2021-22 Report on the Evaluation of the President

MICHIGAN TECHNOLOGICAL UNIVERSITY

University Senate Administrative Policy Committee

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April, 2022

Senate Procedure 503.1.1 defines the Senate's annual evaluation of the President and Executive Team.

All questions used in 2019-2020[1] were used in this year's survey to maintain consistency. Additionally, APC added the following questions specific to the COVID-19 pandemic:

- Q19. How do you rate the President's leadership on issues related to the COVID pandemic?
- Q20. Do you have any specific comments about any aspects of the President's leadership on issues related to the COVID pandemic?

This year's survey was issued March 1, 2022 and was open until March 30, 2022. Table 1 summarizes response rates with comparison to the 2019-20 survey.

Table 1. Survey Distribution, Responses, and Response Rates

|	**2021-22**	**2019-20 (last survey)**
Total survey distribution (non-student employees)	1284	1400
Total responses	403	443
Response rate	31.3%	31.6%

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[1] Past *Evalautions of the University President* have been undertaken in late spring, but were supposed to be evaluations over the prior academic year. Hence the last evaluation was undertaken in Spring, 2021, but were targeting evaluation over academic year 2019-2020. The current Adminstrative Policy Committee of University Senate found in informal conversation that many constituents this timing and numbering policy for Presiential Evalaution to be obscure and not as valuable as it could be. Hence the current evaluation was undertaken in March, 2022, but the target evaluation period was academic year (2021-2022). Going foreward, APC will set the period for constituents to have access to the survey form in Weeks 13, 14, Finals Week, and the week immediately following Finals Week of the current academic year, and with reporting to Senate in the first available slot in the following fall semester.

Respondent Demographics

Demographic information was collected at the end of the survey and summarized in the charts below.
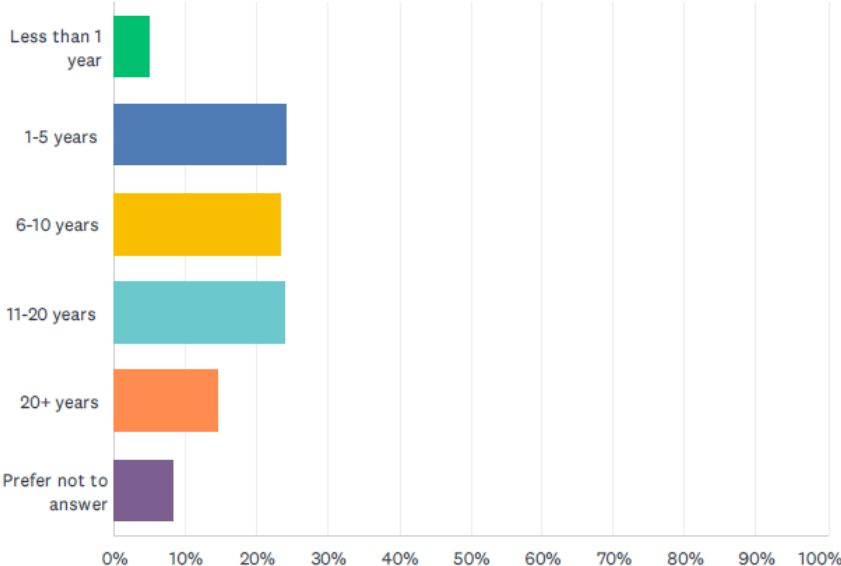
Q39 What is your employment status?
Answered: 345   Skipped: 58
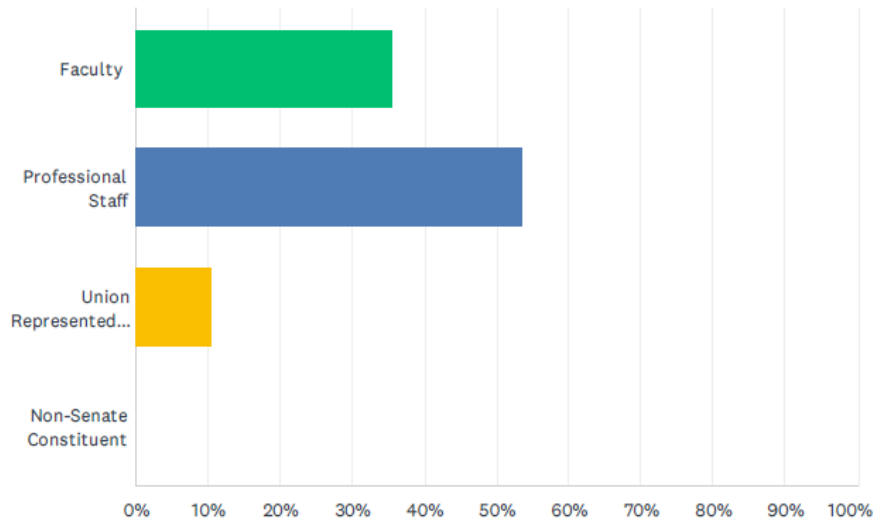
ANSWER CHOICES	RESPONSES	
Faculty	35.65%	123
Professional Staff	53.62%	185
Union Represented Staff	10.43%	36
Non-Senate Constituent	0.29%	1
TOTAL		345

Q40 How long have you been employed at Michigan Tech?

Answered: 349   Skipped: 54

ANSWER CHOICES	RESPONSES	
Less than 1 year	5.16%	18
1-5 years	24.36%	85
6-10 years	23.50%	82
11-20 years	24.07%	84
20+ years	14.61%	51
Prefer not to answer	8.31%	29
TOTAL		349

Q41 I identify my gender as:

Answered: 349   Skipped: 54
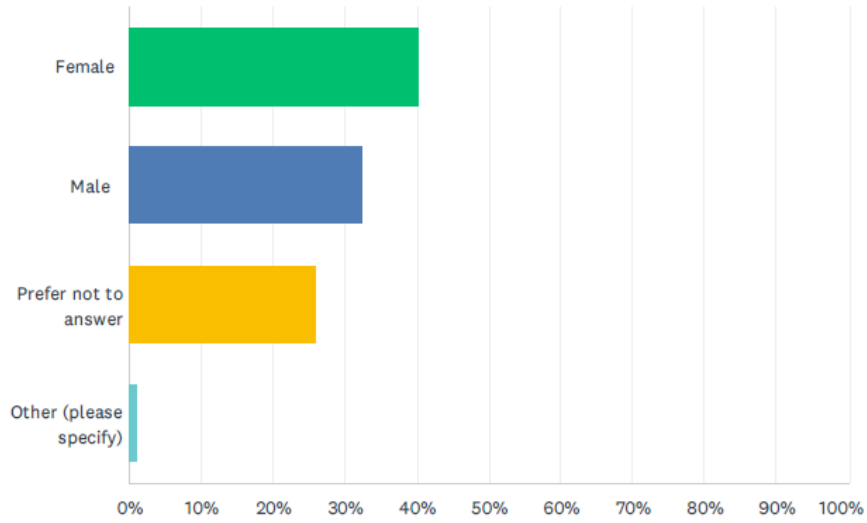
ANSWER CHOICES	RESPONSES	
Female	40.40%	141
Male	32.38%	113
Prefer not to answer	26.07%	91
Other (please specify)	1.15%	4
TOTAL		349

Q42 I identify my race/ethnicity as (select all that you feel apply):

