President Glenn D. Mroz Personal Statement—February 2008

Thank you for the opportunity to provide a personal statement as part of this fourth annual University Senate evaluation of the president. I appreciate your effort to conduct this review. Your input has been valuable to me in past reviews, and I look forward to working with you to apply the constructive comments that are sure to result from the evaluation.

This year the Senate has chosen to break with past practice in favor of a much shorter format. As in the past years, much of what I will be discussing is directly connected with the progress of the entire University. I have supported much of the statement with fact, but since this is a personal statement, I have added my own opinion as well. For any presidential self-evaluation, it is hard to separate personal efforts from those of the colleagues with whom I work on a day to day basis, as well as efforts of the University community as a whole. When I use the term "we," it is because our achievements result from teamwork with varying degrees of direct involvement from the president. On one end of the spectrum are activities such as the initiation of new degree programs that are a faculty led effort. Other activities, like setting the parameters for developing a balanced budget are informed by student, faculty, and staff input and opinion, but are ultimately my responsibility. I trust that the Senate constituents will recognize these nuances as they evaluate "my" performance.

Background:

In the mid-1960's several key events occurred that resulted in transformational change at Michigan Tech. The constitution of the State of Michigan was ratified giving new independence to a university poised for change, allowing the University to charge tuition. A new President with a record of research (Dr. Raymond L. Smith) was appointed, and a strategic plan and campus master plan were initiated that forever changed the appearance and function of the campus. The plan also focused the direction of the University on building on its heritage and strengths while also emphasizing growth of research and graduate studies. At about the same time, the name of the University was changed to reflect this new direction—Michigan Technological University.

That plan and the direction that it set was refined and refocused by the people of Michigan Tech during the past four decades of growth. Today, our plan emphasizes people, distinctive programs, and the research, creativity, scholarly work and innovation that are essential for success in today's global economy.

For more information on the current plan see http://www.mtu.edu/stratplan/

For strategic plan metrics, see http://www.admin.mtu.edu/urel/dashboard/

Overview of Michigan Tech Today:

The Michigan Tech of today is a result of sustained effort on the common themes that emerge from the 1960's and subsequent plans resulting in:

- 120 undergraduate degrees and concentrations, 50 minors, 32 MS and 22 PhD programs.
- 24% of the enrollment of the College of Sciences and Arts in programs that did not exist 5 years ago.
- Total enrollment in fall '07 that topped at 6,758, including 932 graduate students (total surpasses 2007 goal by 80 students).
- Undergraduate enrollment applications for fall '07 exceeded 5,000—an all-time high; we have reached that level already in 2008.
- The ACT composite score of new students increased from 25.2 to 25.6 from fall 2006 to fall 2007.
- Discovery and innovation programs such as Enterprise, Honors Institute, Applied Portfolio Management Program (APMP), The Forest and Environmental Resource Management Program (The FERM) and the Pavlis Global Technological Leadership Program involve more than 890 students.
- First to second year student retention increased from 80.7 in fall 2006 to 82.8 percent in fall 2007.
- The career fair in fall 2007 attracted an all time high 283 organizations and over 4000 student interviews in the 2 days following the fair
- The Youth Engineering and Science Expo (YES! Expo), hosted by Michigan Tech at Ford Field, attracted 20,000 people (mostly students grade 8 through 11) to learn more about STEM careers.
- Michigan Tech moved to the top tier of U.S. News and World Report National Universities at 124th; 65th among national public universities.
- Our research expenditures are growing at a rapid rate; National Science Foundation (NSF) data show that from 2003 (when NIH increases ended) to 2006, expenditures at the University of Michigan increased by 2.6%, Wayne State increased 2.8%, Michigan State increased 11.4%, and Michigan Tech increased 42.3%.
- NSF data show that Michigan Tech research expenditures for FY07 reached $56M; NSF ranks Michigan Tech at 123rd overall among public institutions, 75th for universities without medical schools. We have 8 disciplines (6 in the College of Engineering and one each in the College of Sciences and Arts and the School of Forest Resources and Environmental Sciences) in the top 100 nationally; our highest NSF ranked program is Mechanical Engineering at 21st.
- Academic Analytics ranked the School of Forest Resources and Environmental Sciences 1st in the nation for scholarly output and citations.

- The new MBA program in the School of Business and Economics was ranked 94th globally by the Aspen Institute in its Beyond Grey Pinstripes survey http://www.beyondgreypinstripes.org/rankings/index.cfm,
- PC Magazine ranked Michigan Tech as the 7th most wired campus in the U.S. (Dec. 26, 2006 issue)

These accomplishments are the result of the sustained efforts of many people - faculty, staff, students and alumni. Along the way, some less visible but no less important work has also facilitated the continued development of Michigan Tech as a nationally recognized technological university for the world. This includes:

