

# **President's Evaluation Report for 2014-15**

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# I. Introduction

Each year the Senate Administrative Policy Committee conducts an evaluation of the University President as per Senate Procedure 503.1.1 which says

Regular evaluation of the President of Michigan Technological University by the faculty and staff encourages open communication, healthy exchange of information, and a shared responsibility for university direction. This procedure allows respondents to provide input and feedback to the leadership of the university.

The survey was conducted using Survey Monkey, an application that resides on servers external to Michigan Tech, to ensure greater confidentiality and anonymity of the survey respondents. Links were provided for the following documents on the entry page of the survey.

1. a personal statement from President Mroz
2. a letter from the Chair of Board of Control NAME, emphasizing the importance of the survey
3. a list of executive team milestones (Michigan Tech metrics)
4. a link to bio-data of the executive team, including the strategic plan
5. an organization chart for the university

The documents are given in Appendix A.

## A. Survey Respondents

This year, four surveys were simultaneously launched on February 16 and were open until Friday, March 6. The same instrument was used for the four constituencies: faculty, professional staff, represented staff, and administrators. Last year the administrator group included members, department chairs, school deans, college deans, and associate deans. This year, this group of administrators was augmented with research center directors and associate/assistant vice presidents. Thus, the difference between the administrators group of last year and this year must be kept in mind when comparing results of last year and this year. The number of invitations sent and responses received for this and last year are shown in Table 1. Table 1 shows that this year there was a large decrease in the number of responses in each of the groups except for Administrators.

	Faculty 2014-15 (‘13-14)	Professional Staff 2014-15 (‘13-14)	Represented Staff 2014-15 (‘13-14)	Administrators 2014-15 (‘13-14)	Total 2014-15 (‘13-14)
Invitations Sent	408 (418)	526 (572)	298 (294)	63 (33)	1305 (1317)
Surveys Completed	128 (183)	158 (264)	67 (119)	29 (15)	382 (581)
Response Rate	31% (44%)	30% (46%)	23% (41%)	46% (46%)	29% (44%)

This year demographic information was collected, though the demographic questions were optional. Table 2 shows the demographic data.

Table 2: Demographics					
		Faculty	Professional Staff	Represented Staff	Administrators
Gender	Male	77	57	11	12
	Female	28	67	41	7
	Skip	23	34	15	10
Age	18-29	2	19	3	0
	30-49	59	56	22	8
	50-65	38	45	26	10
	over 65	5	1	1	2
	Skip	24	37	15	9
Years Worked	0-2	17	26	12	1
	3-5	16	25	10	1
	6-9	25	28	6	4
	10-15	19	17	5	2
	over 15	27	32	19	12
	Skip	24	30	15	9
Salary	\$10,000-\$19,999	0	0	6	0
	\$20,000-\$29,999	0	3	14	0
	\$30,000-\$44,999	3	51	25	0
	\$45,000-\$59,999	13	34	3	0
	\$60,000-\$74,999	25	16	0	2
	\$75,000-\$99,999	42	11	1	4
	\$100,000 or more	20	4	0	13
	Skip	25	39	18	10

## B. Survey instrument

The full survey instrument is shown in Appendix B.

The majority of the survey consisted of 34 questions requiring a scaled response from 1 to 5. In addition, respondents could list individual strengths and weaknesses of the executive team and the president (questions 26-27 and 36-37). The responses to these 38 questions form the basis of this report.

Additional comments from the survey (questions 28 and 38-40) were captured in a common bin for each constituency, to be sent directly to the president.

No personal information was saved or recorded. The response to scaled questions will be analyzed in the next section. A spreadsheet containing the full set of responses can be found in Appendix C.

## II. Analysis of response to scaled questions.

Scaled response was sought using the following scale:

Strongly Disagree	1	Poor
Disagree	2	Unsatisfactory
Neutral	3	Satisfactory
Agree	4	Very Good
Strongly Agree	5	Exemplary

Appendix E contains copies of the spreadsheet with the original data and averages. Here we present some of the highlights.

## A. Issue Averages at a Glance

Table 3 below shows the University-wide average rating on the issue-related questions, from low to high. Similar tables separated for each of the four constituent groups can be found in Appendix E.

**Table 3: University-wide Issue Ratings, low to high**

Question #	Topic	Overall Rating
3	Fairness in the allocation of salaries and benefits	2.76
17	IT environment that meets my work needs	2.87
12	Promotion and advancement awarded to the most qualified person	2.90
2	Fringe Benefits	2.98
34	Changes based on the survey results	3.04
10	Transparent in the University budgeting process	3.05
11	Recruiting the right people	3.10
15	I feel safe voicing my opinions	3.10
18	Earned the confidence of the faculty and staff	3.11
1	Contributions fairly compensated	3.16
6	Committee service in the University is valued	3.17
33	President: shared governance	3.25
8	Sound financial planning and management	3.29
9	Keeping our people informed	3.30
16	Encourages open discussion and debate when establishing institutional goals and objectives	3.30
32	President: open and responsive to alternative ideas and criticism	3.30
14	Individual differences are respected and supported	3.36
7	Professional development	3.38
4	Teaching is valued	3.41
30	President: communicated vision and explanation of his actions	3.50
31	President: explaining the key issues at state and national forums	3.54
29	President: leadership skills	3.55
13	Active recruitment of a diverse faculty, staff, and student body	3.61
40	Do you feel optimistic about the future of Michigan Tech?	3.92
5	Research is valued	4.05
39	Do you enjoy working at Michigan Tech?	4.13

## B. What has Changed?

Because many of the questions on this year's survey were the same as last year, we have the opportunity to ask the question "Have there been any significant changes since last year's survey?" We used Pearson's Chi Squared test with a probability cutoff of 10% to identify which response distributions have changed significantly from last year. These questions are listed in Table 4 below.

**Table 4: Significant changes**

	Topic	2015 mean	(2014 mean)
4	teaching valued	3.41	(3.38)
9	keeping people informed	3.3	(3.14)
19	executive team overall	3.08	(3.08)
29	president leadership	3.55	(3.53)
34	made changes based on surveys	3.04	(3.01)

Questions 17 and 31 showed significant changes for the faculty group only:

		2015 faculty mean	
17	IT meets work needs	2.53	(2.20)
31	president: state and national presence	2.96	(3.36)

See Appendix F for "box-and-whiskers" charts showing the mean, median, and 25/75 quantiles for each constituent group.

## C. The Executive Team

The first 17 questions were issue-related questions in the evaluation of the executive team.

Table 5 shows the number of questions in which the executive team got an average greater than 3, less than 3, and the maximum and minimum average for each group. This data is shown for last year survey and this year's survey. The table shows that faculty are the most critical group in their evaluation of the executive team.

<b>Table 5: Overview of averages for executive team</b>								
	Faculty		Professional Staff				Represented Staff Administrators	
	13-14	14-15	13-14	14-15	13-14	14-15	13-14	14-15
Number of averages above 3	4	3	15	16	12	14	14	16
Number of averages below 3	13	14	2	1	5	4	3	1
Maximum Average	4.02	3.90	4.13	4.17	4.01	3.9	3.87	4.32
Minimum Average	2.2	2.92	2.92	2.92	2.49	2.53	2.67	2.69

Table 6 shows the top five averages above 3 in each group when available. Faculty did not have 5 averages above 3 last year of this year. Column 2014-15 shows the change on the same questions. The question numbers on the survey instrument and the corresponding statements are also given in Table 6.

<b>Table 6: The five top averages above 3, by constituent group</b>		
2014-15	('13-14)	
<b>Faculty</b>		
3.9	(4.02)	5. The executive team has created an environment in which research is valued.
3.35	(3.41)	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.09	(3.18)	14. The executive team creates an inclusive environment where individual differences are respected and supported.
<b>Professional Staff</b>		
4.17	(4.13)	5. The executive team has created an environment in which research is valued.
3.75	(3.76)	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.71	(3.59)	4. The executive team has created an environment in which teaching is valued.
3.6	(3.47)	7. The executive team has developed structures (practices) that promote professional development.
3.09	(3.55)	14. The executive team creates an inclusive environment where individual differences are respected and supported.
<b>Represented Staff</b>		
3.9	(4.01)	5. The executive team has created an environment in which research is valued.
3.68	(3.59)	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.54	(3.62)	4. The executive team has created an environment in which teaching is valued.
3.54	(3.54)	7. The executive team has developed structures (practices) that promote professional development.
3.34	(3.38)	6. The executive team has created an environment in which committee service in the university is valued.
<b>Administrators</b>		
4.32	(3.87)	5. The executive team has created an environment in which research is valued.
4.07	(3.47)	1. The executive team has created an environment in which my contributions are fairly compensated.
3.90	(3.27)	16. The executive team encourages open discussion and debate when establishing institutional goals and objectives.
3.83	(3.53)	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.76	(3.33)	2. The executive team provides a high quality package of fringe benefits.



Table 6 represents the respondents strongest agreement that the executive team is doing well. It highlights the following.