Answered: 345   Skipped: 58
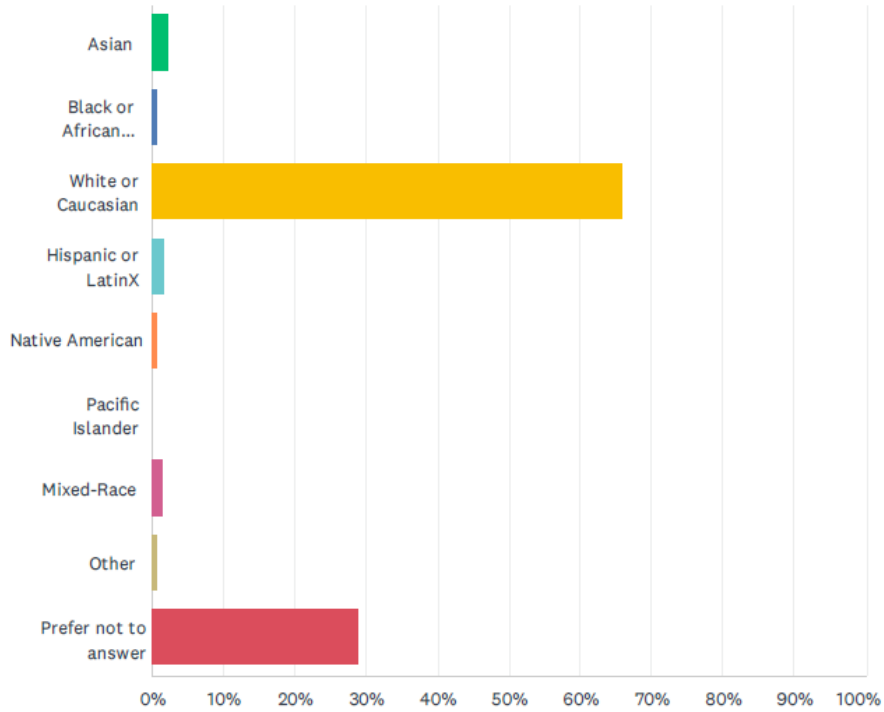
ANSWER CHOICES	RESPONSES	
Asian	2.32%	8
Black or African American	0.58%	2
White or Caucasian	65.80%	227
Hispanic or LatinX	1.74%	6
Native American	0.58%	2
Pacific Islander	0.00%	0
Mixed-Race	1.45%	5
Other	0.58%	2
Prefer not to answer	28.99%	100
Total Respondents: 345		

Q43 Do you identify as a member of the LGBTQ+ community?

Answered: 346   Skipped: 57
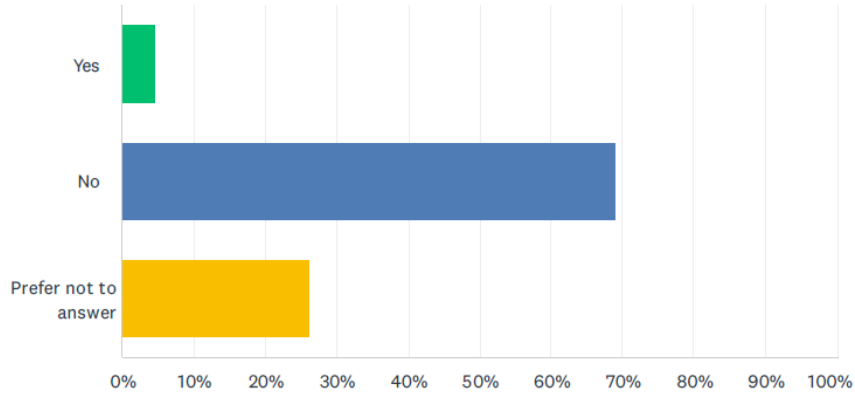
ANSWER CHOICES	RESPONSES	
Yes	4.62%	16
No	69.08%	239
Prefer not to answer	26.30%	91
TOTAL		346

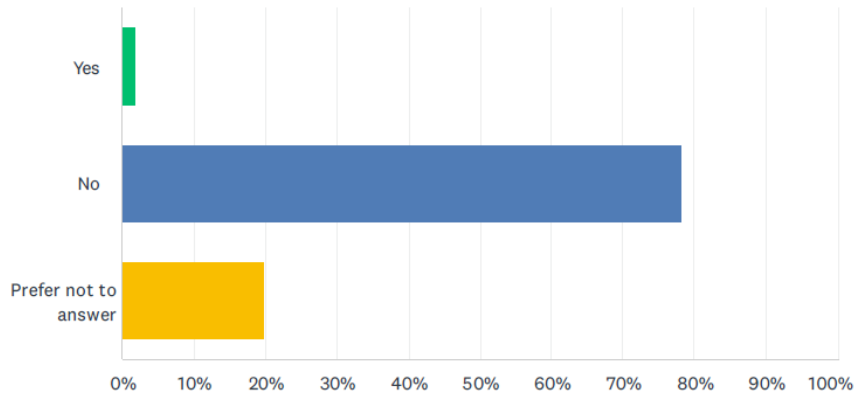## Q44 Do you identify as a person who is protected under the American Disabilities Act?

Answered: 347   Skipped: 56
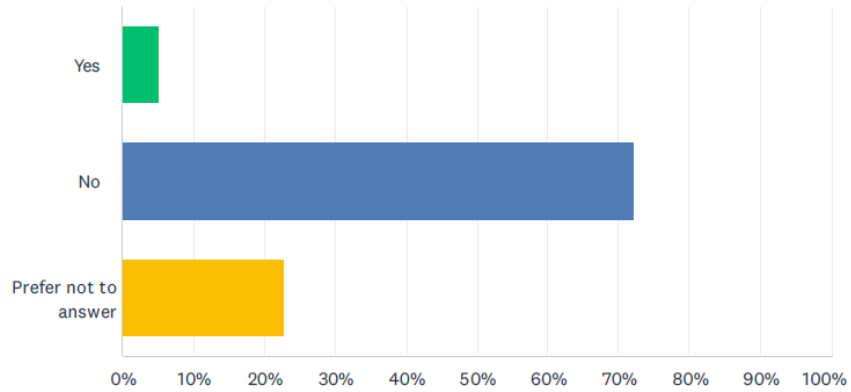
ANSWER CHOICES	RESPONSES	
Yes	5.19%	18
No	72.05%	250
Prefer not to answer	22.77%	79
TOTAL		347

Q45 Are you a veteran?

Answered: 349   Skipped: 54

ANSWER CHOICES	RESPONSES	
Yes	2.01%	7
No	78.22%	273
Prefer not to answer	19.77%	69
TOTAL		349

Respondent Experience at Michigan Tech

In the opening questions, respondents were next asked to provide their level of agreement (using a five-point Likert scale) with several statements about their experience at Michigan Tech. The results are summarized below.
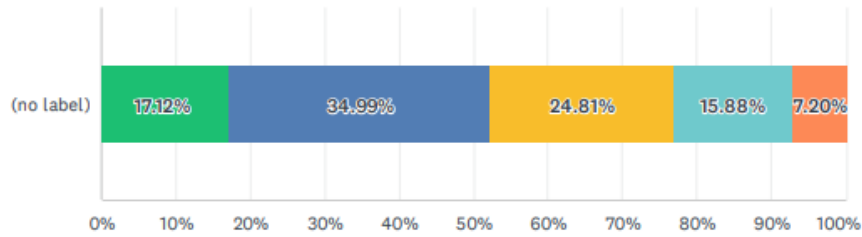
Q1 My work is appreciated.

