for closing the gender gap and salary gap in sciences at MSU?
- How will you promote diversity in faculty at MSU?
- Better means of reporting/redress (at a high level) for workplace bullying & harassment that goes beyond OIE – OIE has narrow mandate OMBUDSMAN for faculty/staff – if we have this then expand outreach
- Shift emphasis away from sports and onto research foundation
- I’m just looking for a president who cares deeply about their job and is able to have a little fun. As a student I can attest that we are in fire need of role models. Give us one.
- What will you do to keep in touch with students?
- How involved will you be in A6?
- Press for an external candidate
• What steps are taken to make sure that all MSU members feel safe and protected from the horrible things that happened in the past?
• How is MSU planning to gain confidence and be a leader in education, research and service?
• How does MSU plan to provide more access to underrepresented groups for education and research?
• How can we change the current climate here at MSU and change the current adverse reputation?
• How do we support the academic excellence of faculty in the health profession at college of Human Medicine?
• How do you decrease the debt (loans) rate of MSU students?
• How do we increase and enhance of inclusiveness and diversity of faculty and students here at MSU (minority and female faculty)?
• More faculty engagement and affairs decisions and policies. Have more voice and can be taken seriously.
• Plan/commitment to inclusion and diversity
• Their definition of transparency
• Be forthright, yet compassionate
• Listen to issues from student/faculty/staff and create mechanisms to timely respond to issues raised
• Survey of culture (recurring)
• Action plan to restore the reputation of the University not necessarily immediately but once the President has had the opportunity to assess the status-quo of the Institution
• Commitment to the diversity and inclusion
• Commitment to including faculty and students decision-making
• Commitment to transparency
• Commitment to enacting additional resources for large classes with additional allocation of tuition money.
• What steps will you take to ensure the safety of all members of the MSU Community?
• What will you do to position MSU as a global leader in the next 30 years or so?
• What specific steps will you take to give faculty a more prominent voice in the MSU community?
• What actions will you take to ensure the fact that the board will maintain independence from you?
• Experience/examples building community/building consensus: inclusive leadership
• Respect for faculty/staff, students – support for all constituencies
• Leads with integrity – make it clear that we will not compromise our core values for short run goals
• What is for MSU beyond the Nassar scandal? Seems like our agenda is now centered on this issue. How are you (we) going to use this terrible event as a starting point to lead other universities and academic communities into efficient prevention of sexual related crime on campus?
• ITC issues at the smallest unit level. By smallest unit level I refer to research and teaching laboratories, extension agents
• Are you planning to continue keeping faculty in a peripheral advisory role?
• Do you want to turn MSU into a leaderly “elite” school or keep it in its present inclusive state?
- What will be your strategy to overcome the budget constrictions imposed by this lack of legislative support and the long term implications of the bonding of the Nasser settlement?
- Structure for executive team esp communications
- New GII hires
- Role & number of fixed term faculty
- New strategy for funds PhD students
- How will the President achieve legitimacy when their appointment is the result of a closed search
- If put in a situation that require you to choose between your own advances and the well-being of students, how will you handle that situation?
- What’s the right size for MSU?
- How can we be globally competitive?
- What do you think about the centralization and decentralization of an institution our size?
- How will you work collaboratively and merit based?
- How will you provide empathetic and kind leadership?
- How will you hold that expectation throughout campus?
- What problems were created by the closed search and how will you overcome them?
- What are you going to off to help the average person understand the budget of the University and how will it be transparent?
- How can we instill a culture of trust when spending money?
- How will new President facilitate authentic behavior by central administrators to be concerned about ethnicity? And not simply cover up misdeeds, ethical violations etc.?
- How will new President be engaged with faculty rather how he distal, aloof, and disengaged?
- What are your thoughts on reasons for the tuition to rise way faster than general inflation?
- What fields do you want to develop or strengthen where MSU is a global/national leader and example?
- How do you balance competing interests from various stakeholders?
- How will shared governance occur in a meaningful way?
- How will faculty and student diversity be achieved and maintained?
- How will the quality with undergraduate education be improved?
- How will faculty play a greater role in governing?
- How does the campus “hold”?
- How do we create a culture of listening?
- How will faculty/staff/students have input to the President?
- Will our new President endorse and enforce faculty led initiative to create an environment focused on student learning and safety?
- Will the new President work with state legislature to level the balance of power between the board of trustees and faculty?
- What do you see as the “identity” of MSU going forward?
- What is your “vision” to MSU towards envisioned identity?
- What role will the President play to help the health colleges?
- Current processes that began and stalled in time of change. What needs to be picked up again? What needs to be eliminated? What needs to change direction?
• How to bring back respect of MSU fans and constituents that has been broken with our recent past?
• How personal will you be taking this job?
• If put in a situation that requires you to choose between your own advances and the well-being of the students, now will you handle that situation?
• What is your commitment to promoting diversity and safe spaces?
• How will the new President learn at our Institution?
• Can you listen to us?
• Could they articulate concrete steps to evaluate the lapses in oversight, values, and leadership integrity that have led MSU to its current state?
• How will you learn what MSU is about?
• How will we push for an open search?
• How will we pinpoint what is wrong with MSU?
• What is good about MSU that needs preserving?
List of Actions
University Council Meeting
January 22, 2019
From John Beck's Work Session