- Successfully recruiting 35 faculty members to positions across the University this past year.
- Successfully integrating several key people into new roles in the University: Dr. Lesley Lovett-Doust as Provost, Dr. Tim Schulz as Dean of Engineering, Dr. Carl Anderson and Dr. Leonard Bohmann as Associate Deans of Engineering. We are conducting searches for the Dean of the College of Sciences and Arts and the School of Business and Economics as well as several Department Chairs.
- Strengthened our research effort with the establishment of the Michigan Tech Research Institute in Ann Arbor, employing thirty additional talented scientists and support staff.
- Removed age and gender biases in our fringe benefit package[1]; established a dual career assistance program; are implementing measures to address the findings of the 2007 cultural climate survey; and opened the Little Huskies Child Care Center.
- Although the incoming class has been relatively stable in regard to women, minorities, and international student enrollment, the diversity of our student body as a whole stands at 24.5% women, 6.1% domestic minorities, and 9.6% international students, largely due to an increase in student retention.
- Stabilized our finances including a decreased general fund deficit (from $9.4M in FY06 to $9.1M in FY07) and increased current fund[2] balance (from $12.7M in FY06 to $13.0M in FY07) despite year-end State cuts to higher education. Importantly, new philanthropic resources are being pursued for the University through a capital campaign that raised $28M in FY07, including three Robbins Chairs in Sustainability, the House Professorship, Jackson Professorship, and a significant (but anonymous) planned gift that will support three additional endowed chairs in the future. We continue to work with our corporate partners to gain their investment and support; most notably, General Electric Aviation and

[1] Note, these only apply to non-represented faculty, staff and members of UAW, POA and AFSCME.
[2] The Current Fund includes the day to day operating funds of the University including the General, Auxiliary (dorms etc), Expendable Restricted (research, scholarships etc), Retirement and Insurance, and Designated funds (incentive accounts, lab accounts etc).

the Ford Motor Co. have established offices in the MTEC SmartZone. These companies, as well as others, will rely on the University to provide the talented people they need.

- An increasingly stable financial picture has made it possible to increase salaries for both faculty and staff by an average of 3.7% in FY06, and 4% in FY07 and '08. These exceed average faculty raises at the other 14 public universities in Michigan, according to a Grand Valley State University survey; average raises at those institutions were 2.96% and 3.14% for FY06 and FY07 respectively. While these followed my first year as President that saw a 0% raise, the question is whether we have regained ground compared to the other Michigan universities that were similarly constrained by State funding cuts. According to the most recent data from Academe, the Bulletin of the AAUP, faculty compensation rankings at Michigan Tech have increased relative to other Michigan public universities from FY05 to FY07 as follows:
    - The ranking of full professor salaries increased from 8th among Michigan public universities to 7th, total compensation (including benefits) for full professors increased from 6th to 5th
    - The ranking of associate professor salaries increased from 9th among Michigan public universities to 6th; total compensation for associate professors remained level at 5th.
    - The ranking of assistant professor salaries increased from 5th among Michigan public universities to 3rd. Total compensation increased from 4th to 2nd.

  Rankings are not available from Academe for the current year salaries at this time, but we look forward to continued progress as compensation increases for FY08 (fall '07) averaged 4.29% for professors, 4.97% for associate professors, and 4.76% for assistant professors. I am aware of salary compression issues and will continue to address these. Compensation for faculty and staff continues as a high priority going forward and both equity and marketplace adjustments will be used to enhance salaries.
- We have successfully reached contract agreements with UAW, POA and AFSCME. Negotiations with AAUP have resulted in tentative agreement on 16 out of a proposed total 33 articles. At this point, a full contract has not been reached because of disagreement on fundamental issues. For our entire University to be successful, faculty must have the opportunity to be successful and have the freedom to control their own careers. Therefore we have stood firm on negotiating a contract that:
    - Concentrates exclusively on mandatory subjects of bargaining—in the long run, simpler is better, and this separates the issues of being a member of a profession and the academy from those of being an employee;
    - maintains shared governance through the University Senate where all faculty and staff can have a voice; and

- continues to make salary adjustments based on merit, marketplace and equity considerations.

These are essential for a contract that supports the University strategic plan emphasizing quality, people, distinctive programs and scholarly work. The University contract offer of November 5, 2007 reflects these essentials, while deleting several items of concern to AAUP such as post tenure review[3].

Closing Statement:

These accomplishments and efforts are but a few brushstrokes of the portrait of the University in total—there are many more that could be listed for us individually, as teams, as working units, and as a University. Yet I have learned that what most impresses those who visit Michigan Tech is the spirit of this University. We have developed an ingrained sense that we can and will prepare our students to create the future by developing our collective talents as a premier technological university for the world. Our relevance, to the students, to the people of the State and Nation, and to future generations will depend in large part on our doing all we can to prepare for an even more competitive environment. We are not now and will not be like other research universities. As we develop, we will have no peers; we will instead have the opportunity to be the best that Michigan Tech can be.

We cannot anticipate all changes that will occur but we can anticipate that there will be change. Like those who guided the University through the transformation in the 1960's, we face a choice; it is up to us whether the people and spirit that we call Michigan Tech declines, maintains, improves, or transforms. We are at a tipping point, but we face it together. Our challenge is that the next five years will determine the trajectory for progress for the next five decades, as we continue our transformation to be a university distinctly different from all others—one where we will develop our technological focus and will imagine, develop, understand, apply, manage, and communicate science and technology. We have the opportunity to continue to elevate the education of our students from one of proficient *problem solving*, to preparing them to thrive in the realm of discovery-based lifetime learning. Their well-developed judgment and knowledge will play a key role in uncovering *what problems to solve*, and they will be able to reach across the disciplines to bring together the imagination, innovation, and capacity for implementation that will truly make a difference.

[3] http://www.admin.mtu.edu/hro/forms/fullcontractagmtuniv110507.pdf