

MINUTES OF THE SPECIAL MEETING
of the
MICHIGAN STATE UNIVERSITY
BOARD OF TRUSTEES
February 14, 1984

Present: Trustees Crim, Dade, Fletcher, Lick, Martin, Reed, Sawyer and Wilson; President Mackey, Provost Winder, Vice Presidents Breslin, Cantlon, Dickinson, Schonbein, Stewart, Thompson and Turner; Associate Vice President and Secretary Wilkinson; General Counsel Carr, Assistant to the President Carlisle, Faculty Liaison Group, and Student Liaison Group.

The Trustees met in the Board Room, Administration Building, at 2:02 p.m., February 14.

President Mackey opened the meeting with the following remarks:

"Perhaps there are some times when humor may be less in place than others but I can't help calling to mind one of my favorite Winston Churchill stories. Winston Churchill was presumably in St. Louis making a speech. The hall was overflowing, and at the end of the speech a lady came to him and said, 'Mr. Churchill, doesn't it just thrill you that every time you make a speech there are so many people there to hear you?' And Churchill said, 'Yes, madam, and every time I begin to dwell on that I remind myself how many more people would be there if I were being hanged instead.'

"I began thinking seriously about my own future and the status of the University some weeks ago. On my own initiative, I reached a decision that the University in the last four-and-a-half years had made considerable progress in spite of extreme adversities, that we had been able to do in large measure very many of the things that the Board felt were important at the time I was hired, that there had been totally unexpected events of monumental significance to this institution but that through the hard work and dedication of a fine staff and faculty and strong support and direction from the Board we had done better than anyone had a right to expect this University to be able to do in view of that adversity.

"In addition, it was my conclusion that we had dealt specifically with a number of major problems in particular areas of the University where there was a need for change, a need for improvement, a need for new direction. These range from administrative matters like data processing organization...to the billing system and many more operations of the Clinical Center which was losing money, to major policy areas like affirmative action where we've made remarkable progress, the need to put the institution on a new and improved footing for private fund raising and, perhaps as important as anything, substantial progress in emphasizing the significance and the role of the faculty in considerations of virtually all major issues of the University. It is my judgment that the faculty has gained in its own self-esteem, in self-respect. The role of the faculty has been enlarged in University affairs in a most appropriate way. At the same time, student leadership has evolved and taken in additional responsibilities even to the point where students now chair the Student Council which had been chaired by the President heretofore.

"So the internal operations of the University, in my judgment, are at a point where they are sound, where they are functioning well. The major constituent groups within the institution are functioning within properly defined roles at a high level of effectiveness and increasing in that effectiveness. Our enrollment has now stabilized and looks good even in light of adverse general circumstances. Our building program is moving along. We have done significant things in the last few years, and with the plans we have for new buildings the future looks reasonable. So with all of these things and when one also considers that in the next two to three years there will be three major vice presidencies that will become vacant through retirement; it seemed to me to be appropriate to assess the timing for the institution and the possibility for a change in institutional leadership.

"My original conversations with the Board included what might be an appropriate period for a person to serve as president of a major public university. There is certainly no magic term. Some have tried five years, some have tried 10, some have tried seven. The literature is not conclusive as to a specific time. I had specific conversations with Board members about the possibility of seven years--that seemed to fit some people's concepts of continuity; it also happened to fit the ages of my children in their course through public schools.

"But it has been my judgment that the nature of the events that have transpired since 1979 have made it reasonable to compress what might have otherwise been a longer period. And so, in a memorandum that I gave Trustee Barbara Sawyer as Chairperson of the Board, dated January 27, it was my proposal to the Board that we undertake the planning necessary to make it possible for me to leave the presidency of Michigan State not later than the end of the coming academic year.

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President
Mackey's
Resignation
Address to
the Board
of Trustees

Minutes of the Meeting, cont.

February 14, 1984

Remarks by President Mackey, cont.

That is not an unreasonable length of time by standards usually used by the other major institutions as they seek to fill vacancies or as they plan. It is longer than some processes take, but given the time in the academic year and the fact that that would represent a six-year term in office for me, it seemed at least a reasonable target date for planning purposes.

