



## **Board of Trustees**

Special Meeting

April 15, 2020

3:30 PM

Virtual Meeting via Zoom

In accordance with Governor Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020

A live stream of the meeting for public viewing will take place on YouTube at the following links:

The NON-CAPTIONED version:

<https://www.youtube.com/channel/UCLa8ys5DwVgVTSdmOgoV9pQ/live>

The CAPTIONED version:

<https://www.youtube.com/user/WestfieldStateU/live>

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### **Agenda**

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| <b>1. Call to Order</b>  | Chair Kevin Queenin |
| <b>2. Item for Information and Discussion</b>                    | Chair Kevin Queenin |
| a) Interim Presidential Candidate Interview: Roy H. Saigo, Ph.D. |                     |

#### **Attachment:**

- a) Resume of Roy H. Saigo, Ph.D.

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# Roy Hirofumi Saigo, Ph.D.

## BRIEF SUMMARY OF PROFESSIONAL EXPERIENCES

### Education and Professional Positions

University of California at Davis, 1958-62	Bachelor of Arts 1962	Biological Science
University of California at Davis, 1962-63		Post-graduate studies in Agriculture
Oregon State University Corvallis, Oregon, 1963-67	Doctor of Philosophy 1969	Botany and Plant Pathology
Carnegie Mellon University Pittsburgh, Pennsylvania, Summer, 1984	College Management Program	

### Leadership and Administrative Strengths

Has a reputation as a change agent, turning around campuses that are in difficult circumstances in multiple areas, including enrollment. Brings strong emphasis on: Internal and external communication; Building dialogue and understanding among all levels of university through information and involvement; Planning, from unit to university-wide levels, vertical and horizontal patterns, based on development of common vision and goals; Compassionate, decisive conflict resolution. Entrepreneurial approach to university development and transfer of academic strengths to action programs, centers, collaborations. Building linkages with community-at-large, business sector, local-state-national elected officials. Leadership in issues related to diversity and educational opportunity, discrimination, civility. Creative problem-solving. Personable, personal approach. Team-building style, with emphasis on providing leadership growth opportunities for staff. Ability to generate and follow through with decisions and achieve forward motion on projects. On-going, diversified contact with national organizations, trends, and needs.

#### **President, 2014 – 2016 Southern Oregon University, Ashland, Oregon**

Served as President and Chief Executive Officer for Southern Oregon University. Inherited a campus already under retrenchment. Immediately engaged campus in recruitment activities; exceeded retrenchment plan projections for both enrollment and ending fund balance. Experienced enrollment increases in back-to-back years, despite state and national trends to the contrary. Smoothly on-boarded and oriented newly appointed SOU Board of Trustees, the first local governing board in the institution's history. Expanded outreach to underrepresented groups and communities and increased cultural and ethnic diversity among student body. Expanded athletics offerings via the principle of Enrollment-Driven Athletics. Strategically reduced the number of low-enrollment courses offered on campus. Major improvements to physical plant during tenure included renovation of Science Building, renovation of Theatre Building and incorporation of new Jefferson Public Radio facilities into project, demolition and rebuild of McNeal Pavilion, added new Student Recreation Center. Expanded outreach efforts to regional community colleges, K-12 school districts, and local service organizations. Worked closely with Development and SOU Foundation on fundraising efforts. Developed strategic

relationships with state legislators; presented and spoke to Oregon House and Senate committees on Ways and Means and Education, as well as dozens of individual lawmakers. Attended student life events as part of focus on student engagement. Implemented Faculty Recognition Awards. Made key personnel changes, including upper administration and university leadership.

**President Emeritus, Saint Cloud State University, 2007 (permanent title awarded)  
President, 2000 - 2007  
Saint Cloud State University, St. Cloud, Minnesota**

Provided leadership for all aspects of St. Cloud State University. Attained highest student enrollment (approximately 16,000) of Minnesota State Colleges and Universities campuses by 2007. More than 175 majors, minors and pre-professional programs in Business, Education, Fine Arts & Humanities, Science & Engineering, and Social Sciences. All programs eligible for accreditation became accredited. University achieved significant progress in development of successful new degree programs; fiscal well-being; linkage of strategic planning to budgeting; increased enrollment of students of color and of international students. Increased transparency and participation of faculty, staff, and students in internal university procedures; resolution and improvement of procedures and training related to discrimination. Initiation of significant campus physical plant projects, including renovation and expansion of academic buildings, residence facilities, the student center, and student recreation facilities. Construction of a new all-purpose, all-weather stadium and a parking facility. Resolved pre-existing grievances and lawsuits related to inequity, discrimination, and anti-Semitism. Actively addressed issue of racism in the use of Indian nicknames, logos, and mascots, which led to NCAA action, for which he received national recognition. President reported to Chancellor, Minnesota State Colleges and Universities.