Answered: 402   Skipped: 1
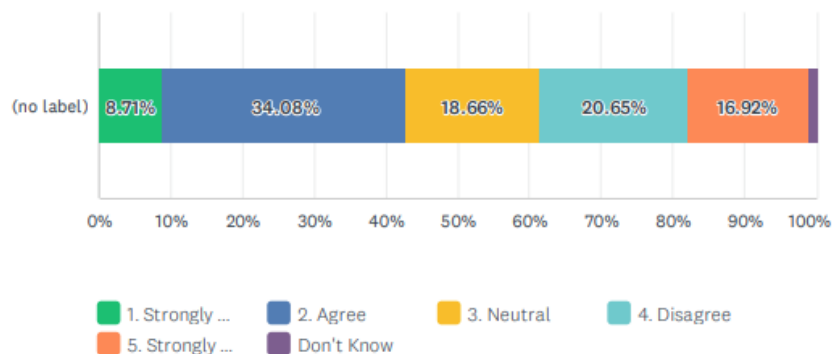
	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	8.71% 35	34.08% 137	18.66% 75	20.65% 83	16.92% 68	1.00% 4	402	3.03

Q2 I am proud to work here.
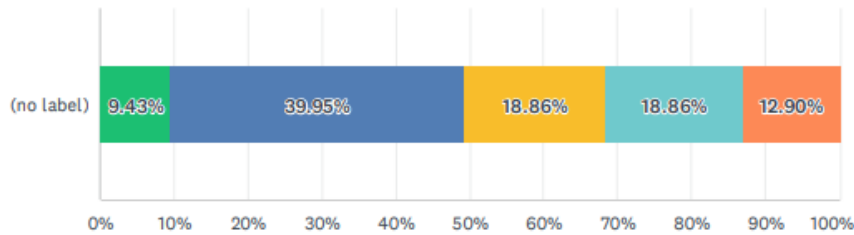
Answered: 403   Skipped: 0

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	17.12% 69	34.99% 141	24.81% 100	15.88% 64	7.20% 29	0.00% 0	403	2.61

Q3 I have an acceptable work/life balance.

Answered: 403   Skipped: 0

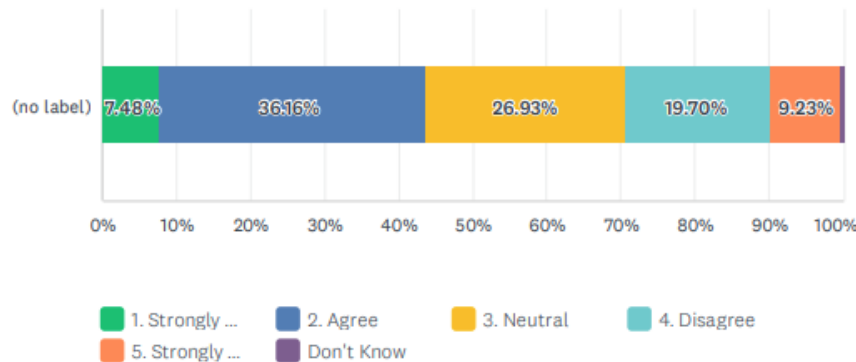|	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	9.43% 38	39.95% 161	18.86% 76	18.86% 76	12.90% 52	0.00% 0	403	2.86

Respondent Perceptions of Salary and Benefits

Respondents were next asked to provide their *level of agreement* (using a five-point Likert scale) with several statements about their salary and benefits. The results are summarized below.

Q4 I am provided with a high-quality package of fringe benefits (medical, dental, insurance).
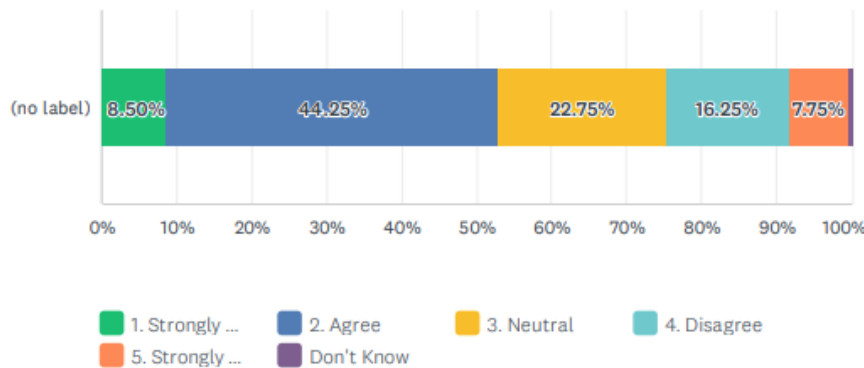
Answered: 401   Skipped: 2

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	7.48% 30	36.16% 145	26.93% 108	19.70% 79	9.23% 37	0.50% 2	401	2.87

Q5 My retirement benefits are adequate.

Answered: 400   Skipped: 3

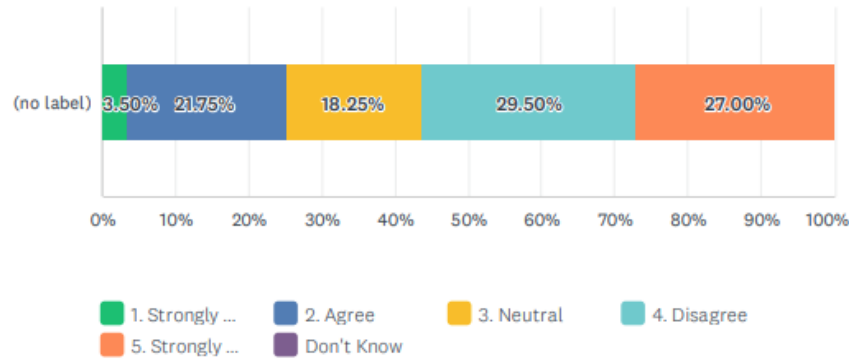|	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	8.50% 34	44.25% 177	22.75% 91	16.25% 65	7.75% 31	0.50% 2	400	2.70

Q6 My salary is fair.

Answered: 400   Skipped: 3

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	3.50% 14	21.75% 87	18.25% 73	29.50% 118	27.00% 108	0.00% 0	400	3.55

Results: Evaluation of the President

Respondents were next asked to provide their *level of agreement* (using a five-point Likert scale) with eight statements regarding the President (Q7-14). These results are summarized below.

Q7 Promotes positive relationships between the university and the community.

Answered: 391   Skipped: 12
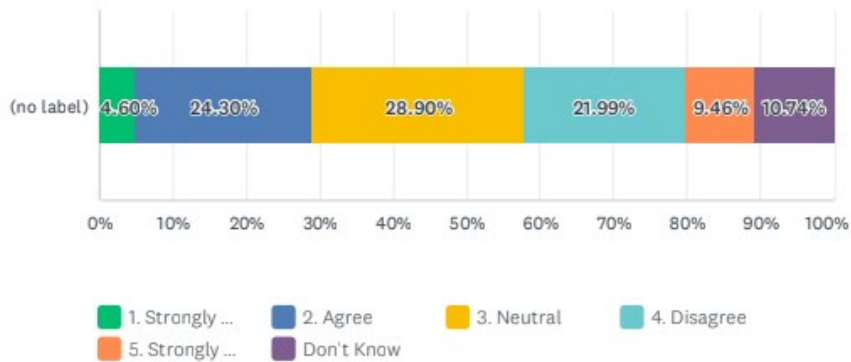
	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.60% 18	24.30% 95	28.90% 113	21.99% 86	9.46% 37	10.74% 42	391	3.08

Q8 Has demonstrated strong leadership skills.