"I made the decision without discussing it with individual members of the Board, and it seemed important to me personally that I reach my conclusion that way. That element of my decision may have little relevance to others but it was important to me. I then gave the memorandum to Trustee Sawyer. . .and it was my intention, having given it to the Chair, to circulate it to other members of the Board and contact them individually. At Trustee Sawyer's request, we changed that plan so I could take the trip I had scheduled to Rome to meet with the president and staff of the International Fund for Agricultural Development, and we arranged a different setting--this one here today. I wanted you to understand the timing, the reason for the dates, the nature of the discussions that led to a public meeting today.

"I appreciate the support that has come from the Board. I believe it is important that this institution retain all the momentum possible as it contemplates institutional change. The leadership that this institution has through the next decade or so will be very important to its future. I have appreciated personally the support from the Board, the direction that it has given, and the Board's willingness to address major policy issues. It is my judgment that there are very few Boards of other universities who could have done the things that this Board did in 1980-81. It made and stuck by very difficult decisions. Those were vital to the quality of Michigan State University.

"I would like to tell you that despite my feeling that it is appropriate for a president under all normal circumstances to communicate with the Board first, because of some difficulties in timing, I did meet with the Governor this morning and tell him of my plans. As not only the chief executive of this State but a very important alumnus of this institution, I felt it best that he be informed and that was the timing appropriate for his schedule. He was supportive of the work that we have done here and indicated that I could tell you as members of the Board of that support and his belief that the timing could be used well to make an orderly transition.

"So, my expression is one of appreciation to the Board for the confidence it first demonstrated in hiring me. I have appreciated the privilege of leading this institution and I hope we can have a very orderly and smooth transition and find a person of truly outstanding qualities to lead Michigan State as one of the finest universities in the world."

President Mackey submitted the following statement, which was dated January 27, 1984, to the Chairperson and members of the Board of Trustees.

In the summer of 1979, at the time I accepted the position of President of Michigan State University, the Board of Trustees made it clear that it sought strong leadership to give direction to the institution and its academic programs--to revitalize the University's commitment to excellence and sustain the drive to make Michigan State one of the world's truly great public universities. The Trustees also sought strong leadership to deal with a number of major policy concerns and resolve some troublesome and long-standing problems. The Board specifically indicated a desire to withdraw from the extensive involvement in day-to-day operations that had developed over a period of years, wishing to shift its emphasis instead to policy considerations appropriate to the roll of a governing board. The Trustees were particularly concerned about inadequate progress in affirmative action. The Board also understood the pressing need for rapid strengthening of the University's private fund raising efforts as a key to the University's future.

The search for a new president had been long and frustrating. There was much to do and a sense of urgency about getting on with it. There was, however, no anticipation of the impending economic disaster that was to befall the State of Michigan beginning in the early months of 1980, nor of the financial crisis that would descend so harshly on Michigan State University.

As 1980 progressed, the economic circumstances of the State and the University deteriorated rapidly and the institution soon found itself in the worst financial condition in modern times. Michigan State recognized the severity of the situation early, and during the latter part of 1980 and early months of 1981, with strong support from the Trustees, undertook aggressive planning and budget reduction efforts to meet the financial crisis. These efforts, although highly criticized at the time by some, and painful to manage, have subsequently been recognized as having been necessary, indeed vital, to the preservation of quality in the academic programs at MSU and the University's position as a leading research institution. The plan followed by MSU has, in fact, provided guidance and even a model for colleges and universities in Michigan and in other states as they faced mounting economic hardship.

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President Mackey's statement, cont.

During these years of severely contrained resources, the University has been kept on a sound financial basis with balanced budgets in all funds for the period. In addition, the University's credit rating with Standard and Poors Corporation was successfully defended in a period during which the State of Michigan's rating declined.

At the time our financial difficulties became apparent, there was little that could be identified as long-range planning at Michigan State. In the years since 1980, we have developed and implemented many of the elements of a comprehensive, continuing, multi-year, long-range planning process, with broad participation in consultation and decision making.

The need for retrenchment throughout the University has not been allowed to divert attention from our primary academic mission, our commitment to quality in teaching and research, our provision of service, or the University's need for flexibility and responsiveness to meet new challenges.