- Wider communication network beyond immediate cabinet
- Flat rate tuition – process on adopting and impacts on the students
- Address concerns about reviewing VP hires
- Increase mental health services
- Address/consider rights and respect of student doc (SRR) for Dean of Students position
- RVSM policies w/ Title IX
- Consider athletics relationship to University
- Revisit centralized of IT communication operations
  - Roll back precipitous centralizing moves
- Disability and counselling services improvements
- Recruitment and retention of underrepresented student and faculty
- Fix governance process, budget process, and relationship process
- UC bylaws need to be renewed to increase action, participation of students, actions with governance
- Continue efforts to address RSVM and culture concerning confession
- Working toward a climate of transparency, and inclusion
- Work to make faculty, staff and students feel appreciated
- Express compassion to the survivors and their families
- Department budget stability (discontinue annual 1% budget cut)
- Revise faculty disciplinary process to remove or reduce role of administration
- Increase faculty input in Institution strategic planning
- Re-think he IT strategy
- Flow of information/involve faculty, staff and student representation in decisions making
- Mental health ration of provider and students
- Diversity and inclusion
- Wellness
- Healing fund
- Set the tone by listening to students while using the wisdom and resources that administration have
- Don’t play any games
- Working on culture change locally and globally that addresses a multitude of issues that campus constituents are dealing with
- Local level conversation and strategies related to diversity/equity/inclusion that can be rolled into a coordinated and cohesive University-wide plan
- Enhancing and refining internal and external communications for both units and the University as a whole
- How do we move forward to have proposed bylaw changes voted on by Faculty
- Block tuition – revision of implementation to grandfathering rather than a hard date
• Revision of the structure of UC
• Change the culture from “faculty works for the administration” to “administration works for faculty” to facilitate their reaching and teaching responsibilities
• Put time and resources into communication efforts to change perception of University response to Nasser survivors being insufficient/insensitive (of course – in addition to the actual actions underlying & justifying that perception change)
• Faculty need to better articulate the larger problems of culture at the University. It is not just about the Presidential Search, RVSM, athletics
• Precede with discussion and implementation of the proposal Bylaws revisions, specially creation of the “University Board” that will include faculty and student representation and will serve to advise the SMU Board of Trustees
• Continue bylaws revisions
• Continue to work with board faculty/student on committees
• Assuring change in culture at MSU regarding Title IX & work place inclusivity
• Hold BOT accountably
• Make BOT listen
• IT
• Healing
• Transform image & culture
• Assess each sector of the University – is it functional?
• Reassess the budget – let everyone know what the budget is and why it is the way it is
  o Does the budget run counter to our values?
• More follow-through about student and faculty feedback
  o Is feedback being implemented
  o Make sure everyone participates in feedback
  o Compassion, express it to the community and survivors
• Changes in bylaws to more clearly define and empower the roles of faculty and students in governing bodies of the University
  o Increase the voice and authority of faculty and students by the BOT
• Improve transparency and clarity responsibly of BOT in responding to faculty and students
• Improve communication flow between President, BOT, faculty and students
• Codify the role of the President In relation to the BOT, faculty, students, codify the role of the steering committee and communication between them to avoid passivity and empower voices and faculty and students
• Meaningful integration of DEI efforts into our regular process of people and reviews
• Review of campus IT & implementation of structured, integrated support
• Out-of-state tuition having the ability to potentially apply for in-state status after 1 year to remain competitiveness with other institutions
• Residency training programs in the era of restricted access for foreign trained professionals.
• Coordinate system of input desired with BOT
• Set-up regular “listening” sessions with campus community
• Write criteria for what will ensure “confidence” as council in President
• BOT
• IT attention
• Meet with group and listen (leave a briefing binder to the new President based on what was leased from the history services
• Discuss and evaluate the future of how we can communicate better on campus
• Assess current ongoing structure and facilitating
  o Including assess all structured changed and initiative and appointment
    ▪ Are they effective?
    ▪ Are the ineffective? Should they continue?
• Develop a process for needed changes – recognizing
• Restoring protection of tenured faculty
• IT centralization
• Engagement to BOT
• Rethink general education
• Participatory budgeting
• Increased conversation about block tuition at MSU
• Increased conversation regarding diversity and inclusion initiatives
• Continuing conversations about sexual assault in our community
• Make sure all student and faculty know how to voice their opinions
• Form a concrete proposal of what a faculty and student board would like and do in order put a direct proposal in front of the board of the trustees
• Support strong research enterprise
• Reduce faculty burden
• Increase inclusion and diversity
• Add value to degree
• Mend relationships with survivors, alum, community
• Relook at IT alignment
• Cooperate with the AG Investigation
• Set our goals and values and live up to it
• Hire a records manager for the University
• Ask Board of Trustees to continue to work to be transparent to students and faculty.
• Listen to any and all allegations of sexual misconduct and ensure
• Push for an open search
• Focus on University community
• Respect policies
• Support the victims
• Looking at improving the development of the Nursing degree
• Simply administrative structure of MSU (Honors College w/o Faculty, Grad school, etc.)
• Creating a culture of trust (What went wrong in the past?)
• Transparency in decision making so community understand decisions made with more input
• Experience in building community