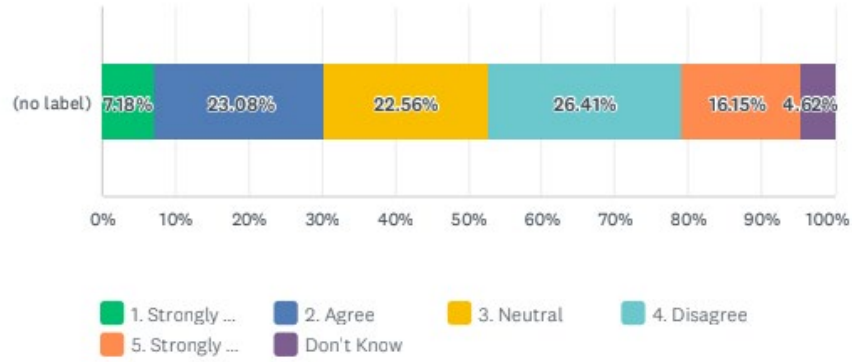Answered: 390   Skipped: 13

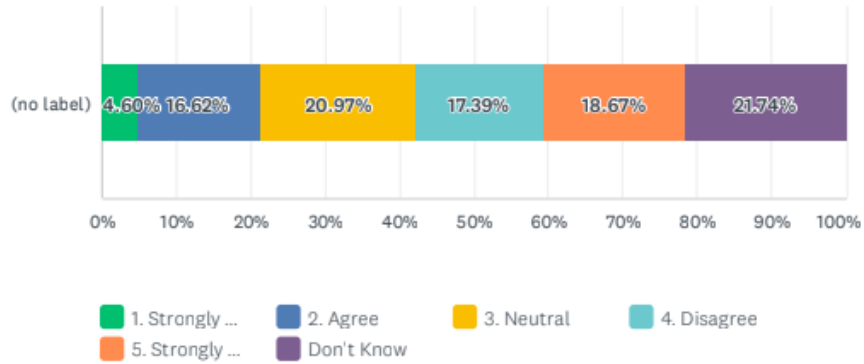|	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	7.18% 28	23.08% 90	22.56% 88	26.41% 103	16.15% 63	4.62% 18	390	3.22

Q9 Seeks others' views and opinions.

Answered: 391   Skipped: 12

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.60% 18	16.62% 65	20.97% 82	17.39% 68	18.67% 73	21.74% 85	391	3.37

Q10 Promotes positive relationships between the university and industry.
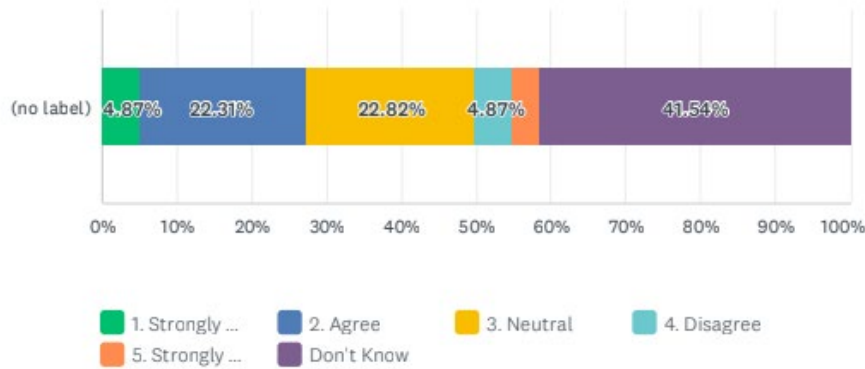
Answered: 390   Skipped: 13

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.87% 19	22.31% 87	22.82% 89	4.87% 19	3.59% 14	41.54% 162	390	2.66

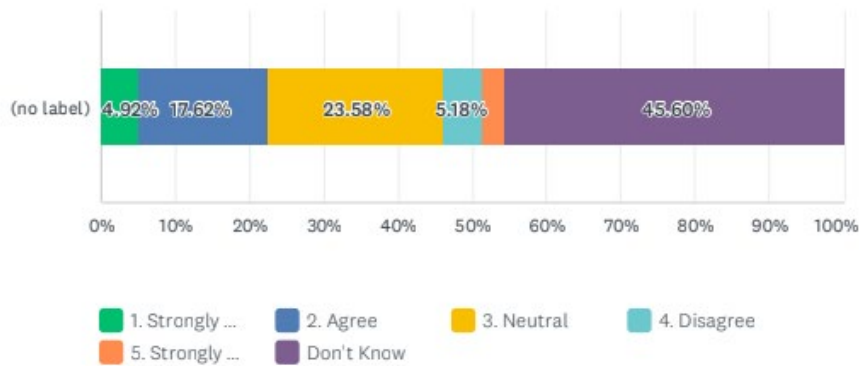## Q11 Promotes positive relationships between the university and the state government.

Answered: 386   Skipped: 17

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.92% 19	17.62% 68	23.58% 91	5.18% 20	3.11% 12	45.60% 176	386	2.70

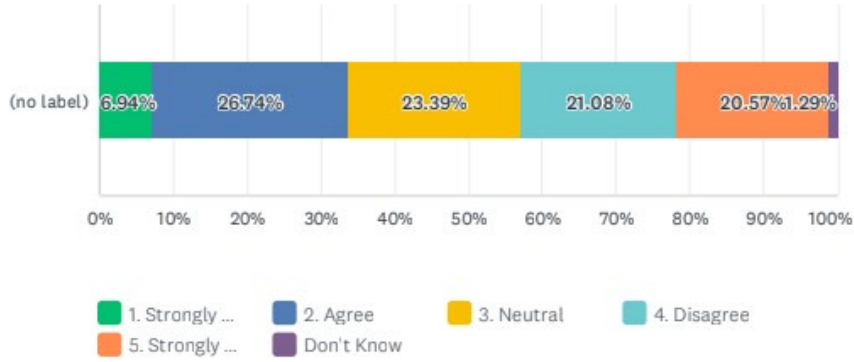## Q12 Keeps us informed about important issues on campus.