As a respected research and teaching university, we have recognized the importance of a highly qualified and internationally renowned faculty to the maintenance of our leadership position. To help us attract and hold superior faculty, we have initiated a program of establishing endowed chairs. In 1979, there were no fully endowed chairs at MSU. Today, we have 12 chairs which have been either fully or partially endowed with total commitments of approximately \$10 million.

The excellence of a faculty is manifest in the honors and awards they continue to receive. Two faculty members were recently elected to the nation's most prestigious scientific association, the National Academy of Science. In recent years, several have received Guggenheim Fellowships--the most honored grant for faculty in the traditional arts and sciences. During the last two years alone, fourteen MSU faculty have received Fulbright awards. A large number of science faculty regularly receive competitive National Science Foundation grants; others have been awarded support, after similar competition, from the National Endowment for the Humanities and the National Endowment for the Arts.

The excellence of our faculty in agriculture and related areas has brought many contracts and grants from the Agency for International Development and other federal agencies to support international projects. We have major projects in Nepal and Zimbabwe and have, in the past three years, developed extensive ties for research and exchanges with the Peoples Republic of China. MSU's African Studies Center ranks at the top among such centers in the country. Our international work through the Midwest Universities Consortium for International Activities continues to expand.

We have also recognized the importance of our faculty by consistently giving salary and compensation improvements for faculty and academic staff highest priority. Our approach has been characterized by a commitment to a merit-based salary policy and provision of special salary adjustments to retain our best faculty in the face of severe market competition. In addition, improvements have been made in long-term disability program benefits and voluntary life insurance options for faculty and academic staff. A course fee courtesy policy for faculty and most staff members has been implemented. A dental insurance program for faculty and staff has been introduced. The overload pay policy and the policy on conflict of interest in the academic areas have been modified to expand opportunities for faculty members.

We have had continuing success in recruitment of faculty in important areas, even in the face of severe competition in the academic market; examples are areas such as accounting, economics, engineering, and advertising.

Academic excellence is a firmly established priority at Michigan State University, and the high caliber of our students continues to be recognized each year both nationally and internationally. In 1981, 1982, and 1983, three women were selected as Rhodes Scholars. AN MSU senior was one of ten recipients of the 1982 Winston Churchill Foundation Scholarship to attend Churchill College at Cambridge University, and ten students won National Science Foundation Fellowship Awards, placing MSU first in the Big 10 along with the University of Michigan. MSU continues to rank among the top ten public and private universities in the number of National Merit Scholars enrolled. Our record has been consistent and noteworthy over the years.

We have increased efforts to recruit high achieving students, and the results have been encouraging. The appointment of a new Director of Admissions in 1983 marked a significant redirection in the scope and style of our recruitment efforts. We have introduced a new prospect program which identifies potential undergraduate and graduate applicants across the country and establishes communication with them, determining and stimulating their interest in MSU, and responding to their expressed needs in an individual way even before they formally enroll in our institution. Implementation of this program, along with collaborative efforts

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President Mackey's statement, cont.

from other divisions, led to an increase in new students for fall term, 1983. The University-wide Open House for prospective students and their parents, begun in 1982, has been highly successful and will play an increasing role in new student relations.

In the area of student services and programs, we have made a concerted effort to reduce the use and abuse of alcohol by students and student groups within University housing. There are now a greater number of events held where alcohol is not the catalyst for social interaction; students have more consistently been held accountable under existing rules and regulations for their drinking behavior; and in the past three years there has been a dramatic decline in the damage to property that is often associated with excessive drinking. Coupled with these changes, a comprehensive alcohol education plan has been developed and its further implementation is being given high priority.

The University's commitment to overall excellence demands that we place a great deal of emphasis on the development of research and technological innovations which advance the state-of-the-art in areas in which we are nationally competitive. A major objective for research has therefore been to promote the design and implementation of progressive and promising research ideas which respond to current needs and priorities.

To maintain its position as a leading land-grant institution, the University has focused dully on the development of institution-wide research facilities which draw together expertise from a variety of related disciplines, and on increased involvement in external economic development activities and service to the State of Michigan.