• President and BOT independent
• Different financial model (departments get cut every year)
• Working with legislative to improve governing boards
• Structure to disseminate information
• Better communication between faculty, staff, admin
  o A system where admin must respond
• Transforming top-down structure, making this a faculty and student-led Institution
• How would they support and foster arts and humanities
• Deploy strategies to change the top-down culture at MSU and allow for people to be heard
• Bring transparency to administration and allow for more faculty feedback in academic governance
• Change the financial negative trends at MSU
• Strategize to change the athletic and party-school fraternity/sorority culture that seem to attract so many students to MSU but then lead to such bad reputation
• Increase the Land Grant Institution importance at MSU
• Evaluate how MSU provides students with employment work and money
• Restoring tenure/faculty job protections – current dismissal for any reason unacceptable
• IT centralization, reverse aspects, restore trust which has been broken with IT Technology employees of MSU
• Increase engagement with BOT → faculty presence at meetings etc (somewhat addressed with bylaws revision proposals)
• Transparency = important, can we Institutionally do this?
• We need to seriously reconsider the University approach to block tuition as a case study of shared governance.
• Open the Presidential Search
• Release the documents MSU has been withholding from investigators
• Allow for an open and transparent investigation(s)
• Delay block tuition
• Oppose the new title nine guidelines of including the erasure of right for and the identities of transgender and nonbinary students
• Add students and faculty to the BOT with voting privileges
• Efforts to enhance inclusiveness and diversity of faculty and students
• Increase faculty voice and presence in the BOT and change Bylaws if this is what we needed to make it happen
• Create culture for the open reputeing of concerns and accountability
• Improve the voice and power of student/faculty/staff in the running of the Institution
• Action plan for responding to unfortunate events
• Involvement of faculty staff and students in final stages of Presidential Search
• Seeking commitment from BOT for membership of faculty students and staff
• Work with Michigan legislature and universities to change the structure of the serving boards from 2 to 6 years – building trust among community stakeholders
• Immediate greater presence of faculty on the Presidential Search Committee
• Independence from the BOT
• Improve campus climate culture – DEI, professionalism, collegiality, civility
• Transparency of processes – e.g. changes to Title IX/OIE
• Women’s center; greater “spaces” for affinity groups
• Increased support for first generation students; student’s parents
• Weed out those on campus that have not led with integrity
• Identify areas/units with poor leadership & get new leadership
• Reorganize the research administration so that its quick and helpful
• Realign and change sports and academics so that sports are not the dominant characteristic of MSU’s persona
• We should be more proactive in enhancing faculty voice and overcoming many of the restrictions imposed by the bylaws for academic governance
• New budget/model for the 1%
• Strategic plan/strategic direction/priorities
• Online education strategy
• Revamp core IDN requirements
• Rollout of flat tuition and corresponding changes
• Student success initiatives
• Timing of & strategy for next capital campaign
• Diversifying the faculty/creating inclusive climate
• New admission strategy
• Starting on mending the relationship with victims and survivors
• Remind ourselves that we need to have an open mind and be forward thinking for the new incoming President
• Work toward rebuilding trust between students (and particularly survivors) and MSU admin
• Moving away from the Title IX compliance to much higher standards for respect and inclusion at the University
• Developing a system of transparency whereby the MSU community, particularly students, so faculty have a good understanding of what is going on and do not need to rely on LSJ
• Work toward a multilayered IT that takes into account the diversity of need on campus
• Share a plan for handing the pressure of increasing tuition and the realities of federal funding
• Plan to engage the BOT on the issue and not accept their passiveness
• Need to demand transparency among unevenly legal counsel, rather than continuing obstructing Attorney General investigation
• Revamp core
• Student initiatives
• Diverse faculty
• Commitment to honor faculty/student voice and attend all University council meetings
• Commitment to transparency / accountability
• Movement toward language of “justice & equity” versus “diversity and inclusion”
• Commitment to honoring all types of research & scholarship and not contributing/perpetrating epistemic exclusion
• Commitment to recruiting and retaining faculty of color and other minoritized groups
• Commitment to recruiting and retaining students of color
• Improve disability and counseling services
• Review and reconstruct of undergrad studies/ general education
• Review the place of athletics
• Visit to colleges to meet with groups of faculty, staff, and students.
• Meet regularly with deans, perhaps in conjunction with provost.
• Centralization of IT
• Conversations Acting President should have with survivors
• Movement of curriculum
• Approach MSU as the education Institution it is, instead of a business
• Push for the survey and analysis for results
• Shift narrative towards helping students and employees rather than covering up everything
• Create a culture of trust
• Thoroughly assess the effects of block tuition
• Understand and utilize shared and participatory governance to solve problems and find solutions for the University
• Address the culture of bullying at MSU.
• Make a summary of what Academic Governance does to send to the Board of Trustees
• Participatory budgeting
• Tell us how you will hire new administration
• We should have an immediate outside investigation that reviews both what happened with the Nassar complaints that were filed over decades ago
• Act like a President ought to Act.
• Focus on Student Success.
• Keep MSU inclusive and move it toward an elite status
• Close gender/ salary gaps on sciences
• Keep in touch with students
• Rethink block tuition
• Oppose the Title IX implantation
• Increase engagement with the Board of Trustees
• Continue RVSM
• Climate of transparency
### Highlights:

- Accounting Analytics, Graduate Certificate, effective Summer 2019
- Agriculture, Food and Natural Resources Education, M.A., effective Fall 2019
- Film Studies, Graduate Certificate, effective Fall 2019
- Race and Ethnicity in the United States, Minor, effective Fall 2019

### PROGRAM ACTIONS

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To view the full UCC Report visit: www.reg.msu.edu/Read/UCC/fs021919.pdf
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INFORMATION ITEMS
February 19, 2019

Moratorium –
None.

Discontinuation –
None.

Other –
None.
January 13, 2019

MEMORANDUM

TO: Mark Waddell, Chair, University Committee for Faculty Affairs

FROM: Theodore H. Curry II, Associate Provost and Associate Vice President of Academic Human Resources

SUBJECT: Changes to the Emeritus Policy

The Emeritus policy was last reviewed and revised in 1991. At MSU, Emeritus status is automatically granted at the time of one’s retirement. A faculty member is eligible to retire from the University at age 62 with 15 years of service or after 25 years of service at any age.

It is not uncommon for other institutions to provide Emeritus status after a faculty member has attained a substantial period of service short of the years needed for retirement eligibility. MSU’s current policy does not provide for this flexibility.

Further, recent events have required the University to review its policies accordingly. As such, we propose that the Emeritus policy be modified as follows:

1. Allow emeritus status to be granted to faculty and academic staff who end their employment at MSU after a substantial period of distinguished service short of the years needed for retirement eligibility, upon the recommendation of the Provost to the President, after consultation with the University Committee for Faculty Affairs.

2. Add to spirit of current policy that emeritus is granted automatically upon retirement assuming good standing. Good Standing is assumed unless one ends employment while suspended or during termination proceedings.

3. Allow for the revocation of emeritus status upon the recommendation of the Provost to the President, after consultation with the University Committee for Faculty Affairs, in those exceptional cases in which behavior occurring or discovered after being awarded emeritus status is deemed to be substantially inconsistent with the behavior expected of MSU faculty and academic staff.

Additionally, the Emeritus policy is contained with the Faculty Handbook. We also propose to remove executive managers from the provisions of this policy as executive managers are not faculty or academic staff appointments. A separate policy provision may be developed to address how Emeritus status is granted for executive managers.

Attached is a draft revised policy for the committee’s review. We look forward to discussion on this matter at an upcoming UCFA meeting.
Emeritus


IV. ACADEMIC HUMAN RESOURCES POLICIES (Cont.)

The following policy was approved by the Board of Trustees on May 18, 1950 and revised on April 5, 1991 and ________.

