

January 30, 2018

Dear Members of the Board of Trustees of Michigan State University:

During our meeting on the afternoon of Monday, January 29, 2018, you posed three questions to us and we promised to respond today. This document provides a written response, and we would be delighted to meet again if you believe that a conversation would be of value.

1. You requested a ranking of the six traits we recommended that an Interim President should possess. We grouped the six traits into three categories.

A commitment to addressing gaps in safety

- Someone who can focus primarily on people. Now and for the foreseeable future, the important performance metrics are those that make this place better and safer for all.
- A change agent, committed to rebuilding trust and mending a broken community.

Crisis leadership is an imperative

- Experience with crisis leadership, especially at complex universities like MSU.
- A principled healer; someone both compassionate and courageous.

Mobilizing the strengths of the MSU community requires trust

- The ability to effectively engage the entire MSU community, both on campus and off.
- A commitment to creating a transparent, inclusive leadership culture that empowers existing leadership (students, staff, faculty, administration, and alumni).

2. You requested a list of potential candidates to serve as the Interim President.

We reaffirm the importance of giving careful consideration to the essential traits noted above when considering potential candidates for the position of Interim President. As a result of our deliberations and after considering the feedback we have received, we have concluded that it would be inappropriate for us to give names without first consulting with faculty, staff, and students.

We are prepared to work constructively with the Interim President and the next President. Moreover, we expect that the entire MSU community will be engaged in the presidential search process.

3. You asked about the timeline for appointing an Interim President.

Identifying a qualified candidate as Interim President of Michigan State University is a top priority. In our opinion, this should happen in weeks, not days or months. Finding the right candidate is a higher priority than the specific timeline.

We recommend that you use the session currently scheduled for 9 am on Wednesday, January 31st to solicit input from the MSU community, and the public, of the characteristics they would like to see in an Interim President to inform your decision.

Again, we appreciate the opportunity to meet with you and to consult on these matters. We believe that we have an opportunity to develop a fundamentally different culture of leadership at MSU. We hope that the discussions that began yesterday will help develop a shared commitment to careful, deliberative thinking as we work together to achieve the necessary culture change at the University. We are firmly committed to fostering a transparent, open, trusting and safe culture, cultivating leadership through caring and accountability, and facilitating everyone at MSU to be fully engaged in a community that is inclusive and equitable. We expect to work together to achieve these goals.

Respectfully submitted,

Andrea Amalfitano, Interim Dean of the College of Osteopathic Medicine

John Baker, Dean of the College of Veterinary Medicine

Norman J. Beauchamp, Dean of the College of Human Medicine

R. Sekhar Chivukula, Associate Provost and Dean of Undergraduate Studies

Rachel Croson, Dean of the College of Social Science

Stephen L. Esquith, Dean of the Residential College in the Arts and Humanities

Robert Floden, Dean of the College of Education

James Forger, Dean of the College of Music

Sherman Garnett, Dean of James Madison College

Thomas Glasmacher, FRIB Laboratory Director

Sanjay Gupta, Dean of the Broad College of Business

Steven Hanson, Associate Provost and Dean for International Studies

Ron Hendrick, Dean of the College of Agriculture and Natural Resources

Cynthia Jackson-Elmoore, Dean of the Honors College

Thomas D. Jeitschko, Associate Provost and Dean of the Graduate School

Leo Kempel, Dean of the College of Engineering

Mark Largent, Interim Dean of Lyman Briggs College

Christopher P. Long, Dean of the College of Arts & Letters

Lawrence Ponoroff, Dean of the College of Law

Prabu David, Dean of the College of Communication Arts

Randolph Rasch, Dean of the College of Nursing

Cheryl Sisk, Interim Dean of the College of Natural Sciences