Private donor gifts have been a major source of support for research development. In 1981, the Kellogg Foundation granted MSU \$10 million to support a five-year program in rural resource education at the Kellogg Biological Station at Gull Lake. Other generous gifts and grants of this kind, totalling over \$80,500,000 in 1982, allow our institution to grow in stature and expertise.

An aggressive and coordinated effort has generated greater University involvement with State government and the private sector, resulting in a major increase in economic development projects and extension services over the four-year period. Important University initiatives have included the establishment and start-up of a free-standing research and development company, NEOGEN. NEOGEN provides a vehicle for major funding for joint research efforts involving Michigan State faculty supported by venture capital from the private sector. There are also prospects for substantial economic returns through the MSU Foundation from these research projects as they move to commercial development and exploitation.

The decision of the Board of the Michigan Biotechnology Institute, in the fall of 1983, to locate in East Lansing and develop a cooperative relationship with Michigan State University will enhance the capabilities of both the Institute and the University to support research activities vital to Michigan's economic development.

I currently serve as a member of The Governor's Commission on Jobs and Economic Development, a member of the Michigan High Technology Task Force, and as a member of the Board of Directors of the Michigan BioTechnology Institute.

Throughout this entire period, affirmative action has been a major commitment. Within a short time after my arrival, we hired the first female vice president and the first Black vice president in MSU's history. We have appointed minorities and women to positions of leadership and high administrative responsibility: an assistant vice president, two assistants to vice presidents, three deans, seven associate or assistant deans, seven directors, and nine chairpersons and assistant directors. Specific examples include Director of Administrative Data Processing, Director of Personnel, Director of Employee Relations, Director of the Clinical Center, Director of the Counseling Center, Associate and Assistant Directors of the Alumni Association and the Faculty Grievance Official. The number of minorities in the tenure system has increased and Black chairpersons have been appointed in the Departments of Psychiatry, Audiology and Speech Sciences, and Family Medicine. Until these three appointments in 1983, Michigan State had no Black chairpersons.

In 1983, undergraduate minority student enrollments reached a record high of 8.5%. To assist these students, we have introduced new and successful programs to improve the quality of life for minority students at MSU. There has also been a substantial increase in financial aid for minority and women graduate students.

A highly effective affirmative action program has been initiated on behalf of minority and female-owned businesses, placing MSU in a leadership position in this area. We have also made administrators expressly accountable for affirmative action by including it among the criteria for evaluating deans, directors and chairpersons. During a period of significant decreases in the size of the support service work force, both the number and percentage of minority employees has increased (e.g., during 1982-83, the total work force at Michigan State decreased from 4,908 regular

President Mackey's statement, cont.

employees to 4,845; however, the total number of minority employees increased from 593 to 620). The University has undergone three extensive audits by federal agencies during the past four years, and in each case was found in compliance with applicable federal laws and regulations.

High employee turnover in the Clinical Center (e.g., 4 directors in 5 years) has been replaced with the most stable management retention rate in the Clinical Center's history. In addition, we have replaced a billing services contract which rendered the Clinical Center dependent upon an inadequate, unresponsive third-party vendor with a University-owned and operated billing system. These and other improvements in the Clinical Center operation have led to an increase in patient volume and produced net revenues to the medical programs in each of the past three years.

Administrative Data Processing has moved from a state of near chaos, characterized by numerous staff grievances, internal strife, and high turnover in 1979, to a current situation of low turnover, high stability, and high productivity. This has substantially improved communication between ADP and users, resulting in a much improved record in meeting commitments to users.

The Department of Intercollegiate Athletics has developed a substantially improved planning and budgeting process and overall management procedures with the result that the Athletic Department has generated a surplus of revenue over expenses in each of the past three years. In addition, we have developed both radio and television sports network agreements which have substantially increased our audiences and produced significant revenue increases. These two developments have funded major facility renovations and improvements.