Members of the Faculty, academic staff and administrative staff who leave the University with official retirement status and in good standing\(^1\) are granted certain privileges and the "emeritus" title. For faculty members with the rank of professor, associate professor or assistant professor, the "emeritus" designation is appended to the rank held at the time of retirement, e.g., professor emeritus. For academic staff the title would be librarian emeritus, etc. For administrators whose administrative appointment requires approval by the Board of Trustees and for all executive managers, the emeritus designation, upon approval by the Provost and the President, is appended only to the most senior administrative title held at Michigan State University, which may be held at or prior to the time of retirement, e.g., dean emeritus. The emeritus designation is not normally awarded for administrative titles held on an "acting" or "interim" basis.

Faculty, academic staff and administrators who end their employment at the University after a substantial period of distinguished service short of the years of service needed for retirement eligibility, may be granted emeritus status upon the recommendation of the Provost to the President, after the Provost consults with the University Committee for Faculty Affairs. Granting emeritus status does not affect the individual’s retirement eligibility requirement.

Faculty with the emeritus designation are entitled to attend Academic Faculty Senate meetings with voice but without vote; to march in academic processions such as commencement; to receive the MSU News-Bulletin; to avail themselves of the libraries; to receive, on application, a faculty vehicle permit; to represent the University, on appointment, at academic ceremonies of other institutions; and, in general, to take part in the social and ceremonial functions of the University.

Emeritus status that had previously been granted may be revoked upon the recommendation of the Provost to the President, after consultation with the University Committee for Faculty Affairs in those exceptional cases in which behavior occurring or discovered after being awarded emeritus status is deemed to be substantially inconsistent with the behavior expected of Michigan State University faculty, academic staff and administrators.

\(^1\) "Good Standing" is assumed unless one ends employment while suspended or during termination process.
Modernizing Your Technology Experience

University Council

Rob McCurdy, CIO
February 2019
Agenda

• IT Mission/Vision
• IT Transformation
• ITnext – Updates
  • Performance
  • Security
  • Client Services
  • What’s new
• ITnext – Eye on the Future
Agenda

• IT Mission/Vision

• IT Transformation

• ITnext – Updates
  • Performance
  • Security
  • Client Services
  • What’s new

• ITnext – Eye on the Future
MSU Information Technology

MISSION
Implement and maintain practical information technology solutions that provide the platform for Michigan State University to excel in research, education, and outreach.

VISION
Exemplify visionary leadership and deliver effective technology solutions to enable Michigan State University students, faculty, and staff to positively impact vital global issues.
Agenda

• IT Mission/Vision

• IT Transformation

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  • Performance
  • Security
  • Client Services
  • What’s new

• ITnext – Eye on the Future
# MSU IT Prior Landscape (2017/2018)

## Complex Environment, High Variance of IT Management, Increased Risk

<table>
<thead>
<tr>
<th><strong>MULTIPLE APPLICATIONS</strong></th>
<th><strong>DECENTRALIZED IT</strong></th>
<th><strong>UNSCALABLE DEVELOPMENT PROCESS</strong></th>
<th><strong>INADEQUATE INFRA &amp; PROCUREMENT FUNCTIONS</strong></th>
<th><strong>MISALIGNED PEOPLE, SKILLS &amp; ORG STRUCTURE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>➤ Over 2,000 applications and platforms in IT landscape that offer duplicative functionality reducing efficiency and effectiveness</td>
<td>➤ Lack of a central, mature, established EA function leads to proliferation of technologies and tools as well as duplicative efforts</td>
<td>➤ Varying adoption and application of agile development, which delays solution delivery</td>
<td>➤ Lack of basic capabilities such as Disaster Recovery, self-service provisioning, etc.</td>
<td>➤ Disparate skills and knowledge to operate systems resulting in silos of information</td>
</tr>
<tr>
<td>➤ Increased effort and costs to support and maintain duplicative/unused systems</td>
<td>➤ Independent and uncoordinated governance functions inhibits efficiency</td>
<td>➤ Currently 3 different development models across IT (waterfall, hybrid, and agile) inhibit effective solution delivery</td>
<td>➤ Diverse toolsets and lack of controls inhibiting standardization</td>
<td>➤ High variation of IT roles and responsibilities leads to inefficient resource management</td>
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<tr>
<td>➤ Significant effort and investment to support the large technology footprint</td>
<td>➤ Significant investment of time in enforcing basic standards leads to insufficient management of IT</td>
<td>➤ Continued development of new applications on outdated platforms</td>
<td>➤ Inefficient procurement and licensing model that leads to duplicative licensing and wasteful contracts</td>
<td>➤ Historical MSU classification system hinders career development and talent management</td>
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<tr>
<td>➤ Technical debt must be rationalized for modernization</td>
<td>➤ Lack of standardized list of supported technologies leads to inefficient operations</td>
<td>➤ Lack of standardized list of supported technologies leads to inefficient operations</td>
<td>➤ Significantly outdated systems that must be modernized</td>
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Transformation Achievements and Further Opportunities