- All groups agree that the executive team has created an environment in which research is valued.
- All groups agree that the executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
- Faculty, professional staff, and administrators agree the executive team creates an inclusive environment where individual differences are respected and supported.
- Faculty, professional staff, and represented staff agree the executive team has developed structures (practices) that promote professional development
- Professional staff, represented staff, and administrators agree the executive team has created an environment in which teaching is valued.

Table 7 shows the lowest averages below 3 for each group when available. Professional staff and administrators group did not have five averages below 3.

<b>Table 7: The five lowest averages below 3, by constituent group</b>		
2014-15 ('13-14)		
Average		Faculty
2.53	(2.20)	17. The executive team has created an IT environment that meets my work needs.
2.53	(2.72)	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.
2.57	(2.61)	2. The executive team provides a high quality package of fringe benefits.
2.65	(2.59)	10. The executive team is transparent in the university budgeting process.
2.68	(2.72)	11. The executive team does a good job recruiting the right people.
Professional Staff		
2.92	(2.92)	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.
3.00	(2.98)	12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person.
Represented Staff		
2.53	(2.49)	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.
2.74	(2.71)	12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person
2.95	(2.97)	2. The executive team provides a high quality package of fringe benefits.
Administrators		
2.69	(2.67)	17. The executive team has created an IT environment that meets my work needs.

Table 7 presents the respondents' strongest views about the executive team not doing well. These are the top concerns of each group that the executive team should make it a priority in addressing. It highlights the following.

- The fairness in allocation of salaries and benefits (question 3) are a source of concern for faculty, professional staff, and represented staff as it was last year. The augmented administrator group does not see it as a concern.
- The IT environment that meets the work needs (question 17) is a most concerning issue for faculty and administrators, though both groups show slight improvements in their views.
- Both faculty and represented staff (question 2) are concerned about the quality package of fringe benefits as it was last year.

Table 8 shows the averages for the executive team. Each individual of the executive team has an average either above 3 or close to it. But the average response to the statements “The executive team has earned the confidence of the faculty and staff” and “The executive team's overall performance was excellent over the past year”, show lower averages than the individuals averages in all four groups except administrators.

**Table 8: Executive team Averages**

	Faculty		Professional Staff		Represented Staff		Administrators	
	2014-15	('13-14)	2014-15	(13-14)	2014-15	(13-14)	2014-15	(13-14)
Glenn Mroz	2.83	(2.98)	3.69	(3.72)	3.28	(3.32)	4.08	(3.33)
Max Seel	3.16	(3.38)	3.66	(3.65)	3.4	(3.45)	4.11	(3.93)
Dave Reed	3.08	(3.27)	3.73	(3.80)	3.4	(3.44)	3.82	(3.86)
Les Cook	2.91	(3.05)	3.67	(3.60)	3.33	(3.34)	3.64	(3.14)
Ellen Horsch	2.69	(2.74)	3.17	(3.25)	3.1	(3.07)	2.79	(3.07)
Dale Tahtinen	2.95	(3.19)	3.5	(3.55)	3.34	(3.31)	3.41	(3.21)
Dan Greenlee		(3.16)		(3.69)		(3.45)		(4.00)
Julie Seppala	3.05		3.53		3.36		3.69	
Confidence in team	2.73	(2.67)	3.43	(3.37)	3.02	(2.94)	3.46	(2.87)
Team performance	2.7	(2.73)	3.32	(3.39)	3.03	(2.97)	3.57	(2.87)

## D. The President

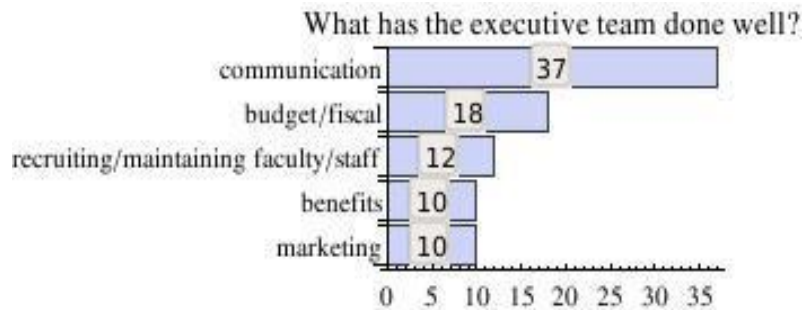
Table 9 shows the President's averages. All groups beside faculty agree with the statements. Like last year, faculty disagree most that the President is a practitioner of shared governance, in incorporating feedback in strategic planning, and incorporating the results of past surveys. Nor do they agree that he is open and responsive to alternative ideas and criticisms.

<b>Table 9: President's averages</b>				
<b>Question</b>	<b>Faculty</b>	<b>Professional Staff</b>	<b>Represented Staff</b>	<b>Administrators</b>
	2014-15 ('13-14)	2014-15 (13-14)	2014-15 (13-14)	2014-15 (13-14)
29. The President has demonstrated excellent leadership skills discharging his duties to the University community.	3.02(3.15)	3.86(3.81)	3.28(3.43)	4.08(3.79)
30. The President has effectively communicated with the University community his vision and explanation of his actions.	2.91(3.14)	3.82(3.82)	3.63(3.57)	4.11(3.47)
31. The President has effectively communicated his efforts in explaining the key issues facing the University community at state and national forums.	2.96(3.36)	3.83(3.96)	3.68(3.62)	4.16(3.93)
32. The President is open and responsive to alternative ideas and criticism from the University community.	2.78(2.78)	3.64(3.60)	3.36(3.31)	3.59(3.27)
33. The President is a strong practitioner of shared governance with the University community and seeks ways and opportunities to incorporate feedback into strategic planning.	2.63(2.62)	3.60(3.56)	3.44(3.33)	3.56(3.27)
34. The President and the executive team have made changes based on the survey results in the past and communicated these changes to the University.	2.63(2.69)	3.36(3.22)	2.96(3.06)	3.33(3.07)
35. The President's overall performance was excellent over the past year.	2.83(2.98)	3.69(3.72)	3.28(3.32)	4.08(3.33)

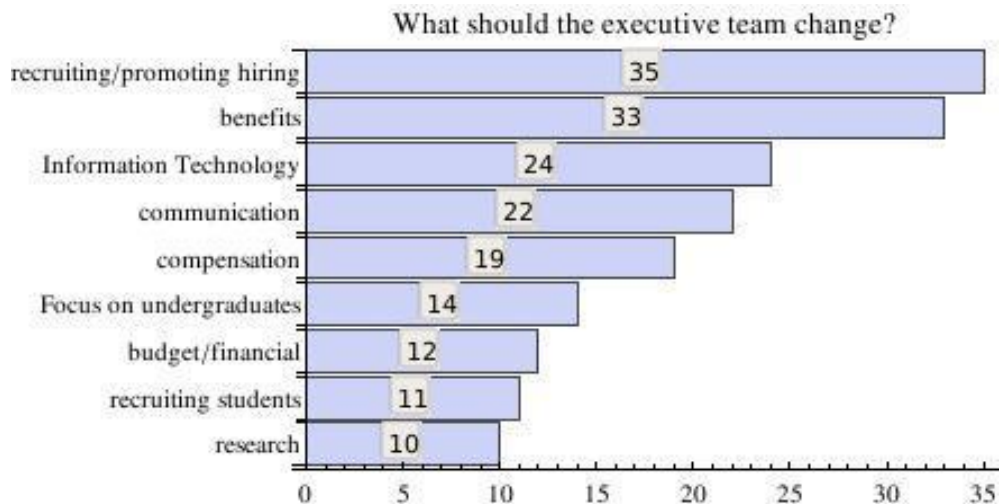
### III. Free response questions 26, 27, 36, and 37

This year the committee created a new format for open ended questions that reduced the subjective assessment of trends in comments. question 26 asked “What has the executive team done well? List up to five items the executive team should continue doing.” while question 27 asked “What should the executive team change? List up to five items the executive team needs to improve upon.” Questions 36 and 37 were analogous to questions 26 and 27, with the words *executive team* replaced by *President*. The committee counted the topics in the list produced by the survey respondent. Figures 10-13 show the topics on which several respondents commented.

