

MINUTES OF THE FORMAL SPECIAL SESSION OF THE BOARD OF TRUSTEES OF MICHIGAN TECHNOLOGICAL UNIVERSITY held pursuant to due call in Ballroom A of the Memorial Union Building on the campus of Michigan Technological University in the City of Houghton, Michigan at ten o'clock on the morning of April 13, 2018.

The Board of Trustees of Michigan Technological University met in formal special session at the University's campus at Michigan Technological University in the City of Houghton, State of Michigan, at 10:00 a.m., on the 13th day of April, in Ballroom A of the Memorial Union Building. The place, hour, and date duly established and duly published for the holding of such a meeting.

The meeting was called to order by Chair, T. Woychowski, and a quorum was declared present.

The following members of the Board of Trustees were present:

T. J. Woychowski, Chair
J. A. Fream (via telephone)
R. J. Jacquart (via telephone)
B. L. Johnson
L. D. Kennedy
B. R. Ryan, Vice Chair
D. D. Sanders
S. M. Tomaszewski
G. D. Mroz, ex officio

Also present during part or all of the session were: Roberta Dessellier, Secretary of the Board; Julie Seppala, Treasurer; Les Cook, Vice President for Student Affairs and Advancement; Ellen Horsch, Vice President for Administration; Jackie Huntoon, Provost and Vice President for Academic Affairs; David D. Reed, Vice President for Research; and various members of the faculty, administrative staff, student body, press and public.

Where item numbers are used, they refer to corresponding item numbers in the agenda, in the hands of the Board members.

I. APPROVAL OF AGENDA

It was moved by B. Johnson, supported by S. Tomaszewski, and passed by voice vote without dissent, that the agenda of the formal special session of April 13, 2018, as distributed to the Board, be approved.

II. APPROVAL OF MINUTES

It was moved by B. Johnson, supported by S. Tomaszewski, and passed by voice vote without dissent, that the minutes of the formal session of February 23, 2018, as distributed to the Board, be approved.

III. OPENING REMARKS

Chair Terry Woychowski welcomed everyone to the meeting including those who had joined on line.

Today is a historic day at Michigan Tech.

As you all know, since April of 2017, the University community has been contemplating an important question – Who will our next leader be? Who will be the tenth president of Michigan Technological University?

The Board meets today in hopes of answering that question. Before we begin, I'd like to give you some background on what has brought us to where we are now, which is due in large part to the skillful leadership of Bill Johnson and Brenda Ryan and the Presidential Search Committee.

Selecting a new president is without a doubt the most significant responsibility placed upon this Board. In April of last year, when President Mroz announced his intention to return to the faculty, we worked to develop a search process that would be inclusive, collaborative, transparent, and legally compliant. While the final selection of a president rests solely with the Trustees, we created a process that was designed to ensure that the voices of the University community would be heard and incorporated.

The Trustees sought nominations from various sectors of the University community to serve on the Presidential Search Committee, which for brevity's sake I'll refer to, as the PSC. The result was the formation of a 14-member committee that included representation from the Board of Trustees, undergraduate students, graduate students, faculty, staff, administrators, alumni, and the local community. As Chair of the Board of Trustees, I appointed Bill Johnson as the PSC's chair, and Brenda Ryan as its vice chair. Trustees Julie Fream and Bob Jacquart served on the search committee as well, along with their other committee duties.

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There were many members of the Michigan Tech community who were nominated or volunteered to serve on the search committee—far more than we had capacity for. The Board did not want that knowledge base to go untapped, so those not selected to serve on the PSC were invited to serve as an advisory focus group. Over the course of seven months, the focus group met six times to provide additional input and act as a sounding board during the search process. On behalf of the Board of Trustees and the PSC, I would like to express our deepest appreciation for the focus group's contributions.

The PSC's first task was to review and evaluate responses from the three executive search firms that responded to a request for proposals. I'd like to note here that Bill, Brenda, and the other PSC members did an excellent job in creating and utilizing a process to identify a search firm that best fits Michigan Tech's unique requirements. The PSC interviewed all three firms, and recommended that the Trustees interview all three as well. The Trustees ultimately selected Storbeck/Pimentel & Associates to assist the PSC in its search for Michigan Tech's tenth president.

The Trustees and the PSC are more than pleased with the level of expertise that our consultants Julie Tea, Steve Leo, and Brian Bustin have provided.

In the fall, the PSC held 13 Town Hall meetings on campus, plus three more downstate. These open forums were instrumental in gathering input to build the profile for a new president and a presidential search website. In addition, three open forums for the University community were held on campus, and at least one of those was live-streamed for those unable to attend.