WHERE WE ARE NOW

ORGANIZATIONAL SYNERGIES
- Streamlining organization structure and talent management to deliver IT services effectively
- Defining career path and progression for technology professionals

FINANCIAL SYNERGIES
- Performed a comprehensive benchmark assessment and assessed the financial health of MSU IT
- Identified ~$2MM so far in contract, process, and application savings (recurring)

PROCESS SYNERGIES (IN PROGRESS)
- Establishing formal operations and processes to deliver consistent IT services across the university
- Implementing financial governance and technologies to manage cost data and drive effective business decisions

WHERE WE ARE GOING

Drive organizational value through technology enablement and knowledge expertise across the university and for enabling prioritized focus areas like research and innovation

Sustain financial synergies through further cost optimization opportunities across shared platforms and services

Provide even higher levels of service quality and process efficiencies to students, faculty, university staff, and researchers
Customer Engagement: Our Commitments

- No immediate physical location moves or job duty changes

- No changes now, or in the future, will be made without discussions with the impacted unit to ensure best solutions are identified and implemented
Near-Term IT Transformation Deliverables

1. **COMMON CORE WORKSTATIONS**
   - Core range of recommended workstations as critical path to security, efficiency, and potential savings of $1.3MM

2. **SINGLE SIGN ON CAPABILITY**
   - Significant improvement in client experience when navigating various MSU systems

3. **OFFICE 365 MIGRATION**
   - Easy to use, contemporary collaboration platform accessible across all devices, increasing productivity and security

4. **TALENT MANAGEMENT**
   - Career and performance management, targeted professional and skill development

5. **GOVERNANCE**
   - Key stakeholder involvement in decisions that align IT actions with institution’s objectives

6. **CONTRACTS AND LICENSING**
   - Consolidation of disparate contracts, leverage MSU purchasing power, streamline technology expenditures
Agenda

• IT Mission/Vision
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• ITnext – Updates
  • Performance
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• ITnext – Eye on the Future
# MSU IT Performance Summary and Trends – January 2019

## Accomplishments and Partnerships

### RHS Spartan Mail Migration:
3200 mailboxes were migrated to Office 365. RHS and MSUIT partnered in supporting the migration, including an RHS focused Tech Bar and the RHS Help Desk. The Tech Bar assisted over 200 in-person customers and the RHS Help Desk provided first level resolution rate of 93% with a 46% increase in volume.

### IT Customer Service Centers
Maintained consistent service levels exceeding 80% during Modified Operations.

### All students now have full access to Microsoft Teams, including classroom site type to enable shared note taking and assignment management.

## Security Incidents (<100)

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## Security Incidents (<100) Meets or exceeds goal: 12, Did not meet goal: 12

## Vulnerabilities Remediated (>10%)

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## Vulnerabilities Remediated (>10%) Meets or exceeds goal: 12, Did not meet goal: 12

## IT Projects On-Plan (>80%)

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## IT Projects On-Plan (>80%) Meets or exceeds goal: 12, Did not meet goal: 12

## User Created Reports/Contents (Positive trend)

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## User Created Reports/Contents (Positive trend) Meets or exceeds goal: 12, Did not meet goal: 12

## D2L Availability (>= 99.9%)

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## D2L Availability (>= 99.9%) Meets or exceeds goal: 12, Did not meet goal: 12

## SIS Availability (>= 99%)

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## SIS Availability (>= 99%) Meets or exceeds goal: 12, Did not meet goal: 12

## EBS Availability (>= 99.9%)

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## EBS Availability (>= 99.9%) Meets or exceeds goal: 12, Did not meet goal: 12

## Customer Satisfaction (>= 85%) Per Service Desk Survey

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## Customer Satisfaction (>= 85%) Per Service Desk Survey Meets or exceeds goal: 12, Did not meet goal: 12
Agenda

• IT Mission/Vision
• IT Transformation

• ITnext – Updates
  • Performance
  • Security
  • Client Services
  • What’s new

• ITnext – Eye on the Future
Upcoming Security Changes

- Better overlap with existing tools
- Simplified secure access
- Enhanced mail protection
- Data protection guidance
- Strengthen web protections
- Legacy debt decommissioning
- Remote access upgrades
- Improved border protections
MSU Virtual Private Network (VPN)

Target Delivery: Summer 2019

- Faster throughput
- More users supported
- Full-tunnel options for researchers overseas
- Can be installed quickly using MSU patch management
Access Enhancements

- Two-Factor Simplification
- Self-Service Password Reset
- Simplified Access
- Reduced Repetitive Logins
Access Request and Approval Process

- Quick display of requestable applications
- Immediate feedback on approvals process