**Distinguished Senior Fellow for Academic Affairs, 2007 – 2008, Minnesota State Colleges and Universities, St. Paul, Minnesota  
(MnSCU System office)**

Provided leadership for a comprehensive analysis of international study programs across the state college and university system, which includes 7 four-year universities and 25 two-year community and technical colleges. Traveled to initiate contacts for potential partnerships in Australia, Ireland, and Northern Ireland. Analysis and visitations formed the basis of recommendations for better support, coordination, and cooperation across the system for U.S. students studying abroad and for international students studying in Minnesota.

**Chancellor, June 1994 - 2000**  
**Auburn University Montgomery, Montgomery, Alabama**

**Provost and Vice President for Academic and Student Affairs, 1990-1994**  
**Southeastern Louisiana University, Hammond, Louisiana**

**Dean, College of Natural Sciences, 1984-90**  
**University of Northern Iowa, Cedar Falls, Iowa**

**Assistant Dean, School of Arts and Sciences, University of Wisconsin-Eau Claire,**  
**1981-84**

**Assistant to the Dean, School of Arts and Sciences, 1976-81**  
**University of Wisconsin-Eau Claire**

**Director**  
**Special Project on Undergraduate Teaching Improvement, Summer, 1976**  
**University of Wisconsin System Administration, Madison**

**Internship in Academic Affairs, 1976-77**  
**University of Wisconsin System Administration, Madison**

**Professor of Biology      University of Wisconsin - Eau Claire      1981-1984**

**Adjunct Associate Professor of Botany      University of Wisconsin - Madison      1975**

**Associate Professor of Biology      University of Wisconsin - Eau Claire      1972-1981**

**Assistant Professor of Biology      University of Wisconsin - Eau Claire      1967-1972**

## **Selected accomplishments as President, St. Cloud State University, 2000-2007**

### **Environmental Atmosphere**

When Dr. Saigo arrived in 2000, SCSU was in unrest. There had been a series of presidential turnovers -- he was the fifth to serve within a decade. Significant problems included: lack of planning and administrative openness; numerous grievances and legal actions; protests of discrimination based on race, ethnicity, religion, and gender; lack of required budget reserves; hostile relationship between the Faculty Association and the administration. The atmosphere was charged and volatile.

### **Initiating Change**

Some of the efforts of Dr. Saigo to confront campus problems and create change include:

- Opened communication, actively listening to university and community stakeholders. Included meeting and getting to know university employees on all work shifts.
- Developed clear, proactive emphasis on respect, civility, non-prejudicial professional and personal behavior, reducing conflict.
- Collected data to look for trends.
- Initiated university-wide task force to develop new vision, mission and core values.
- Pushed completion and implementation of strategic plan, with key performance indicators linked to resource allocation.
- Met on regular basis with students, faculty, and staff at all levels, media, community, and representatives of city offices.
- Held leadership team retreats to change culture and adopt incentive-based budget principles.
- Invited NCHEMS to consult with campus participants on systemic budgeting process.
- Invited EEOC on campus to assess campus environment, policies, and procedures. (EEOC officer said this was the first time they had been *invited* to a campus for a voluntary examination.)
- Strengthened on-campus grievance and mediation processes.
- Instituted data-based practices, including enrollment management.
- Assisted in reorganization and revitalization of Alumni and Foundation efforts.
- Worked proactively to improve communication and initiate partnerships among MnSCU institutions.

Presidential leadership initiatives in keeping with taking principled stands on issues, role as change agent, and in keeping with unique role as SCSU's first president of color:

- Outreach and personal contact with students, student organizations, faculty, staff, to understand priorities, perspectives, problems.
- Proven commitment to hiring women and minorities.
- Leadership on the American Indian mascot issue, which some identified as an impermissible and controversial assault upon old-guard values. With Indian support and cooperation, took issue to MnSCU Leadership Council to suggest a resolution condemning Indian mascots, resulting in a resolution by the Board of Trustees. Continued pressure on the NCAA to undertake an American Indian Mascot Study, which led to the strong stand by NCAA against use of American Indian nicknames, logos, and mascots in intercollegiate sports.
- Support of LGBT faculty, staff, and students.
- Revision of SCSU's non-discrimination statement.
- Training of more than 500 SCSU employees on reporting hate crimes.
- Training of several hundred employees on diversity and sensitivity.