Between September 2017 and February 2018, Bill and Brenda sent monthly update memos to students, faculty, staff, alumni, and other University community members. Bill and Brenda also attended two University Senate meetings in order to provide both updates on the presidential search as well as opportunities for the Senate to address any concerns or issues.

Throughout the search process, Brenda and Bill held regular 30-minute check-ins with Storbeck.

The PSC met four times in January and February of 2018. Implicit bias training was included in the search committee training last summer and was discussed again by Lorelle Meadows and Renee Hiller prior to the first round of interviews.

Storbeck/Pimentel and Associates presented over 70 applicants to the PSC and about 10 candidates were selected for interviews. The PSC conducted reference checks for semi-finalists prior to making a recommendation to the Board.

As Chair of the Board of Trustees, I charged the PSC with identifying and bringing forward for the Board's consideration a slate of semi-finalists by the end of February 2018. I am pleased to say that the PSC met its charge, and remained on budget in doing so.

The Michigan Tech Board of Trustees has interviewed each of the semi-finalist candidates brought forward for consideration by the PSC, and I have to say that the PSC made the Board of Trustee's job more difficult than expected, as any one of the semi-finalists would have

made an excellent president. In the end, though, we have individually ranked these semi-finalist candidates and as such have determined the candidate who we believe is best suited to lead Michigan Tech as a global technological university that inspires students, advances knowledge, and innovates to create a sustainable, just, and prosperous world.

The Board of Trustees and the PSC have followed the best practices for executive search processes in a very competitive higher education market, and at all times have been vigilant in protecting the applicants' confidentiality in order to attract and retain the most qualified candidate pool possible. That confidentiality promise continues throughout the process, all the way to the Board's recommendation for a vote.

We are now ready to nominate and discuss a finalist. Brenda, on behalf of the Board of Trustees, do you have a recommendation for a nomination to bring before the full Board?

Brenda Ryan states: Yes Mr. Chair, after interviews of the semi-finalists and thoughtful deliberations, on behalf of the Board of Trustees, I move that we nominate Dr. Richard Koubek for the Tenth President of Michigan Technological University.

Terry Woychowski states: I have a motion from Brenda Ryan of nomination for Dr. Richard Koubek. Do I have a second? Bill Johnson seconds.

Would a few Board members care to elaborate on why the Board recommends this candidate over the other candidates?

Bill Johnson speaks:

He met all the qualities that we sought in the profile. The Search Committee spent a lot of time developing the profile with the university community to include personal qualities and professional qualities and experience of the candidate. Clearly, Dr. Koubek met all those qualities that we were looking for. He has tremendous leadership skills and is a man of character. He has significant vision for the university and will build on the legacy that exists here and take us to another level. He has a lot of experience in developing strategy and direction and has experience in creating and motivating high performance teams. He has had experience over a period of years at Wright State, Penn State and Purdue and now at LSU. We are really pleased and thrilled to nominate him.

Steve Tomaszewski speaks:

Building on success of MTU, we were looking for a transformational leader to continue our journey. We were impressed with his diverse background and his passion for innovation but more importantly for me, just based on his history, his accessibility to faculty, to the students and his work in the community. With that being said, I think he will be the right leader to carry us forward and continue our vision into the future.

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Julie Fream speaks:

The leadership qualities of Dr. Koubek, his experience and his enthusiasm are all qualities that we sought for in the search, and we are excited that he meets those aspects and more. Certainly, from my perspective, I am delighted that he is being put forth as the candidate.

Bob Jacquart speaks:

I would like to reiterate what I told the Board when they said it might be extremely difficult to decide on a candidate out of the last four candidates. I smiled and said I bet it might be easy. Yes, we have four great candidates, we really have the best of the four, and I am very, very pleased with how stellar Rick really is.

Terry Woychowski speaks:

During the interview, I was impressed as Rick articulated our vision statement and he had taken it to heart and been moved and inspired by our vision statement. He started to inculcate his own understanding of a changing world and how we must continue to adapt and we need to change. He stated that we not only must adapt to it but we must take a leadership role in creating the future. Based on his background, experience and his strength of character that he brings forward, my summary was simply that Dr. Koubek was born for this place and this position at this time. I also heartily recommend him.

IV. ACTION/DISCUSSION ITEMS

A. Appointment of Michigan Technological University's Tenth President

Hearing no further discussion, I hereby recommend that the Michigan Technological University Board of Trustees vote to appoint Dr. Richard Koubek to become the Tenth President of Michigan Technological University and to be appointed University Professor with Tenure effective July 1, 2018.