![Image of Access Request and Approval Process interface]
Recertification

- Recurring attestation that access is still needed
- Simple interface (approve/revoke buttons)
- Automated repetition and notification
Deprovisioning

- Individual access summary can be displayed for review
- Can revoke old/unneeded access in a couple clicks
- Automatic removal/change of access for given role (based on HR data)
Single Sign-On

- Sign in once and get access to the systems you need, quickly
- Seamless integration with MSU Two-Factor authentication
- Able to adapt to conditions for a simplified experience
- Reliable and redundant infrastructure
Mail Security Enhancements

- Reduced Phishing/Spam
- Simple Junk Interface
- Internal Defenses
Delivery Timeline

- **Spring 2019**
  - Mail Security Enhancements

- **Summer 2019**
  - Single Sign-On

- **Fall 2019**
  - MSU VPN

- **Spring 2020**
  - Access Requests

- **Summer 2020**
  - Access Recertification
Agenda

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• ITnext – Updates
  • Performance
  • Security
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  • What’s new

• ITnext – Eye on the Future
Client Support at Every Level

**RELATIONSHIP MANAGEMENT**
Serves to identify, optimize, and coordinate client demand spanning multiple university stakeholders

**SERVICE DELIVERY**
Liaise with unit and IT, understand unit needs and IT services, maintains service level

**FIELD SERVICES**
Client location based IT support for troubleshooting, hardware and software coordination, and support

**SERVICE DESK**
24/7 chat, email, and telephone support for day to day technology issues and questions (ithelp@msu.edu)

**COLLEGES AND DEPARTMENTS**
- UNIVERSITY
- ACADEMIC
- HEALTH
- RESEARCH
- STUDENT

**TECHNOLOGY DELIVERY**

Michigan State University

https://tech.msu.edu/
https://bolderit.msu.edu/
@TechAtMSU
University Relationship Manager
The URM Is a Strategic Partner Between Campus and IT

**What defines an effective URM function?**

- The URM should be a trusted advisor and strategic partner to the MSU units
- URMs are highly flexible to adapt to the changes at MSU
- URM understands how to navigate IT process and function to deliver value and services to Campus Units
- The URM needs to be closely aligned to the units to drive deep understanding of student, faculty, staff and researcher needs
- The URM is empowered by IT to help MSU navigate IT decision gates to “get things done”
- URMs have distinct skill sets which set them apart from other IT professionals; they are technically savvy with deep knowledge of the relationship areas they support

---

**Strategy and investment planning**
- Help MSU units develop and integrate their investment projects and multiyear plans with IT
- Bring forth capabilities and technology innovations and support cross-unit synergies

**Demand management**
- Identify demand, provide the resources and skills to qualify demand, and enable the optimization of cross-unit demand
- Organize the prioritization of demand in accordance with unit needs and IT delivery and sourcing capacities

**Delivery enablement**
- Provide unit-intimate analysis resources that are familiar with the demand to the delivery process, participate in scrums and organize the participation of users

**Reporting and cost-of-service insights**
- Help MSU understand its bill and manage its infrastructure costs. Bring forth cost avoidance and efficiency opportunities
- Articulate what the data/reports mean to Campus

**Relationship management**
- Understand the goals and drivers of Campus units
- Serve as the voice of the units
MSUIT Service Desk: Resolved Requests

Jan-19: 71% 2 Days or Less, 15% 2 - 14 Days, 9% 14 - 30 Days, 5% More than 30 Days
Dec-18: 72% 2 Days or Less, 16% 2 - 14 Days, 7% 14 - 30 Days, 5% More than 30 Days
Nov-18: 69% 2 Days or Less, 19% 2 - 14 Days, 7% 14 - 30 Days, 5% More than 30 Days
Oct-18: 71% 2 Days or Less, 19% 2 - 14 Days, 5% 14 - 30 Days, 4% More than 30 Days
Sep-18: 72% 2 Days or Less, 20% 2 - 14 Days, 3% 14 - 30 Days, 4% More than 30 Days
Aug-18: 75% 2 Days or Less, 18% 2 - 14 Days, 3% 14 - 30 Days, 4% More than 30 Days
MSUIT Service Desk: Resolved Incidents

Jan-19: 77% 2 Days or Less, 3% 2 - 14 Days, 14% 14 - 30 Days, 2% More than 30 Days
Dec-18: 77% 2 Days or Less, 4% 2 - 14 Days, 15% 14 - 30 Days, 2% More than 30 Days
Nov-18: 73% 2 Days or Less, 4% 2 - 14 Days, 20% 14 - 30 Days, 2% More than 30 Days
Oct-18: 75% 2 Days or Less, 4% 2 - 14 Days, 19% 14 - 30 Days, 2% More than 30 Days
Sep-18: 80% 2 Days or Less, 4% 2 - 14 Days, 15% 14 - 30 Days, 3% More than 30 Days
Aug-18: 77% 2 Days or Less, 4% 2 - 14 Days, 16% 14 - 30 Days, 2% More than 30 Days
Agenda