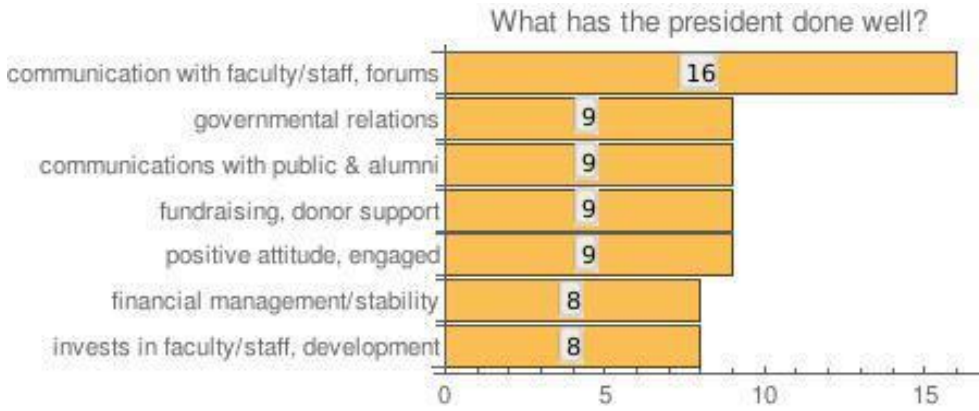
**Figure 10: What the executive team is doing well**



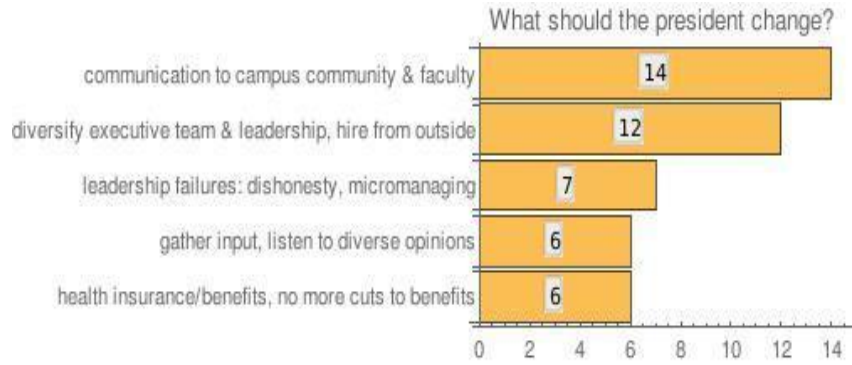
**Figure 11: What the executive team needs to improve upon**



**Figure 12: What the President is doing well**



**Figure 13: What the President needs to improve upon**



## IV. Questions 38 and 39

Questions 38 and 39 were open-ended questions with free-form responses, and these comments will be sent to the President as Appendix D, which is not included in the public report.

## V. Conclusions

There have been few significant changes in responses from last year's survey. The community as a whole generally enjoys working at Michigan Tech and is optimistic about its future, but there are some major concerns including benefits, IT services, and fairness in salaries and benefits. Of the four constituent groups, faculty continue to be the most critical of the administration.

The President is valued for his role as a public figure, with respondents rating him well in communicating in state and national forums, in communicating his vision to the University, and in "leadership skills." The executive team is perceived as having an active recruitment of a diverse faculty, staff, and student body. However, the responses to "What should the president change" included many comments that the executive team itself needs diversity and an open hiring process.

While the two staff groups and the administrative group recognize that teaching is valued, the faculty do not. However, all constituents recognize that research is highly valued by the President and his Executive Team. Of all the issue questions, the executive team scored highest on "research is valued," showing that the community understands that research is valued above all else.

There is widespread dissatisfaction with the performance of IT. All groups except unionized staff are generally unhappy with the ability of IT to serve their needs. Most disturbingly for a technological university, 50 percent of faculty disagree that IT meets their work needs (and half of these "strongly disagree." Because all respondents agree that research is strongly valued by the executive team, ensuring (at least!) adequate technical support should be a priority.

There is general concern about fairness in allocation of salaries and benefits. Only the administrative group (including chairs and deans) did not choose this as their top problem, perhaps because they are involved in making these decisions. More than 25% of faculty strongly disagree that the University offers a quality package of fringe benefits.

Finally, the survey response rate was very low. Table 1 showed that nearly 71% of employees did not fill in the survey. This is a sharp drop in response rates from last year in which only 55% did not take part. It is incumbent upon all to understand the non-participation of Michigan Tech employees in the annual feedback to the university leadership.

## VI. Recommendations

The executive team should create a list of action items that is distributed to all employees of Michigan Tech. with updates given periodically on the progress of accomplishment. This is the same recommendation that was made last year but was not followed by the administration. Unless employees feel their input is valued by the university leadership, the decrease in participation in the annual feedback to the university leadership will continue.

The widespread dissatisfaction with the performance of IT was identified last year and continues this year. The administration needs to re-examine its strategy to improve IT and communicate it to the university community. In particular, the special needs of faculty teachers and researchers needs to be examined and their particular input should be incorporated into the restructuring of IT.

The dissatisfaction with fairness in the allocation of salaries and benefits within the university continues to be of concern to faculty, professional staff, and represented staff. Whether the unfairness is a perception or reality, it needs to be addressed as it has a demoralizing impact on the Michigan Tech community. The university community needs to be consulted regarding benefits changes early in the process, before budgets are fixed. In addition, the executive team should reconsider the issue of “benefits vs. salary”: has the erosion of benefits affected the recruiting and retention of quality personnel?

Issues on which the President or the executive team got an average below 3 for any group should be examined seriously and made part of the action list recommended above that would be sent to the Michigan Tech community.

## VII. Acknowledgement

The Senate Administrative Policy Committee gratefully acknowledges the work of Ms. Judi Smigowski, the Senate Administrative Assistant for her work in conducting the survey, delivering the tabulated results to the committee, and typesetting this report.

## Appendix A: Documents linked on entry page of survey

[President Mroz Personal Statement](#)

Michigan Tech Metrics: [Dashboard](#) and [PDF](#)

[Chair of Board of Control Letter](#)

[University's Organization Chart](#)

[Bio-data of Members of the Executive Team](#)



# Appendix B: Survey Instrument

## President's Evaluation Survey – 2014 / 2015

### Evaluation of Executive Team

Members of Executive Team: President Glenn Mroz; Provost & VP for Academic Affairs Max Seel; VP for Research Dave Reed; VP for Student Affairs & Advancement Les Cook; VP for Administration Ellen Horsch; VP for Government Relations Dale Tahtinen; Executive Director, Financial Systems and Operations; Julie Seppala.

**On the scale: *Strongly Disagree*=1; *Disagree* =2; *Neutral* =3; *Agree* =4; *Strongly Agree* =5 answer the following questions.**

1. The executive team has created an environment in which my contributions are fairly compensated.
2. The executive team provides a high-quality package of fringe benefits.
3. The executive team works to ensure fairness in the allocation of salaries and benefits within the University.
4. The executive team has created an environment in which teaching is valued.
5. The executive team has created an environment in which research is valued.
6. The executive team has created an environment in which committee service in the University is valued.
7. The executive team has developed structures (practices) that promote professional development.
8. The executive team demonstrates sound financial planning and management.
9. The executive team does a good job of keeping our people informed about matters that affect us.
10. The executive team is transparent in the University budgeting process.
11. The executive team does a good job recruiting the right people.
12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person.
13. The executive team works to ensure the active recruitment of a diverse faculty, staff, and student body.
14. The executive team creates an inclusive environment where individual differences are respected and supported.
15. The executive team creates an environment in which I feel safe voicing my opinions.
16. The executive team encourages open discussion and debate when establishing institutional goals and objectives.
17. The executive team has created an IT environment that meets my work needs.
18. The executive team has earned the confidence of the faculty and staff.

### Executive Team's Overall Performance

**On the scale: *Poor* =1; *Unsatisfactory* =2; *Satisfactory* =3; *Very Good* =4; *Exemplary* =5 answer the following questions.**

19. The executive team's overall performance over the past year was
20. The Provost & VP for academic affairs Max Seel's overall performance over the past year was
21. The VP for Research Dave Reed's overall performance over the past year was
22. The VP for Student Affairs and Advancement Les Cook's overall performance over the past year was

- 23. The VP for Administration Ellen Horsch's overall performance over the past year was
- 24. The VP for Government Relations Dale Tahtinen's overall performance over the past year was
- 25. The Executive Director, Financial Systems and Operations Julie Seppala's overall performance over the past year was
- 26. What has the executive team done well? List up to five items the executive team should continue doing.
- 27. What should the executive team change? List up to five items the executive team needs to improve upon.
- 28. Are there any issues with the executive team that were not addressed by this survey?

### **Evaluation of the President**

**On the scale: *Strongly Disagree=1; Disagree =2; Neutral =3; Agree =4; Strongly Agree =5* answer the following questions.**

- 29. The President has demonstrated excellent leadership skills discharging his duties to the University community.
- 30. The President has effectively communicated with the University community his vision and explanation of his actions.
- 31. The President has effectively communicated his efforts in explaining the key issues facing the University community at state and national forums.
- 32. The President is open and responsive to alternative ideas and criticism from the University community.
- 33. The President is a strong practitioner of shared governance with the University community and seeks ways and opportunities to incorporate feedback into strategic planning.
- 34. The President and the Executive Team have made changes based on the survey results in the past and communicated these changes to the University community.

### **President's Overall Performance**

**On the scale: *Poor =1; Unsatisfactory =2; Satisfactory =3; Very Good =4; Exemplary =5* answer the following questions.**

- 35. The President's overall performance over the past year was
- 36. What has the President has done well? List up to five items the President should continue doing.
- 37. What should the President change? List up to five items the President needs to improve upon.
- 38. Are there any issues with the President that have not been addressed in this survey?

### **The last three questions are from President Mroz.**

- 39. Do you enjoy working at Michigan Tech? *Answer choices: (not at all, not often, about half the time, usually, yes) Why or why not?*
- 40. Do you feel optimistic about the future of Michigan Tech? *Answer choices: (not at all, not often, about half the time, usually, yes) Why or why not?*
- 41. What type of education or training would you like to have available to you so that you can advance in your career?