Answered: 389 Skipped: 14

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	6.94% 27	26.74% 104	23.39% 91	21.08% 82	20.57% 80	1.29% 5	389	3.22

Q13 Promotes positive relationships between the university and the federal government.
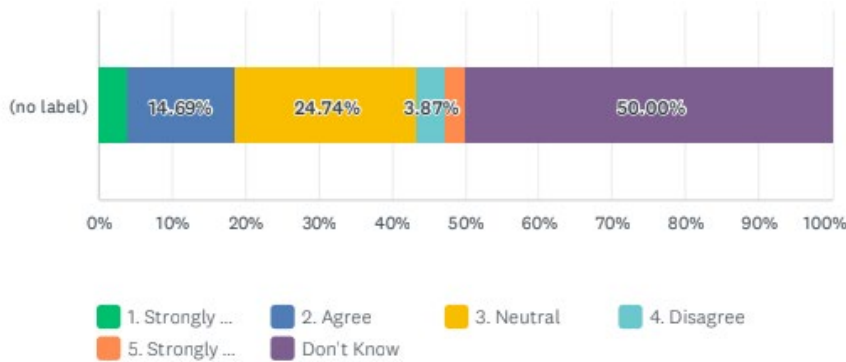
Answered: 388 Skipped: 15

	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	3.87% 15	14.69% 57	24.74% 96	3.87% 15	2.84% 11	50.00% 194	388	2.74

Q14 Considers the view and consults with the Senate in a shared governance model.
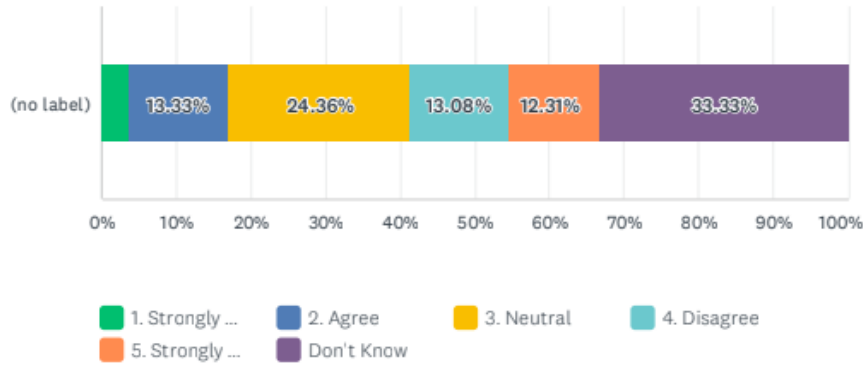
Answered: 390   Skipped: 13


	1. STRONGLY AGREE	2. AGREE	3. NEUTRAL	4. DISAGREE	5. STRONGLY DISAGREE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	3.59% 14	13.33% 52	24.36% 95	13.08% 51	12.31% 48	33.33% 130	390	3.26

Respondents were next asked to **rate the President's leadership** (using a five-point Likert scale) in terms of the Tech Forward Initiative as well as diversity, inclusion, and equity (Q15-20). These results are summarized below.
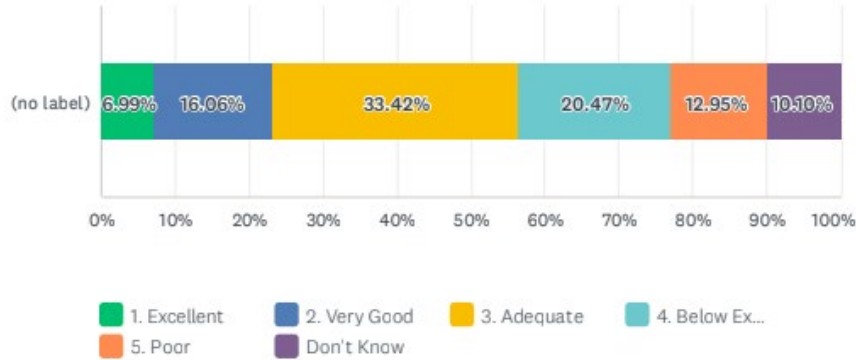
Q15 The overall Tech Forward initiative.

Answered: 385   Skipped: 18
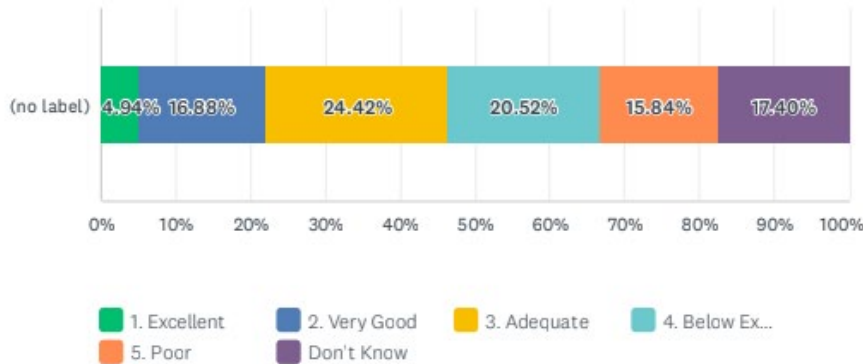
	1. EXCELLENT	2. VERY GOOD	3. ADEQUATE	4. BELOW EXPECTATIONS	5. POOR	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.94% 19	16.88% 65	24.42% 94	20.52% 79	15.84% 61	17.40% 67	385	3.31

Q17 Diversity, inclusion, and equity.

Answered: 386   Skipped: 17

Legend:
- 1. Excellent
- 2. Very Good
- 3. Adequate
- 4. Below Ex...
- 5. Poor
- Don't Know

	1. EXCELLENT	2. VERY GOOD	3. ADEQUATE	4. BELOW EXPECTATIONS	5. POOR	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	6.99% 27	16.06% 62	33.42% 129	20.47% 79	12.95% 50	10.10% 39	386	3.18

Q19 How do you rate the President's leadership on issues related to the COVID pandemic?
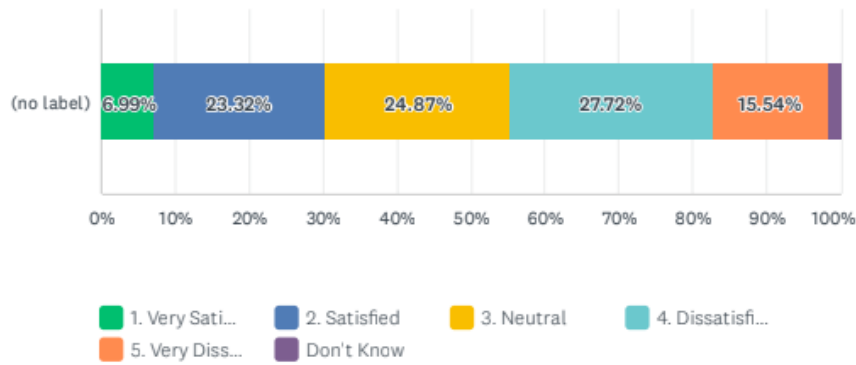
Answered: 384   Skipped: 19
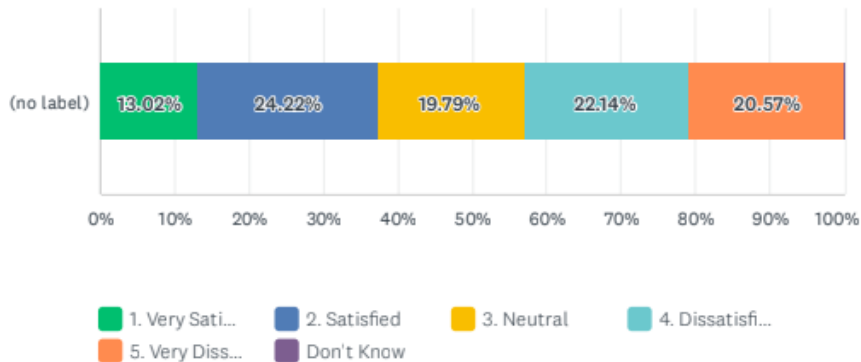
Legend:
- 1. Very Sati...
- 2. Satisfied
- 3. Neutral
- 4. Dissatisfi...
- 5. Very Diss...
- Don't Know

	1. VERY SATISFIED	2. SATISFIED	3. NEUTRAL	4. DISSATISFIED	5. VERY DISSATISFIED	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	13.02% 50	24.22% 93	19.79% 76	22.14% 85	20.57% 79	0.26% 1	384	3.13

In the final section, respondents were next asked to indicate their *level of satisfaction* (using a five-point Likert scale) with the President's performance over the past year (Q21). These results are summarized below.