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MSU App

- Recently shipped
  - November: University Resource contact
  - December: NetID Login
  - January: View course schedule

- Shipping soon
  - February: Sparty’s and Starbucks locations
  - March: Real-time bus locations (~30 sec)
Common Core Workstation Program
Streamlining MSU Staff And Faculty Computer Options

- Eight models of workstations serve up to 90% of MSU employees
- Standard menu could save the University up to $800K annually
- Established menu could reduce support time and cost by ~$500K
- Workstations available in under 5 days
Spartan Mail Migrations – Targeted Completion May 2019

- MSU IT is leveraging most effective technology in three areas: email, workstations, and servers.
- Mail Migration is a partnership with academic and service units to combine a multitude of different email servers on campus into Spartan Mail.
- Spartan Mail allows users to easily find, communicate, and schedule meetings with contacts outside of their department, including faculty, staff, and students. Additionally, users will receive a larger (25 GB) mailbox.

Current Migration Schedule

<table>
<thead>
<tr>
<th>College of Music</th>
<th>University Advancement</th>
<th>MSU Libraries</th>
<th>Health Colleges</th>
<th>Dept of Chemistry</th>
<th>Dept of Epi &amp; Bio</th>
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<tr>
<td>Mar-15</td>
<td>Apr-7</td>
<td>Apr-8</td>
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<td>May-15</td>
<td>May-16</td>
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</table>
Microsoft TEAMS

- Teams is now fully available for student use
- MSU IT is partnering with student governing bodies to increase adoption
- Almost 450,000 chat messages in the past month

Wondering how Teams can enhance collaboration with students?
Upgraded Networks For Improved Performance and Connectivity

• Wired and Wi-Fi Capabilities
  • Veterinary Diagnostic Labs
  • Biochemistry
  • Biophysical Sciences Building (BPS)
  • Eagle Run Osteopathic Medicine Clinic (Grand Rapids)

• We can assess your buildings/classrooms and provide recommendations based on how you use the space
Agenda

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• ITnext – Eye on the Future
Teaching and Learning Environment (TLE)
February 18 - March 15

• Focus on innovation that enhances student learning

• Priority given to requests impacting student classroom, labs, and high impact learning experiences

• OPB, HUB, and MSUIT are available to assist in your TLE planning and proposals
## Strategic Technology Trends Impacting Higher Education

<table>
<thead>
<tr>
<th>TECHNOLOGY TRENDS</th>
<th>DRIVERS</th>
<th>APPLICATION</th>
</tr>
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</table>
| 1. Predictive Analytics | Higher education regulators and parents increasingly demand for improvement in performance, outcomes, and efficiency in the competitive and cost-constrained higher education environment | ▶ Predict course demand based on historical course-taking patterns  
▶ Identify courses in a major that are predictive of future success in that major |
| 2. Augmented Reality | Students expect deep learning opportunities, mobility, and flexibility in their learning environment where hands-on experience enhance significantly their learning cycle | ▶ Simulate hands-on experiences such as practicing surgery in a controlled environment or judging a courtroom with jury  
▶ Make virtual field trips to historical, unsafe, or out of reach places |
| 3. Digital Credentials | Education consumers are looking for more marketable, granular, and exchangeable credentials. There is a noticeable demand for new approaches that empower learners to plan, track, and share their accomplishments in a secure and verifiable way | ▶ Streamline recruitment process by moving towards “interviewless hiring” and expedite searching for candidates whose digital credential is reflective of required competencies  
▶ Use chatbots as course teaching assistants  
▶ Use chatbots to support University application, administration, registration, onboarding, and financial aid processes on 24/7 basis |
| 4. Conversational AI* | A dramatic shift is happening from users having to learn how a user interface work to the interfaces learning what the user wants. Users demand for freeing up their time for advanced tasks and have 24/7 to automated intelligence | ▶ Use chatbots as course teaching assistants  
▶ Use chatbots to support University application, administration, registration, onboarding, and financial aid processes on 24/7 basis |
| 5. Next Gen SIS | Business optimization delivery is required through supporting not only the University back office but also faculty and students. Vendors are also increasingly shifting to cloud based solutions with limited support service of legacy SIS | ▶ Enable digital transformation at University by enhancing user experience through use of AI, chatbots, and digital credentials all spurred on by analytics that support data-driven decision-making |
SPARTANS WILL.