### **Demographics**

- What is your gender? *Answer choices: (Male, Female)*
- What is your age? *Answer choices: (18-29, 30-49, 50-65, over 65)*
- How many years have you worked for Michigan Tech? *Answer choices: (0-2 years, 3-5 years, 6-9 years, 10-15 years, over 15 years)*
- What is your annual Michigan Tech salary? *Answer choices: (under \$10,000, \$10,000-\$25,000, \$25,000-\$50,000, \$50,000-\$75,000, \$75,000-\$100,000, over \$100,000)*

## Appendix C: Spreadsheet calculations from responses of scaled questions

### 2014-15 President's Evaluation - Administrators Responses by Question

<u>question 1</u>	<u>question 2</u>	<u>question 3</u>	<u>question 4</u>	<u>question 5</u>	<u>question 6</u>
strongly disagree	1	strongly disagree	1	strongly disagree	3
disagree	2	disagree	2	disagree	3
neutral	2	neutral	6	neutral	6
agree	13	agree	4	agree	13
strongly agree	11	strongly agree	6	strongly agree	5
skipped	0	skipped	0	skipped	3
strongly disagree	1	strongly disagree	4	strongly disagree	2
disagree	2	disagree	2	disagree	3
neutral	8	neutral	3	neutral	3
agree	12	agree	4	agree	15
strongly agree	6	strongly agree	6	strongly agree	5
skipped	0	skipped	0	skipped	1
strongly disagree	1	strongly disagree	2	strongly disagree	3
disagree	2	disagree	3	disagree	1
neutral	5	neutral	4	neutral	8
agree	14	agree	4	agree	8
strongly agree	7	strongly agree	6	strongly agree	8
skipped	0	skipped	0	skipped	1
poor	1	poor	1	poor	0
unsatisfactory	3	unsatisfactory	2	unsatisfactory	1
satisfactory	7	satisfactory	2	satisfactory	10
very good	13	very good	1	very good	10
exemplary	4	exemplary	2	exemplary	7
skipped	1	skipped	1	skipped	1

<b>question 25</b>		<b>question 29</b>		<b>question 30</b>		<b>question 31</b>		<b>question 32</b>		<b>question 33</b>	
poor	0	strongly disagree	0	strongly disagree	0	strongly disagree	0	strongly disagree	3	strongly disagree	1
unsatisfactory	2	disagree	3	disagree	2	disagree	1	disagree	1	disagree	4
satisfactory	9	neutral	1	neutral	3	neutral	3	neutral	7	neutral	6
very good	10	agree	2	agree	12	agree	12	agree	9	agree	11
exemplary	5	strongly agree	1	strongly agree		strongly agree		strongly agree		strongly agree	
skipped	3	agree	1	agree	10	agree	9	agree	7	agree	5
		skipped	2	skipped	2	skipped	4	skipped	2	skipped	2
<b>question 34</b>		<b>question 35</b>		<b>question 39</b>		<b>question 40</b>					
strongly disagree	2	poor	0	not at all	0	not at all	0				
disagree	3	unsatisfactory	2	not often	0	not often	0				
neutral	10	satisfactory	5	about half the time	2	about half the time	1				
agree	8	very good	8	usually	5	usually	8				
strongly agree	4		1								
skipped	2	exemplary	1	yes	19	yes	17				
		skipped	3	skipped	3	skipped	3				
<b>Gender</b>		<b>Age</b>		<b>Years Worked</b>		<b>Salary</b>					
male	12	18-29	0	0-2	1	\$10,000-	0				
female	7	30-49	8	3-5	1	\$19,999	0				
			1			\$20,000-					
		50-65	0	6-9	4	\$29,999	0				
						\$30,000-					
		over 65	2	10-15	2	\$44,999	0				
				over 15	12	\$45,000-	0				
						\$59,999	0				
						\$60,000-					
						\$74,999	2				
						\$75,000-					
						\$99,999	4				
						\$100,000 or more	13				
skipped	10	skipped	9	skipped	9	skipped	10				

2014-15 President's Evaluation - Faculty Responses by Question

<u>question 1</u>		<u>question 2</u>		<u>question 3</u>		<u>question 4</u>		<u>question 5</u>		<u>question 6</u>	
strongly disagree	19	strongly disagree	32	strongly disagree	32	strongly disagree	28	strongly disagree	8	strongly disagree	24
disagree	24	disagree	26	disagree	32	disagree	20	disagree	5	disagree	27
neutral	36	neutral	37	neutral	29	neutral	23	neutral	17	neutral	35
agree	35	agree	24	agree	24	agree	45	agree	56	agree	34
strongly agree	10	strongly agree	6	strongly agree	7	strongly agree	10	strongly agree	39	strongly agree	5
skipped	4	skipped	3	skipped	4	skipped	2	skipped	3	skipped	3
<u>question 7</u>		<u>question 8</u>		<u>question 9</u>		<u>question 10</u>		<u>question 11</u>		<u>question 12</u>	
strongly disagree	15	strongly disagree	17	strongly disagree	15	strongly disagree	27	strongly disagree	23	strongly disagree	20
disagree	22	disagree	22	disagree	30	disagree	23	disagree	28	disagree	33
neutral	46	neutral	40	neutral	36	neutral	44	neutral	44	neutral	35
agree	33	agree	37	agree	34	agree	22	agree	24	agree	27
strongly agree	7	strongly agree	8	strongly agree	9	strongly agree	6	strongly agree	5	strongly agree	8
skipped	5	skipped	4	skipped	4	skipped	6	skipped	4	skipped	5
<u>question 13</u>		<u>question 14</u>		<u>question 15</u>		<u>question 16</u>		<u>question 17</u>		<u>question 18</u>	
strongly disagree	12	strongly disagree	18	strongly disagree	25	strongly disagree	20	strongly disagree	41	strongly disagree	27
disagree	14	disagree	18	disagree	17	disagree	19	disagree	21	disagree	24
neutral	30	neutral	36	neutral	29	neutral	41	neutral	29	neutral	39
agree	50	agree	41	agree	46	agree	36	agree	26	agree	30
strongly agree	15	strongly agree	12	strongly agree	7	strongly agree	8	strongly agree	9	strongly agree	5
skipped	7	skipped	3	skipped	4	skipped	4	skipped	2	skipped	3
<u>question 19</u>		<u>question 20</u>		<u>question 21</u>		<u>question 22</u>		<u>question 23</u>		<u>question 24</u>	
poor	20	poor	14	poor	11	poor	16	poor	23	poor	10
unsatisfactory	25	unsatisfactory	15	unsatisfactory	18	unsatisfactory	12	unsatisfactory	16	unsatisfactory	11
satisfactory	52	satisfactory	37	satisfactory	49	satisfactory	62	satisfactory	47	satisfactory	62
very good	17	very good	38	very good	25	very good	19	very good	18	very good	16
exemplary	6	exemplary	12	exemplary	12	exemplary	7	exemplary	5	exemplary	5
skipped	8	skipped	12	skipped	13	skipped	12	skipped	19	skipped	24

question 25		question 29		question 30		question 31		question 32		question 33	
poor	12	strongly disagree	18	strongly disagree	20	strongly disagree	17	strongly disagree	22	strongly disagree	26
unsatisfactory	9	disagree	23	disagree	23	disagree	16	disagree	18	disagree	21
satisfactory	55	neutral	27	neutral	29	neutral	38	neutral	41	neutral	41
very good	22	agree	37	agree	35	agree	32	agree	25	agree	16
exemplary	8	strongly agree	12	strongly agree	9	strongly agree	7	strongly agree	6	strongly agree	8
skipped	22	skipped	11	skipped	12	skipped	18	skipped	16	skipped	16
question 34		question 35		question 39		question 40					
strongly disagree	28	poor	18	not at all	7	not at all	9				
disagree	20	unsatisfactory	24	not often	9	not often	24				
neutral	40	satisfactory	41	about half the time	27	about half the time	33				
agree	21	very good	24	usually	32	usually	28				
strongly agree	6	exemplary	8	yes	46	yes	28				
skipped	13	skipped	13	skipped	7	skipped	6				
Gender	Age	Years Worked		Salary							
male	77	18-29	2	0-2	17	\$10,000-	0				
female	28	30-49	59	3-5	16	\$19,999	0				
		50-65	38	6-9	25	\$20,000-	3				
		over 65	5	10-15	19	\$29,999	13				
				over 15	27	\$44,999	25				
						over 15	27	\$59,999	42		
skipped	23	skipped	24	skipped	24	\$74,999	20				
						\$99,999	20				
						\$100,000 or more	20				