Q21 Considering every aspect of his duties, how satisfied were you with the President's performance over the past year?

Answered: 386   Skipped: 17

Legend: 1. Very Sati... 2. Satisfied 3. Neutral 4. Dissatisfi... 5. Very Diss... Don't Know

	1. VERY SATISFIED	2. SATISFIED	3. NEUTRAL	4. DISSATISFIED	5. VERY DISSATISFIED	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	6.99% 27	23.32% 90	24.87% 96	27.72% 107	15.54% 60	1.55% 6	386	3.22

Notes on Written Comments: President's Evaluation

Questions 16, 18, 20, and 22 solicited open-ended responses and written comments. These are not included but are shared with the Board of Trustees. The number of comments received for each open-ended question is provided below in Table 2.

Table 2. Written Comments Received by Question (Evaluation of the President)

Question	Description	# Comments Received
Q16	Comments on Tech Forward	129
Q18	Please give ways the President can improve leadership on diversity, inclusion and equity.	152
Q20	Do you have any specific comments about any aspects of the President's leadership on issues related to the COVID pandemic?	174
Q22	Do you have any specific comments about any aspects of the President's performance over the past year in discharging his duties as the University's Chief Executive Officer?	147

Results: Evaluation of the President's Council

Following the evaluation of the President, respondents were asked to rate *how effectively* (using a five-point Likert scale) the President's Council has performed its duties. The members of the President's Council are listed in Table 3.

Table 3. Members of the President's Council

Title	Name
President	Richard Koubek
Provost and Senior Vice President for Academic Affairs	Jacqueline Huntoon
Chief Financial Officer and Senior Vice President for Administration	Susan Kerry
Vice President for Governmental Relations	William Kordenbrock
Vice President for University Relations and Enrollment	John Lehman
Vice President for Advancement and Alumni Engagement	William Roberts
Athletic Director	Suzanne Sanregret
General Counsel	Sarah Schulte
Vice President for Student Affairs and Dean of Students	Wallace Southerland, III
Vice President for Diversity and Inclusion	Wayne Gersie
Vice President for Research	David Reed

Evaluation results for the President's Council are summarized below.
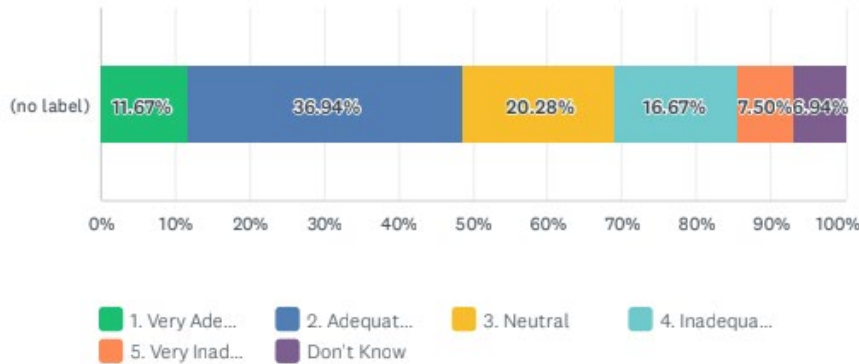
Q23 Ensurance of a safe work environment.

Answered: 362   Skipped: 41
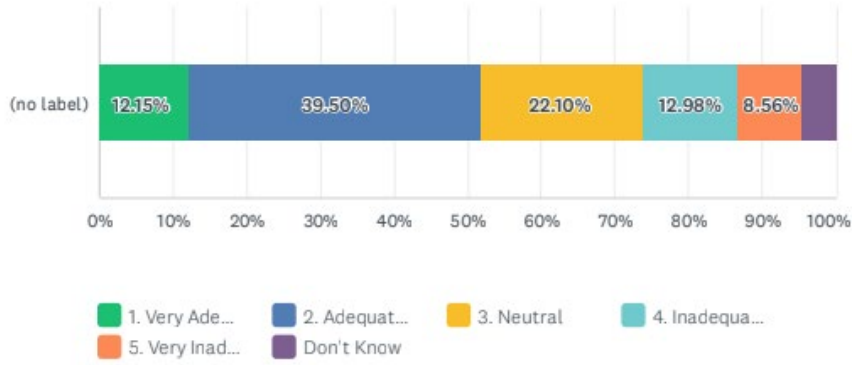
	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	12.15% 44	39.50% 143	22.10% 80	12.98% 47	8.56% 31	4.70% 17	362	2.65

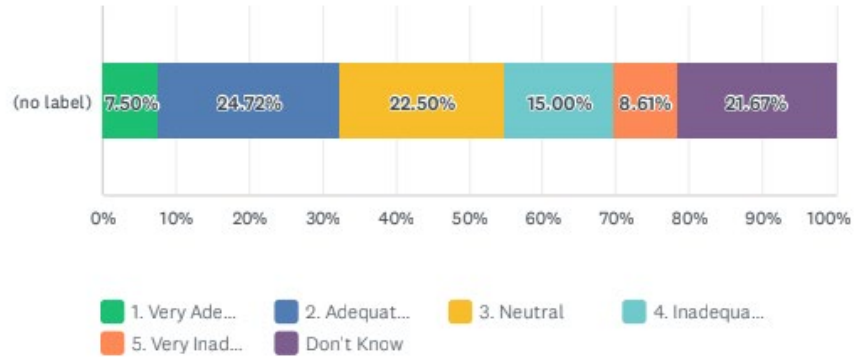# Q24 Advancement of diversity and inclusion.

Answered: 360   Skipped: 43

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	11.67% 42	36.94% 133	20.28% 73	16.67% 60	7.50% 27	6.94% 25	360	2.69

Q25 Provision of high quality resources for excellence in teaching and learning.
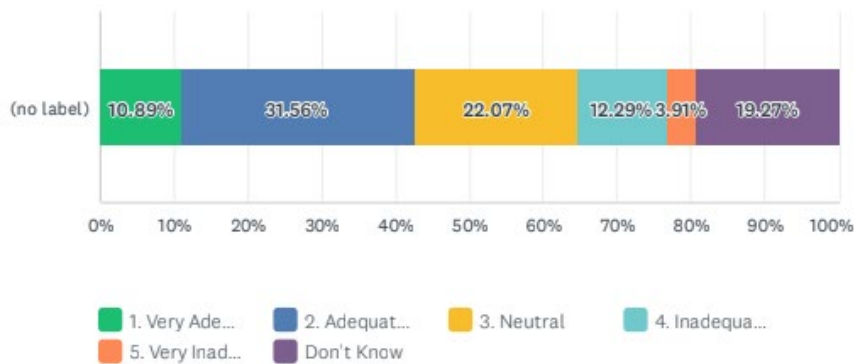
Answered: 360   Skipped: 43

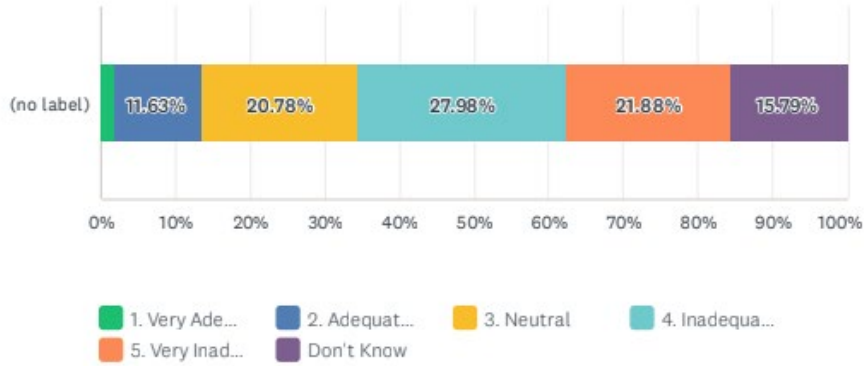|	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	7.50% 27	24.72% 89	22.50% 81	15.00% 54	8.61% 31	21.67% 78	360	2.90

Q26 Expand student recruitment.