In the area of development and private fund raising, a new Vice President for Development, major re-staffing, and new strategies for reaching established and well-coordinated objectives have produced excellent results. Total income generated through the joint programs of the Development Fund and MSU Foundation increased from \$5,484,931 in 1978-79 to \$16,210,001 in the 1982-83 fiscal year, an increase of 196%. Total gift and grant income from private sources increased by 53% to reach \$23.4 million in 1983. The number of donors has increased by 113% since 1978, to reach a current total of 70,566. These initiatives have largely been responsible for a 200% increase in unrestricted gift income. Three new special donor groups have been added: The John A. Hannah Society at the \$50,000 level, the MSU Benefactors at the \$100,000 level, and the Frank S. Kedzie Society at the \$1 million level. New dollar commitments from these three groups plus the Presidents Club totaled \$42,972,122. In 1982-83, the Ralph Young Fund posted a record high of \$1,117,135, which represents a significant gain of 22 percent in athletic fund raising. The University endowment funds have increased from \$14,545,490 to \$20,639,732 over the past four years. In 1980, MSU had a total of \$9 million in unmatured deferred gifts. Today, we have almost \$20 million. More than half the total has been committed in the past three years. Year-end data for 1983 are being compiled now, with early indications of continued improvement in all categories of giving.

Since its reorganization in 1982, the MSU Alumni Association has restored a mutually supportive working relationship between Michigan State and its alumni and friends. It has developed, in cooperation with the Office of University Relations, a new communication program that enables us to reach virtually all of our alumni. It has also broadened its activities and now offers cultural enrichment programs and professional and educational workshops, as well as social gatherings, reunions, and other traditional events. The new MSU Alumni Association is structured and functions in a way that represents the entire University and serves all of our former students, our friends and supporters.

Two extraordinary achievements that represent the University's dedication to both scientific and intellectual excellence are the Wharton Center for the Performing Arts and the National Superconducting Cyclotron Laboratory. Constructed at a cost of \$21 million, the Wharton Center, with its magnificent Great Hall and Festival Theater, gives MSU two beautifully designed and acoustically sophisticated performing facilities that rival the best halls and theaters in the world. At the same time, a federal commitment approaching \$30 million and completion of the K-500 Cyclotron have moved Michigan State to the world's forefront in accelerator design and nuclear research.

The 1981-82 academic year saw the completion of the \$21.5 million Communication Arts and Sciences Building, which provides the most advanced facilities available anywhere for teaching and research in Telecommunications, Communications, Audiology and Speech Sciences, Journalism, and Advertising. Other important capital projects completed include the Hancock Turf Research Center, Dairy Research Center, Duffy Daugherty Football Building, and Chemical Waste Storage Facilities. Five building projects are under construction at the Kellogg Biological Station as part of the Kellogg Foundation's \$10 million grant to Michigan State. We now have

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President Mackey's statement, cont.

legislative approval of the long-awaited Plant and Soil Sciences Building, a \$29 million structure, for which we plan to break ground in the immediate future.

MSU has aggressively pursued a program of removing barriers to handicappers and enhancing their opportunities to participate in our broad program offerings. During the past four years nearly \$750,000 has been expended on various building alterations to enhance handicapper accessibility, including renovations to elevators, restrooms, student rooms, kitchens, and entrance ramps.

MSU now benefits from the connection of most of its major buildings by a broad-band coaxial cable network which allows high-speed distribution of data and control signals as well as video signals. This highly advanced communication system has been recognized among our peer institutions through the receipt of national recognition and a cash award.

The university's energy conservation program continues to provide an annual cost avoidance totaling more than \$5 million. The program received two Governor's Awards in 1980-81.

Working together over a period of approximately three years, the Trustees and the Administration have implemented an annual calendar for the Trustees that establishes a regular schedule for review by the Board of the University's academic programs. There has also been established a regular annual schedule for reporting by the Administration and review by the Board of major policy areas such as admissions and enrollment, private fund raising, research activities, federal and state relations and legislation, alumni affairs, intercollegiate athletics, affirmative action, and financial aid.

We have undertaken and now almost completed the first ever comprehensive review, revision, and compilation of Board of Trustees policies -- a process intended to provide a contemporary codification affording improved access, understanding, and effectiveness. A similar effort to revise and update the Bylaws of the Board of Trustees has begun recently.