**2014-15 President's Evaluation - Professional Staff Responses by Question**

<u>question 1</u>	<u>question 2</u>	<u>question 3</u>	<u>question 4</u>	<u>question 5</u>	<u>question 6</u>
strongly disagree	7	strongly disagree	11	strongly disagree	16
disagree	28	disagree	36	disagree	41
neutral	53	neutral	39	neutral	49
agree	59	agree	57	agree	42
strongly agree	10	strongly agree	15	strongly agree	9
skipped	1	skipped	6	skipped	1
<u>question 7</u>	<u>question 8</u>	<u>question 9</u>	<u>question 10</u>	<u>question 11</u>	<u>question 12</u>
strongly disagree	5	strongly disagree	5	strongly disagree	8
disagree	14	disagree	12	disagree	13
neutral	34	neutral	42	neutral	57
agree	88	agree	83	agree	68
strongly agree	15	strongly agree	12	strongly agree	9
skipped	2	skipped	4	skipped	3
<u>question 13</u>	<u>question 14</u>	<u>question 15</u>	<u>question 16</u>	<u>question 17</u>	<u>question 18</u>
strongly disagree	3	strongly disagree	11	strongly disagree	23
disagree	10	disagree	31	disagree	26
neutral	30	neutral	38	neutral	39
agree	92	agree	61	agree	60
strongly agree	20	strongly agree	14	strongly agree	8
skipped	3	skipped	3	skipped	2
<u>question 19</u>	<u>question 20</u>	<u>question 21</u>	<u>question 22</u>	<u>question 23</u>	<u>question 24</u>
poor	3	poor	4	poor	9
unsatisfactory	10	unsatisfactory	2	unsatisfactory	15
satisfactory	74	satisfactory	44	satisfactory	67
very good	54	very good	69	very good	37
exemplary	4	exemplary	22	exemplary	10
skipped	13	skipped	17	skipped	20

<b>question 25</b>		<b>question 29</b>		<b>question 30</b>		<b>question 31</b>		<b>question 32</b>		<b>question 33</b>	
poor	2	strongly disagree	3	strongly disagree	3	strongly disagree	3	strongly disagree	3	strongly disagree	3
unsatisfactory	6	disagree	9	disagree	8	disagree	6	disagree	13	disagree	13
satisfactory	58	neutral	20	neutral	27	neutral	30	neutral	43	neutral	44
very good	59	agree	80	agree	76	agree	75	agree	55	agree	58
exemplary	12	strongly agree	28	strongly agree	27	strongly agree	27	strongly agree	27	strongly agree	23
skipped	21	skipped	18	skipped	17	skipped	17	skipped	17	skipped	17

<b>question 34</b>		<b>question 35</b>		<b>question 39</b>		<b>question 40</b>	
strongly disagree	7	poor	2	not at all	1	not at all	4
disagree	15	unsatisfactory	8	not often about half the time	4	not often about half the time	6
neutral	53	satisfactory	47	usually	21	usually	17
agree	48	very good	62	yes	49	yes	43
strongly agree	15	exemplary	24	skipped	68	skipped	73
skipped	20	skipped	15	skipped	15	skipped	15

<b>Gender</b>	<b>Age</b>	<b>Years Worked</b>		<b>Salary</b>			
male	57	18-29	19	0-2	26	\$10,000-\$19,999	0
female	67	30-49	56	3-5	25	\$20,000-\$29,999	3
		50-65	45	6-9	28	\$30,000-\$44,999	51
		over 65	1	10-15	17	\$45,000-\$59,999	34
				over 15	32	\$60,000-\$74,999	16
						\$75,000-\$99,999	11
						\$100,000 or more	4
skipped	34	skipped	37	skipped	30	skipped	39





<u>question 25</u>		<u>question 29</u>		<u>question 30</u>		<u>question 31</u>		<u>question 32</u>		<u>question 33</u>	
poor	1	strongly disagree	1	strongly disagree	0	strongly disagree	1	strongly disagree	2	strongly disagree	0
unsatisfactory	2	disagree	7	disagree	7	disagree	2	disagree	9	disagree	7
satisfactory	34	neutral	14	neutral	15	neutral	16	neutral	20	neutral	22
very good	17	agree	32	agree	30	agree	33	agree	22	agree	24
exemplary	4	strongly agree	5	strongly agree	7	strongly agree	5	strongly agree	6	strongly agree	4
skipped	9	skipped	8	skipped	8	skipped	10	skipped	8	skipped	10

<u>question 34</u>		<u>question 35</u>		<u>question 39</u>		<u>question 40</u>	
strongly disagree	3	poor	1	not at all	1	not at all	2
disagree	12	unsatisfactory	4	not often	1	not often	2
neutral	28	satisfactory	33	about half the time	10	about half the time	12
agree	12	very good	16	usually	20	usually	15
strongly agree	2	exemplary	3	yes	28	yes	26
skipped	10	skipped	10	skipped	7	skipped	10

<u>Gender</u>		<u>Age</u>		<u>Years Worked</u>		<u>Salary</u>	
male	11	18-29	3	0-2	12	\$10,000-	6
female	41	30-49	22	3-5	10	\$19,999	14
				6-9	6	\$20,000-	25
		50-65	26	10-15	5	\$29,999	3
				over 15	19	\$30,000-	0
						\$44,999	1
		over 65	1			\$45,000-	0
				\$59,999	1		
skipped	15	skipped	15	skipped	15	\$60,000-	0
						\$74,999	0
						\$75,000-	1
						\$99,999	0
						\$100,000 or more	0

Appendix D: All the comments [Not included in public document]

## Appendix E: Issues Tables for the Four Constituent Groups

2015	Ratings by Administrative Group: low to high	admin
Question #	topic	ave. Rating
17	IT environment that meets my work needs.	2.69
11	recruiting the right people	3.31
34	changes based on the survey results	3.33
12	promotion and advancement awarded to the most qualified person.	3.38
3	fairness in the allocation of salaries and benefits.	3.41
6	committee service in the University is valued	3.45
18	earned the confidence of the faculty and staff.	3.46
8	sound financial planning and management	3.55
10	transparent in the University budgeting process.	3.55
33	president: shared governance	3.56
32	president: open and responsive to alternative ideas and criticism.	3.59
15	I feel safe voicing my opinions.	3.61
9	keeping our people informed	3.64
14	individual differences are respected and supported.	3.66
7	professional development	3.69
4	teaching is valued.	3.69
2	fringe benefits	3.76
13	active recruitment of a diverse faculty, staff, and student body	3.83
16	encourages open discussion and debate when establishing institutional goals and objectives	3.90
1	contributions fairly compensated	4.07
30	president: communicated vision and explanation of his actions	4.11
29	president: leadership skills	4.15
31	president: explaining the key issues at state and national forums	4.16
5	research is valued	4.32
40	Do you feel optimistic about the future of Michigan Tech?	4.62
39	Do you enjoy working at Michigan Tech?	4.65

2015	Ratings by Faculty Group: low to high	faculty
Question #	topic	ave. Rating
3	fairness in the allocation of salaries and benefits.	2.53
17	IT environment that meets my work needs.	2.53
2	fringe benefits	2.57
33	president: shared governance	2.63
34	changes based on the survey results	2.63
10	transparent in the University budgeting process.	2.65
11	recruiting the right people	2.68
18	earned the confidence of the faculty and staff.	2.7
6	committee service in the University is valued	2.75
12	promotion and advancement awarded to the most qualified person.	2.76
32	president: open and responsive to alternative ideas and criticism	2.78
4	teaching is valued.	2.91
1	contributions fairly compensated	2.94
9	keeping our people informed	2.94
15	I feel safe voicing my opinions.	2.94
16	encourages open discussion and debate when establishing institutional goals and objectives	2.94
7	professional development	2.96
31	president: explaining the key issues at state and national forums	2.96
8	sound financial planning and management	2.98
29	president: leadership skills	3.02
25	Executive Director, Financial Systems and Operations Julie Seppala	3.05
14	individual differences are respected and supported.	3.09
40	Do you feel optimistic about the future of Michigan Tech?	3.34
13	active recruitment of a diverse faculty, staff, and student body	3.35
30	president: communicated vision and explanation of his actions	3.83
39	Do you enjoy working at Michigan Tech?	3.83
5	research is valued	3.9

2015	Ratings by Professional Staff Group: low to high	pro. Staff
Question #	topic	ave. Rating
3	fairness in the allocation of salaries and benefits.	2.92
12	promotion and advancement awarded to the most qualified person.	3.00
17	IT environment that meets my work needs.	3.03
2	fringe benefits	3.18
15	I feel safe voicing my opinions.	3.23
1	contributions fairly compensated	3.24
10	transparent in the University budgeting process.	3.29
34	changes based on the survey results	3.36
11	recruiting the right people	3.37
6	committee service in the University is valued	3.39
18	earned the confidence of the faculty and staff.	3.43
16	encourages open discussion and debate when establishing institutional goals and objectives	3.49
9	keeping our people informed	3.55
8	sound financial planning and management	3.55
14	individual differences are respected and supported.	3.56
7	professional development	3.60
33	president: shared governance	3.60
32	president: open and responsive to alternative ideas and criticism	3.64
4	teaching is valued.	3.71
13	active recruitment of a diverse faculty, staff, and student body	3.75
30	president: communicated vision and explanation of his actions	3.82
31	president: explaining the key issues at state and national forums	3.83
29	president: leadership skills	3.86
5	research is valued	4.17
40	Do you feel optimistic about the future of Michigan Tech?	4.22
39	Do you enjoy working at Michigan Tech?	4.25