Answered: 358   Skipped: 45

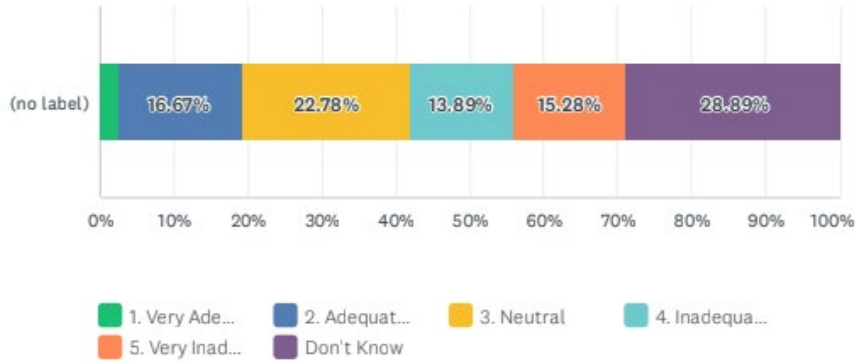|	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	10.89% 39	31.56% 113	22.07% 79	12.29% 44	3.91% 14	19.27% 69	358	2.59

Q27 Supported staff recruitment.

Answered: 361   Skipped: 42

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	1.94% 7	11.63% 42	20.78% 75	27.98% 101	21.88% 79	15.79% 57	361	3.67

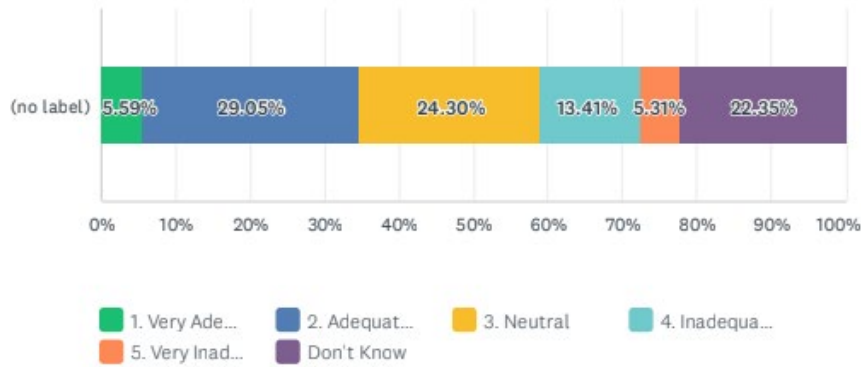## Q28 Supported faculty recruitment.

Answered: 360   Skipped: 43

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	2.50% 9	16.67% 60	22.78% 82	13.89% 50	15.28% 55	28.89% 104	360	3.32

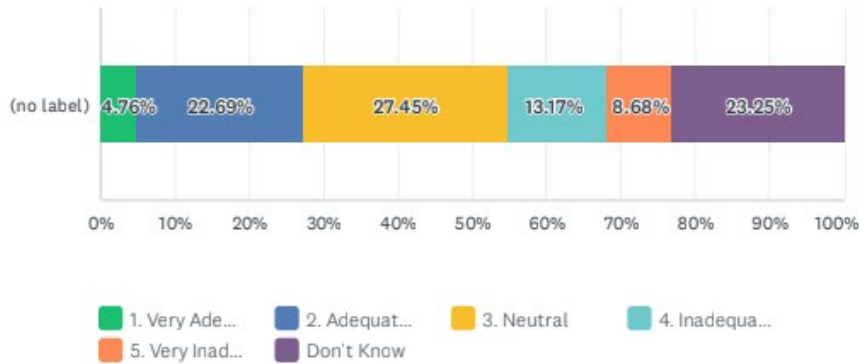## Q29 Advanced the growth of undergraduate programs.

Answered: 358   Skipped: 45

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	5.59% 20	29.05% 104	24.30% 87	13.41% 48	5.31% 19	22.35% 80	358	2.79

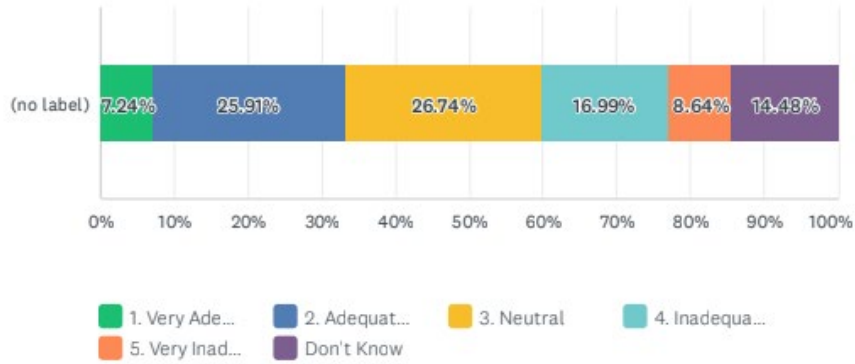## Q30 Advanced the growth of graduate programs.

Answered: 357   Skipped: 46

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.76% 17	22.69% 81	27.45% 98	13.17% 47	8.68% 31	23.25% 83	357	2.98

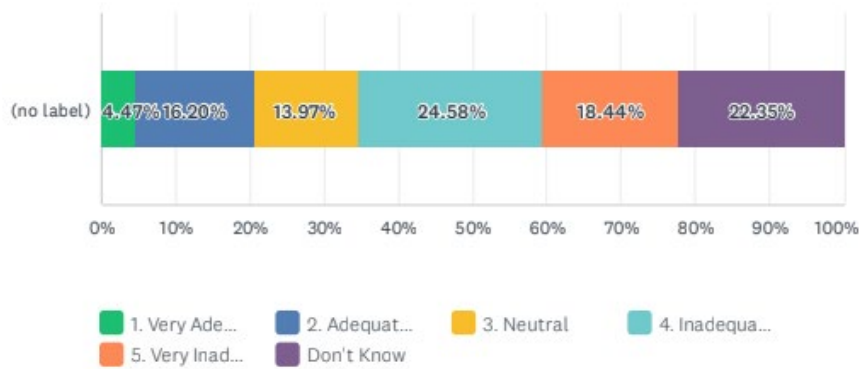## Q31 Ensured quality IT infrastructure and services.