The University has made significant progress, even in the face of extreme economic adversity. Many issues and problems have been dealt with successfully. The commitment to excellence has been emphasized throughout the University. The importance of the faculty and recognition of its special role has been strengthened. Academic priorities are firmly established. Affirmative action results have been impressive, and improvement continues. Administrative mechanisms and procedures are working well. Student life programs are based on sound values and expanding in breadth. Enrollment has been reasonable stabilized, especially in light of changing demographic patterns in the State. Private fund raising is increasing substantially from a solid base. Alumni relations are sound with participation and contributions expanding. Athletic programs for men and women are strong with the promise of good progress. Members of an able and talented executive staff work well together as an administrative team. Working relationships between the Administration and the Board of Trustees are effective and characterized by openness and support. We have recently reaffirmed the University's mission and will soon have in place a large portion of the newly developed long-range planning process. These and other factors combine to make this seem an appropriate time for me to consider my own future as it relates to the future of the University.

I have given the matter a great deal of thought, and it is my conclusion that I would like to plan to leave the presidency of Michigan State University at the end of the 1984-85 academic year. This will mark the end of my sixth year as President of the University, and will provide a reasonable length of time for the University to establish and implement the appropriate search processes for a successor. It will also provide the necessary period for me to plan for the change in my own professional and personal life. A period of this length is consistent with the approach that has been taken in similar situations at other major universities and in state systems in this country in recent years. With adequate time for planning, a smooth transition will be possible without loss of direction or momentum for the University. An important consideration in my thinking was that this timing would make it possible for a successor to fill key vice presidential positions that will become vacant because of retirements in 1986 and 1987.

In all these matters, progress has been possible because of the strong and continuing support of the Board for me personally and in my role as President, and through the untiring efforts of our dedicated faculty and staff.

Trustee Sawyer read the following statement:

President Cecil Mackey has today shared with the Board of Trustees a personal statement he prepared on January 27, 1984, outlining the accomplishments of his plan to leave the presidency of Michigan State University by the close of the 1984-85 academic year (June 1985).

The Board of Trustees genuinely regrets the President's decision. Cecil Mackey has consistently demonstrated the strength of academic and administrative leadership sought by the Board of Trustees at the time of his selection in 1979. The fiscal stress of the state and nation has tested the patience and commitment of every person associated with the University. The difficult decisions required of the President and Board of Trustees have not always been popular. They have, however, been necessary and have allowed us to sustain the academic excellence for which MSU is internationally known.

President Mackey has shown creative leadership and commitment to excellence in a number of essential areas. Among the most significant of accomplishments during his tenure as President are the following:

- . Completion and opening of the National Superconducting Cyclotron Laboratory, the Wharton Center for the Performing Arts, the Communication Arts and Sciences Building, the Duffy Daugherty Football Building, the Dairy Research Center, the Dairy Research Center, and the Hancock Turf Research Center.
- . Establishment of the Molecular Biotechnology Institute in the vicinity of MSU.
- . Selection of the first Black and first female vice presidents in the history of MSU.
- . Increased numbers of women and minorities in key policy making and academic administrative positions.
- . Increase in private gift giving of 196%.
- . Establishment of 12 fully or partially funded endowed chairs.
- . Establishment of long-range planning as an essential administrative tool.
- . Increase in enrollment of minority students to a record high of 8.5%.
- . Priority given to faculty and academic staff salaries.
- . Acquisition of a \$10 million Kellogg Foundation grant.
- . Approval of funding and construction of the Plant and Soil Sciences Building.

In light of these many accomplishments, the Board of Trustees deplores the recent media speculation regarding the Board's relationship with President Mackey. A careful review of the actual chronology of events will conform that Dr. Mackey formulated his plan prior to and independent of any of the recent media speculations. Reports and rumors to the contrary, the majority of the Board now wishes to express its continued support of Cecil Mackey as President of Michigan State University.

This Board accepts the President's decision and agrees to work with him in setting a time frame for an orderly transition. The Board will initiate the development of the procedure that will be used to conduct the presidential selection process. The procedures will be developed with appropriate consultation.

Members of the Board prefer to let the statements of the President and of the Board speak for themselves and will have no further comment at this time.