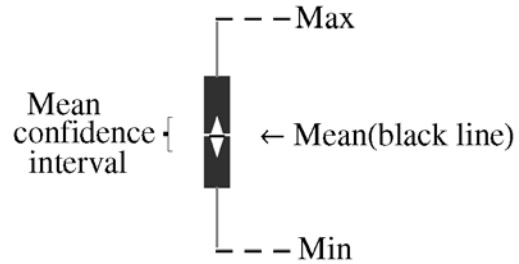
2015	Ratings by Represented Staff Group: low to high	rep. Staff
Question #	topic	ave rating
3	fairness in the allocation of salaries and benefits.	2.53
12	promotion and advancement awarded to the most qualified person.	2.74
15	I feel safe voicing my opinions.	2.89
2	fringe benefits	2.95
34	changes based on the survey results	2.96
1	contributions fairly compensated	3.00
18	earned the confidence of the faculty and staff.	3.02
10	transparent in the University budgeting process.	3.02
8	sound financial planning and management	3.15
11	recruiting the right people	3.17
16	encourages open discussion and debate when establishing institutional goals and objectives	3.25
17	IT environment that meets my work needs.	3.25
9	keeping our people informed	3.26
14	individual differences are respected and supported.	3.27
6	committee service in the University is valued	3.34
32	president: open and responsive to alternative ideas and criticism	3.36
33	president: shared governance	3.44
4	teaching is valued.	3.54
7	professional development	3.54
29	president: leadership skills	3.56
30	president: communicated vision and explanation of his actions	3.63
13	active recruitment of a diverse faculty, staff, and student body	3.68
31	president: explaining the key issues at state and national forums	3.68
5	research is valued	3.90
40	Do you feel optimistic about the future of Michigan Tech?	4.07
39	Do you enjoy working at Michigan Tech?	4.22

# Appendix F: Box and Whiskers Charts

## How to read these box-and-whiskers charts

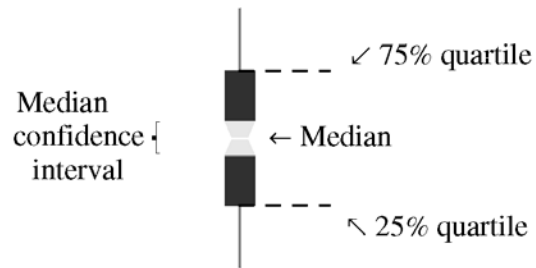
The black horizontal line shows the mean of the data, and the diamond indicates the confidence interval for this value.

The vertical lines (“whiskers”) extend to the maximum and minimum values of the data.

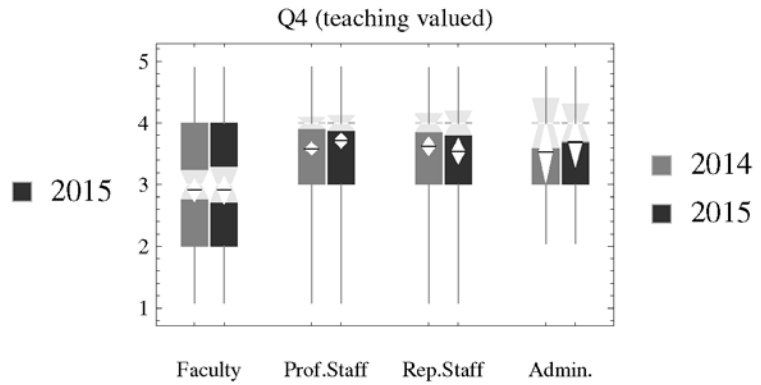
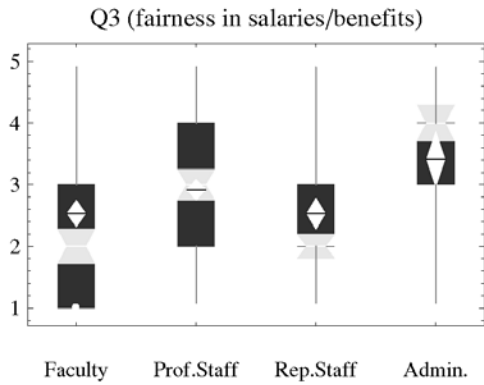
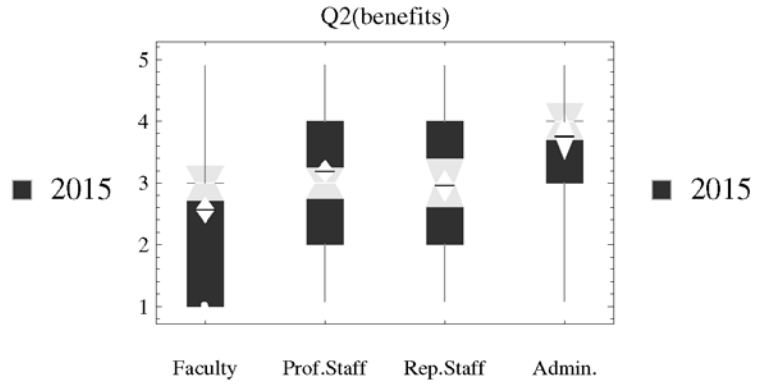
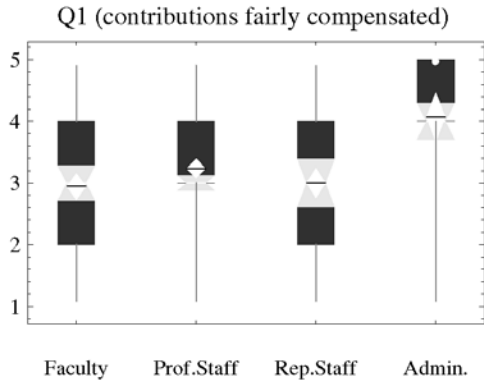


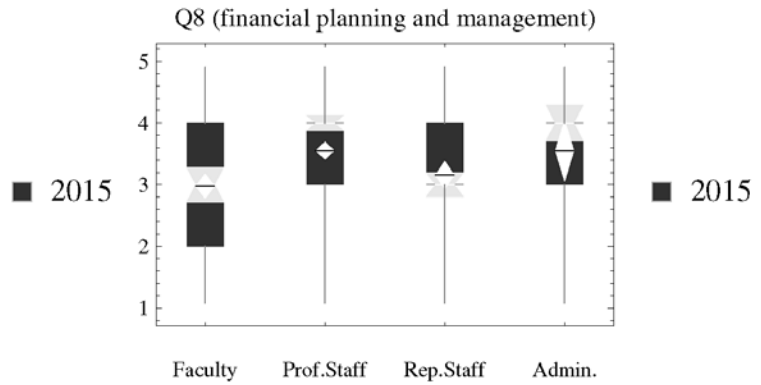
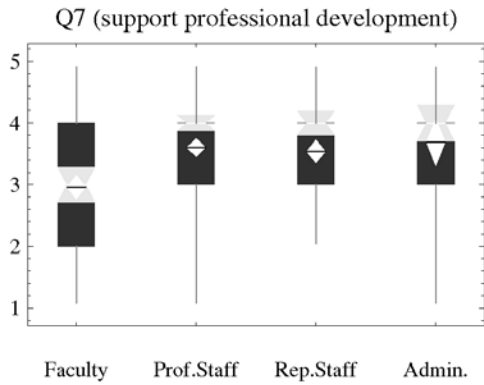
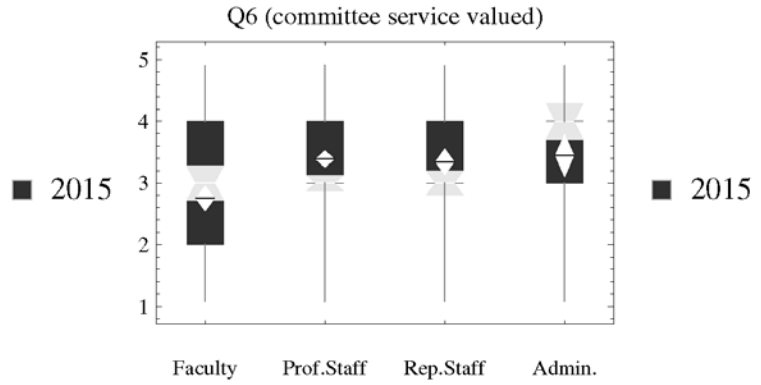
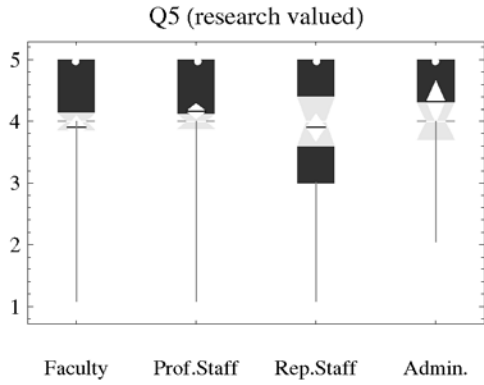
The white line and the “waist” of the graph indicate the median and its confidence interval.