- Support for requirements that all new SCSU students attend a sensitivity workshop on behavior that is respectful of gender, race, and culture, and that all SCSU students take one of seven courses in racial and multicultural issues.
- Leadership at AASCU and other professional organizations regarding the roles of minorities in higher education and the university presidency.
- Initiating complaint to NCAA for treatment of our athletes, spectators, mascot, and cheerleaders during the 2002 NCAA West Regional Hockey Tournament; NCAA investigation resulted in 5% gate penalty to University of Michigan and a formal apology from the University.

### **Special awards, honors, and honor societies**

- Awards/special recognitions presented in 2006 and 2007: Central MN NAACP; Coalition for Anti-Racism Education (CARE); Leadership in Education for Asian-Pacifics; SCSU American Indian Center, Multicultural Services Program, Faculty of Color, African Students Association, and International Students Association.
- Oregon State University Distinguished Alumni Fellow, October 2005
- Council on Asian-Pacific Minnesotans Leadership Award, May 2004
- Alpha Gamma Rho Hall of Fame, 1996
- Distinguished Alumni Award recognizing lifetime achievement, University of California-Davis, 1995
- Named as Fellow, American Association for the Advancement of Science, for career professional activities, 1992.
- Botanical Society of America, Charles E. Bessey Award for outstanding contributions to botanical education, 1990
- American Institute for Biological Sciences Award in recognition of devoted service and contributions to education in the biological sciences, 1990
- Member: Society of the Sigma Xi, Phi Delta Kappa, Phi Kappa Phi, Omicron Delta Kappa

### **International activities**

- During 2007-2008, visited representatives of 14 institutions and national education staff in Ireland and Northern Ireland and 6 institutions in Australia to explore developing relationships with MnSCU institutions.
- In 2006 and 2007, affirmed and/or initiated relationships/agreements with universities in Japan (Tokyo, Akita, Fukuoka), China (Beijing, Shanghai), Korea (Jeonju, Seoul), South Africa (Port Elizabeth); visited SCSU offshore programs in England (Alnwick), Poland (Lodz), Germany (Inglestadt, Eichstatt).
- University partnership agreements with Akita University, Akita International University, and Daito Bunka University, Japan, November 2004
- University partnership agreement with Tianjin Foreign Studies University, China, November 2004
- University partnership agreement signed at Universidad de Concepcion, Chile, August 2002
- Special Assistant to the Governor for Alabama-Asian Affairs, appointed 12/16/99
- Southeast U.S./Japan Association annual conferences, only 4-year college president/chancellor to represent Alabama; Memphis, TN, 1996, Tokyo, 1997, 1999
- Convener, "Recent trends in international biology education, "XV International Botanical Congress, Berlin, 1987
- Initiated reaffirmation with Universidad de Extremadura, Badajoz, Spain, 1987
- Visited Director of Institute of Horticultural Research, Kent, England, 1987
- "How Japan Does It." Panelist with representatives of government and a variety of educational organizations and institutions in a seminar titled "The crisis in precollege science education," AIBS, 1983

- Semester residence in Japan through University of Wisconsin-Eau Claire to evaluate faculty exchange programs.

Faculty advisor to UW-EC students at Jochi (Sophia) University, Tokyo, and Kansai Gai Dai, Hirakata City. Spring, 1983.

Visiting Researcher, Science Education Center, National Institute for Educational Research (part of Japanese Ministry of Education that focuses on precollege science education), Tokyo, 1983.

Distinguished Chief Researcher, Institute of Breeding Research and Evolutionary Biology, Tokyo University of Agriculture, Tokyo, named 1983.

Textbook consultant, National Center for the Development of Broadcast Education, Tokyo, named 1983.

"Cereal grain structure and oat (*Avena sativa*) caryopsis development and maturation." Presented to faculty and graduate students at Hokkaido University, Sapporo, Japan, 1983.

On-site evaluation for student and faculty exchange with Jinan University, Guangzhou (Canton), Peoples Republic of China, 1983.

"Precollegiate and collegiate biology education in the United States." Presented to invited educators in Guangzhou (Canton), Peoples Republic of China, 1983.

- Renegotiated (with Dean) program and exchange arrangements, Monterrey Technological Institute, Monterrey, Mexico, 1982
- Initiated or reaffirmed cooperative activities with universities in Japan, China, Spain, England, and Mexico.