Unanimously approved, on motion by Trustee Sawyer, seconded by Trustee Fletcher.

Board of
Trustees
accepts
President
Mackey's
Resignation
effective
by the close
of the 1984-85
academic year
(June, 1985)

Trustees' Comments

Trustee Malcolm Dade: "Mr. President, Cecil, I would just like to, even through I am relatively new, express my own personal thanks as a trustee and a parent of a student for the contributions that you have made and the contributions that your family has made in making and continuing this great University."

Trustee Patrick Wilson: "I regret the recent events, Dr. Mackey, obviously, and I applaud your efforts and your courage, I believe you have and will continue to act in the best interest of this university, and I believe that this University is a better institution as a consequence of your service here. I look forward to working with you in the balance of your tenure and your statement, however, regrettable the circumstances under which it is given, should quiet some of your distractors and permit an even more effective administration in the months ahead."

Trustee Blanche Martin: "President Mackey, I have probably been quoted more in being one of the most critical people. I have to admit, and you know that, that I have had some differences, but I have to say that I did say to many of the media people, which they for some reason didn't report, that I personally think you are one of the finest gentlemen that I have ever had the occasion of working with. We can disagree agreeably, which I think we did, and I appreciate the effort you have made and, as I told many of the press, on a lot of occasions there were a lot of areas we were in concurrence and I am happy that we were able to unanimously take care of this here today."

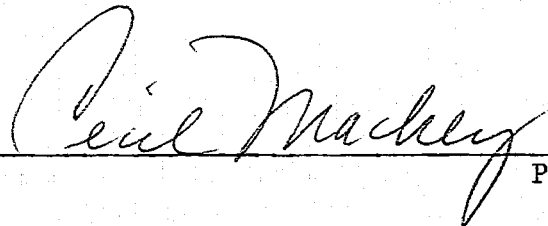
Trustee Carole Lick: "Prior to my election to serve on this Board, the University was going through a search process for a new president. It was though at that time that the process would be completed when the new members took office and that, of course, was not the case, and, therefore, I participated in that process. It took a great deal of time and energy to find someone who matched the University's extensive list of criteria. In addition to that formalized list, there were strong feelings on the Board for a president who would be willing and capable of making some very difficult administrative decisions, some necessary but unpopular decisions, who could lead this University through a financial crisis that became much worse than any of us anticipated at the time, who could direct and support a serious need to restructure and improve the University's private fund-raising efforts, who would insist on affirmative action by setting an example, as well as by administering a policy for others.

Cecil Mackey was hired to do these things because it was determined that he was capable of doing them and because he promised to do them. He has done them. Those of us who have had the opportunity to work closely with him -- faculty leaders, student leaders, administrators and Board members -- know and understand the complexity of this University and the difficult decisions that have had to be made in the last five years. The integrity, forthrightness and dedication of the President to carry out this Board's policy is undeniable.

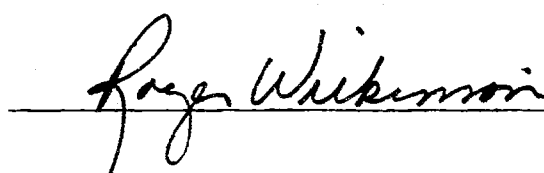
I am pleased that the President is willing to stay at the University as long as June of 1985 to provide for continuity, to provide for closure on significant projects and other business, to provide time for an effective and nondisruptive transition, to provide an opportunity to establish an appropriate process involving input from faculty, students and others. This decision of President Mackey's is a loss to Michigan State University. I am pleased and proud that I have had the opportunity to serve under his tenure and I regretfully accept his decision."

Trustee Bobby Crim: "Mr. President, I can sympathize with the difficulties that you had in running this University, especially the fiscal problems which you had, because I went through the same ones down the street a couple of miles. I'm impressed by the litany of the things you have accomplished in your administration. Like my colleague Trustee Martin, (I find) you are a gentleman. I have enjoyed dealing with you. I'll look forward to working with you in this transition period to continue Michigan State University as one of the outstanding institutions in the world."

Adjourned at 2:24 p.m.



President



Secretary