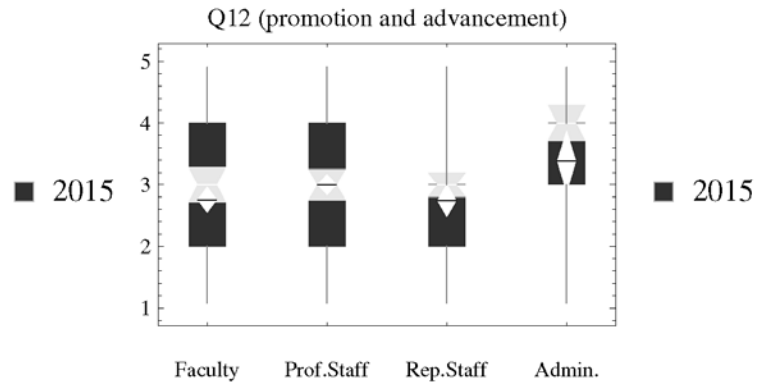
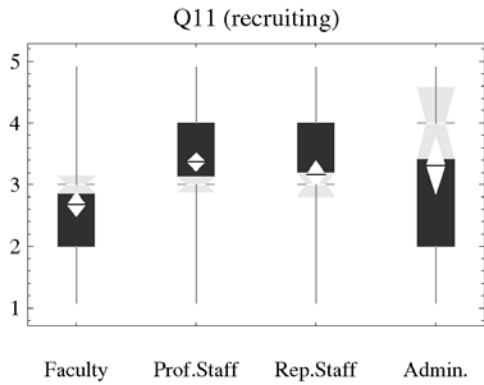
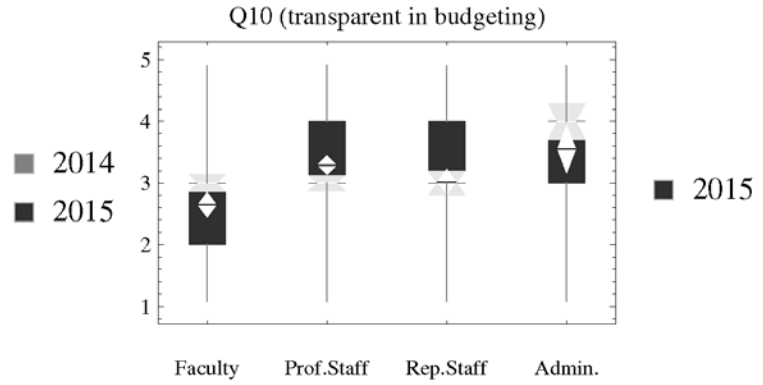
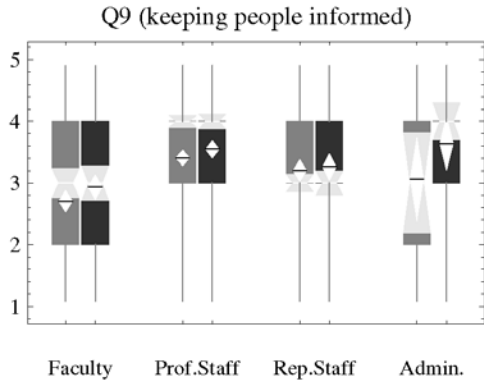
The top and bottom of the box show the 75<sup>th</sup> and 25<sup>th</sup> quartiles (i.e., 50% of the data fall within the box, with 25% above and 25% below).

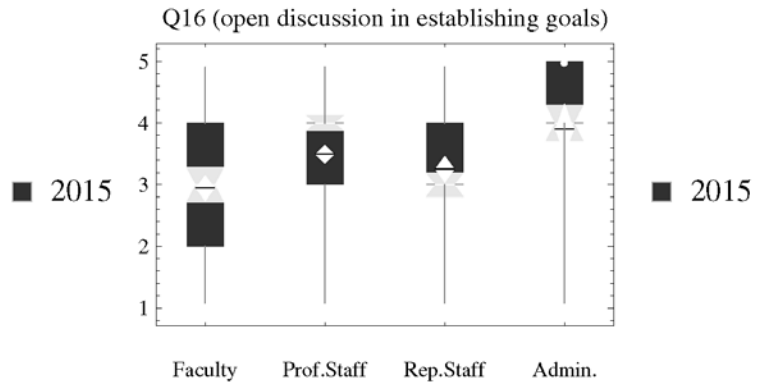
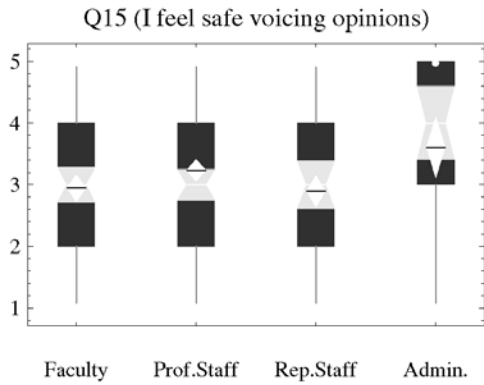
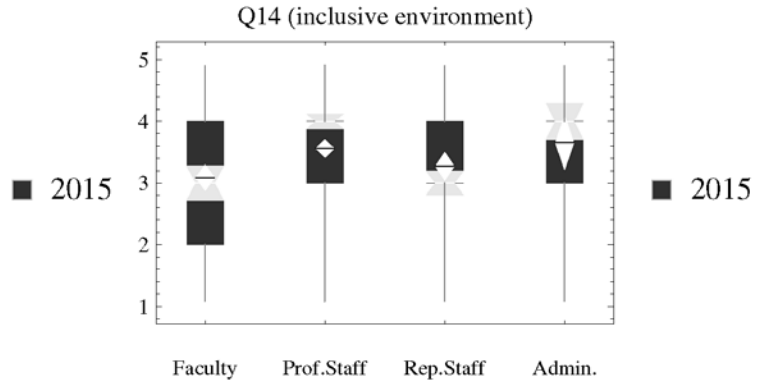
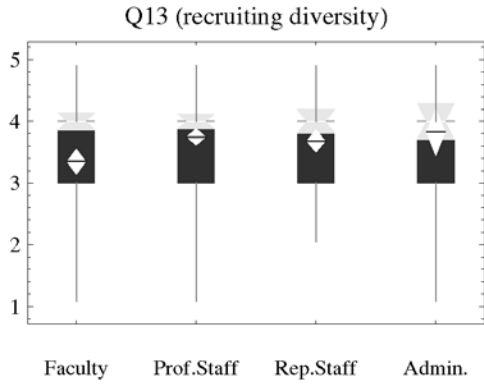


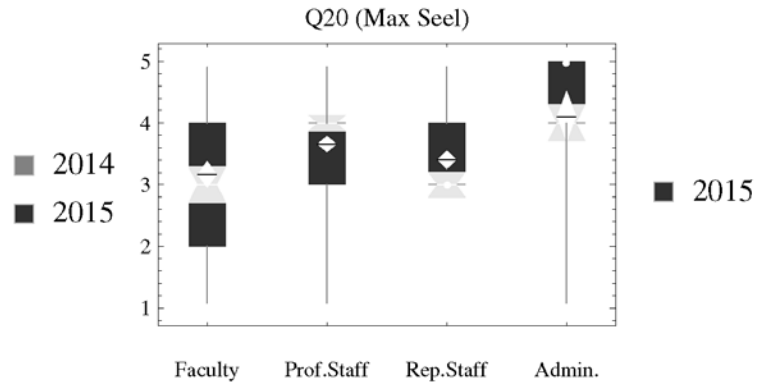
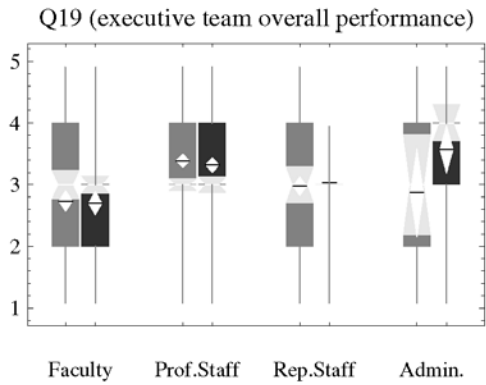
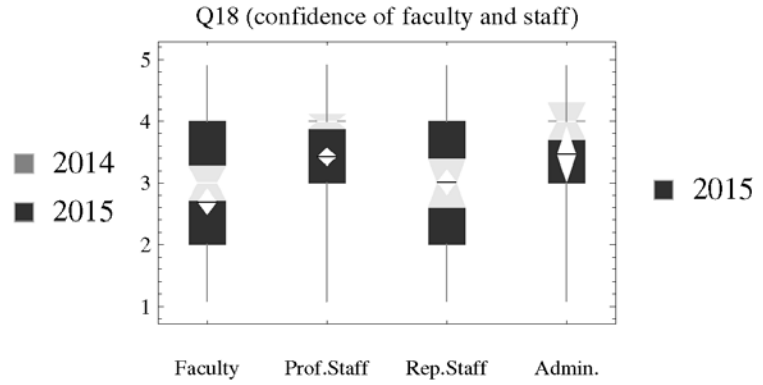
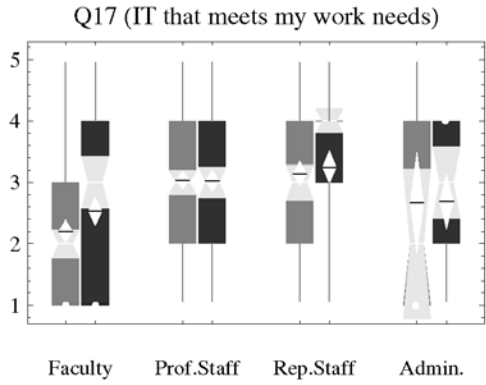


