

January 29, 2018

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

We are writing this letter in response to your request for input on the Interim President.

First and foremost, our thoughts and prayers are with the survivors and their families. We hope that they will continue to heal and that they will find answers to the many questions they justifiably have. It is difficult to think about much else these days than the bravery of the young women who have endured so much.

We appreciate you sharing your progress on thinking about the next permanent president. We used that as the basis to consider both the qualities needed in MSU's interim president, and also to reflect more deeply about our role as Deans here at MSU.

In light of the current situation, we see the following six traits as essential to the success of the interim president, and ours:

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

While considering interim presidential leadership, the deans have also given careful thought to our roles as campus leaders, our commitment to patients and their families, to students, staff and faculty, and to our responsibility both to each other and the MSU community now and into the future.

As the academic leaders of this institution, and as a group, we have committed that we will:

- Foster and protect a culture that is transparent, open, trusting and safe;
- Continuously cultivate leadership through caring and accountability; and
- Empower everyone to be fully engaged in a community that is inclusive and equitable.

Our role, as deans, working with the Provost, is to partner with leaders throughout the university community now and into the future to effect positive change in MSU's culture, organization and operation. We can and should work with you, faculty, staff, students, alumni and other stakeholders in identifying both short- and long-term leadership.

We are already engaged in leading needed cultural change, and will continue to do so. Look to us and the rest of the campus community, in addition to outside entities, to make the needed cultural and organizational change for which people yearn.

Thank you for the opportunity to meet with you today. We welcome the opportunity for future discussions with the Board.

Respectfully,

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
David Prabu, 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