Answered: 359   Skipped: 44

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	7.24% 26	25.91% 93	26.74% 96	16.99% 61	8.64% 31	14.48% 52	359	2.93

Q32 Supported facilities management.

Answered: 358   Skipped: 45

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	4.47% 16	16.20% 58	13.97% 50	24.58% 88	18.44% 66	22.35% 80	358	3.47

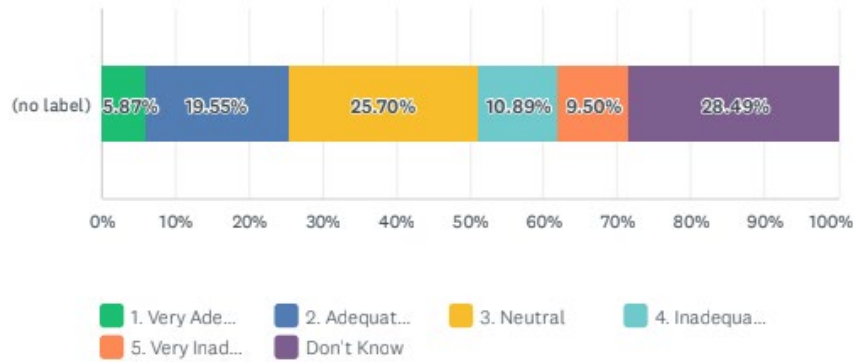# Q33 Provision of high quality research infrastructure

Answered: 358   Skipped: 45

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	5.87% 21	19.55% 70	25.70% 92	10.89% 39	9.50% 34	28.49% 102	358	2.98

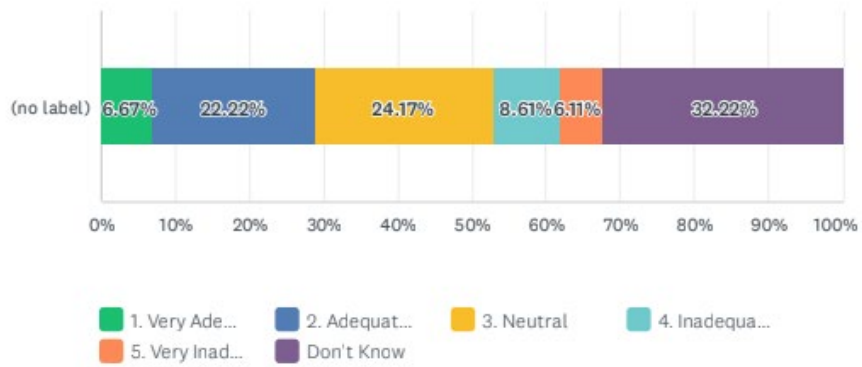# Q34 Increased research funding.

Answered: 360   Skipped: 43

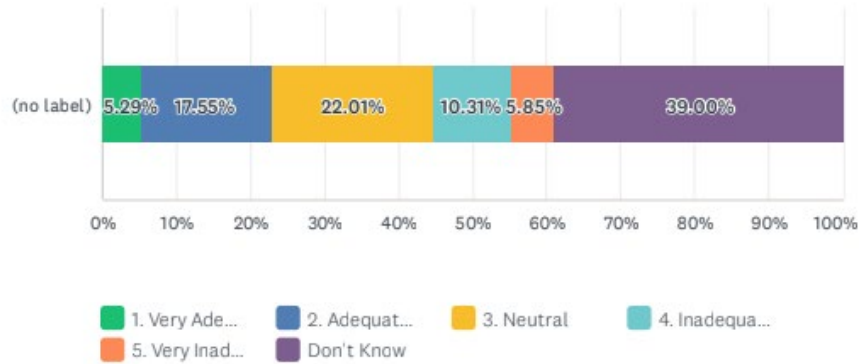|	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	6.67% 24	22.22% 80	24.17% 87	8.61% 31	6.11% 22	32.22% 116	360	2.78

Q35 Improve fundraising.

Answered: 359   Skipped: 44

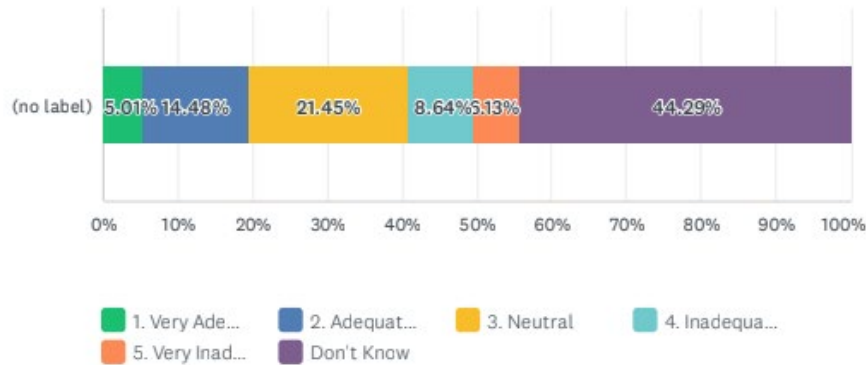|	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	5.29% 19	17.55% 63	22.01% 79	10.31% 37	5.85% 21	39.00% 140	359	2.90

Q36 Pursuit of capital investment.

Answered: 359   Skipped: 44

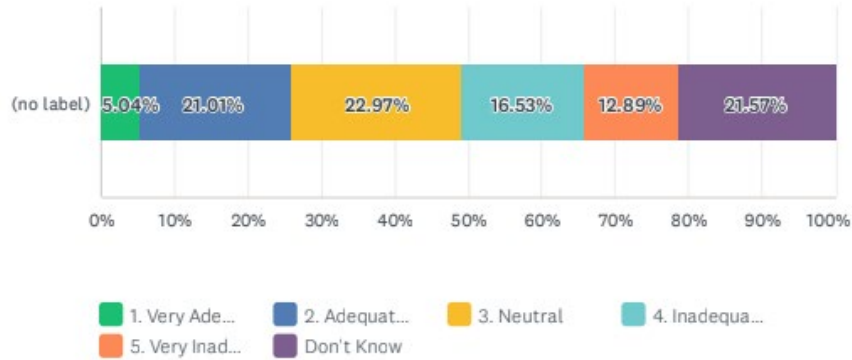|	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	5.01% 18	14.48% 52	21.45% 77	8.64% 31	6.13% 22	44.29% 159	359	2.94

Q37 Managed the budget wisely.

Answered: 357   Skipped: 46

	1. VERY ADEQUATELY	2. ADEQUATELY	3. NEUTRAL	4. INADEQUATE	5. VERY INADEQUATE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
(no label)	5.04% 18	21.01% 75	22.97% 82	16.53% 59	12.89% 46	21.57% 77	357	3.14

Notes on Written Comments: President's Council Evaluation

Note that question 38 solicited open-ended responses with written comments. These comments are not included but are shared with the Board of Trustees. The number of comments received is provided below in Table 4.

Table 4. Written Comments Received by Question (Evaluation of the President's Council)

Question	Description	# Comments Received
Q38	Do you have any specific comments about any aspects of the Council over the past year?	100

Discussion of Evaluation Process

Items worth discussing in this section:
- Relatively low response rate (31%)
- Insights from the graphs (communication (high % of don't know's), highest satisfaction areas, key areas for improvement, process, etc)

Appendix

2021-22 Survey Instrument

https://www.mtu.edu/senate/evaluations/president-exec/docs/2021-questions.pdf