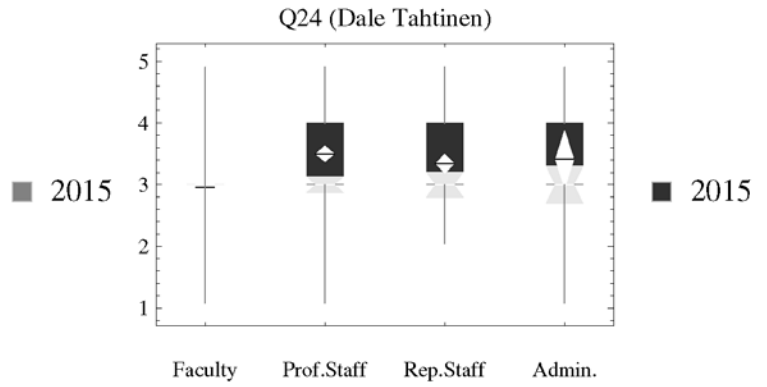
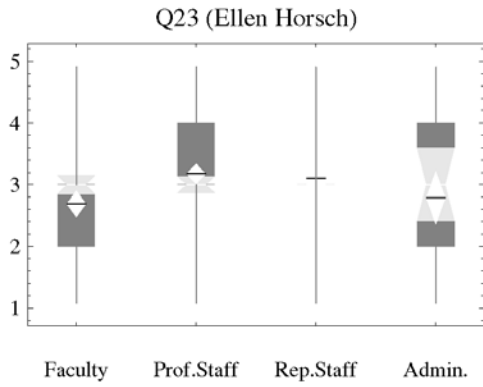
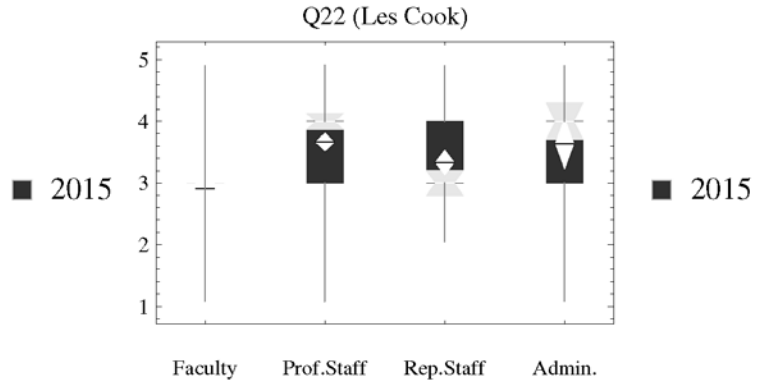
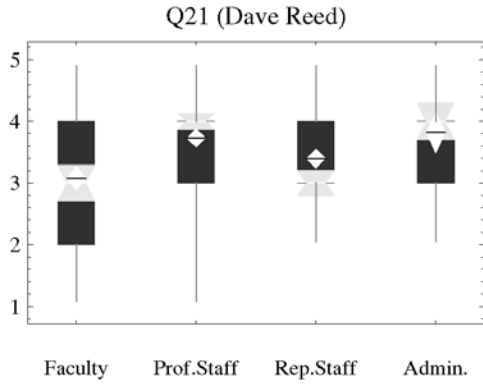




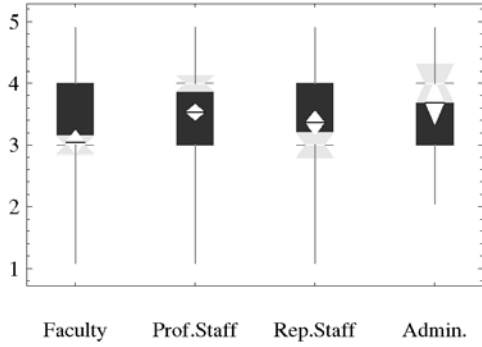




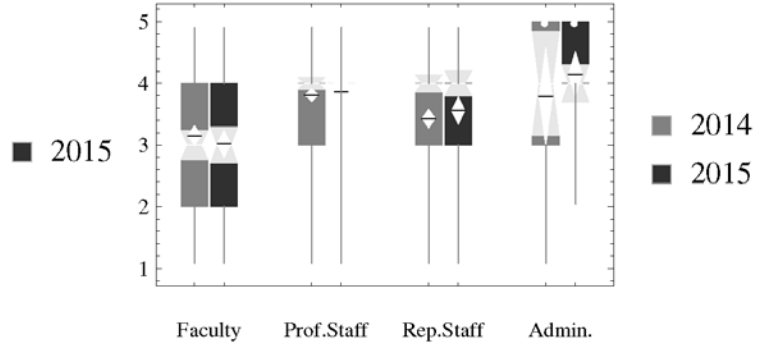




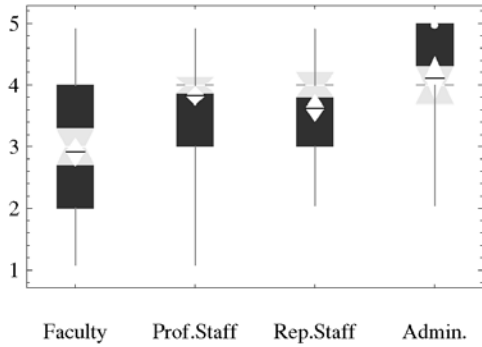
Q25 (Julie Seppala)



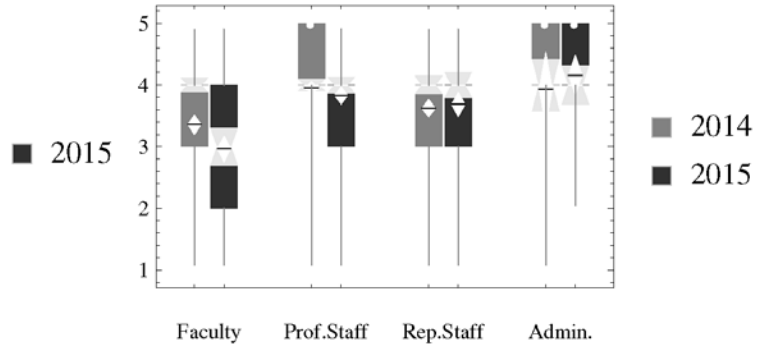
Q29 (President: leadership)



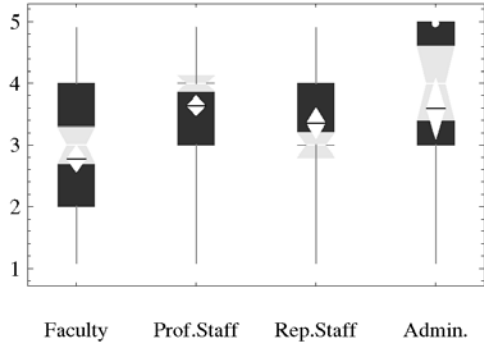
Q30 (President communicated vision)



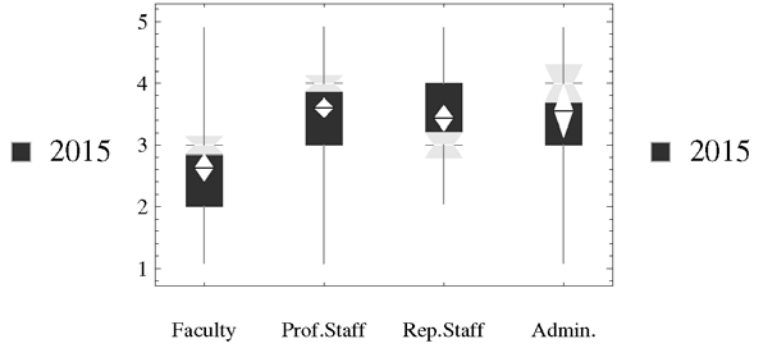
Q31 (President: state and national)



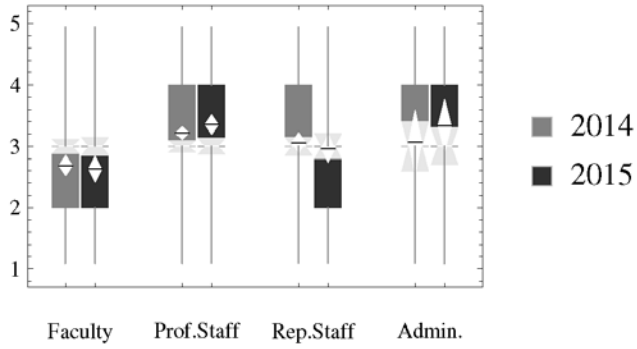
Q32 (President open to alternative ideas)



Q33 (President: shared governance)



Q34(President changes based on surveys)



Q35 (president's overall performance)