Madam Secretary, if you would please conduct a roll call vote.

Roll Call Vote:

Fream - Yes	Ryan – Yes
Jacquart - Yes	Sanders - Yes
Johnson - Yes	Tomaszewski - Yes
Kennedy - Yes	Woychowski - Yes

The recommendation passed unanimously.

B. Authorize Chair to Negotiate-Execute Presidential Contract

There is one more action item that needs to be approved and that is the recommendation that the Board of Trustees authorizes the Chair of the Board of Trustees to proceed with presidential contract negotiations, including the signing of a contract.

It was moved by Bill Johnson, supported by B. Ryan, and passed by voice vote without dissent that the Board of Trustees authorizes the Chair of the Board of Trustees to proceed with presidential contract negotiations, including the signing of a contract.

Chair Woychowski provides a brief background on President-elect Richard Koubek.

The Michigan Tech Board of Trustees has just unanimously voted to appoint as president Dr. Richard Koubek who has served in academia for more than 20 years as a faculty member and as an administrator. Dr. Koubek's academic career began as a faculty member in Wright State University's College of Engineering and Computer Science. He would later serve six years as a tenured associate professor in the School of Industrial Engineering at Purdue University.

Dr. Koubek held the posts of Professor and Chair for the Department of Biomedical, Industrial and Human Factors Engineering, and Associate Dean for Research and Graduate Studies, for the College of Engineering and Computer Science at Wright State University. He then went on to become Professor and Head of The Pennsylvania State University's Harold and Inge Marcus Department of Industrial and Manufacturing Engineering, which was ranked as one of the best industrial engineering programs in the nation during his tenure.

Over the years, Dr. Koubek has won numerous teaching, administration, research, and service awards. These include:

- The NASA Group Achievement Award
- The 2013 Governor's Technology Award for Outstanding Leadership in Technology for Louisiana
- The 2016 Outstanding Industrial Engineer of the Year, by the School of Industrial Engineering Purdue University
- The "Click-It" Award for Innovative Use of Instructional Technology
- The 1995 Pritsker Outstanding Teaching Award, School of Industrial Engineering, at Purdue University
- And the 1991 Teacher of the Year Award, College of Engineering, at Wright State University. The president-elect was also recognized as Department Chair of the Year at Wright State University in 2001.

Now, you've heard me use the words engineering and technology numerous times thus far in describing Dr. Koubek's background. I'd like to highlight that his educational roots are actually in the social sciences and humanities. He holds two bachelor's degrees—one in Biblical Literature from Oral Roberts University, and the other in Psychology from Northern

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Illinois University. He also earned a Master of Science and PhD in industrial engineering from Purdue University.

Dr. Koubek has authored and co-authored numerous technical engineering articles, book chapters, and edited books, and has given invited presentations around the globe, in places such as Tokyo, Beijing, and the United Kingdom. In 2015, he was appointed to serve on the board of Our Lady of the Lake Hospital and recently completed service on the Tsinghua University's Department of Industrial Engineering's International Advisory Board.

And while Michigan Tech's next president is originally from Farmington, Michigan, he comes to us today from a bit further south. Louisiana, as a matter of fact, where he joined Louisiana State University in 2009 as Dean of the College of Engineering before becoming the institution's Executive Vice President and Provost.

The second law of thermodynamics tells us that in a closed system, entropy will increase. The Board of Trustees and I are pleased that with the appointment of Michigan Tech's next president, the University will continue to be an open system, where confusion and disorder are kept at bay and where Michigan Tech boldly wears the heavy mantle of leadership into a new age.

It is with great pleasure and anticipation that I present to you Michigan Technological University's tenth president, Richard Koubek accompanied by his wife Valerie Koubek. Please join me in extending a warm Huskie welcome to Rick and Valerie!

Dr. Richard Koubek's Comments

To Terry and the Board of Trustees, thank you for allowing me the privilege of serving this great institution as its next President.

To the search committee, I realize your work was long, and challenging, but please know that it was not only the campus that was entrusting this process to your hands.

So were candidates such as myself, who relied on your experience and wisdom to assess whether the fit was right.

I also want to say an emphatic thank you to the campus community, the faculty, staff, students and alumni. The amount of energy and thoughtful contemplation that went into developing the presidential profile used by the search committee was remarkable.

That amount of engagement by this community gave comfort to the candidates, at least this candidate, that the process was duly informed and intensely thoughtful.

I would also like to express my appreciation for President Mroz, whose indelible imprint on this exceptional university will be evident far into the future.

Years from now when future candidates are studying the annals of Michigan Tech history they will, as I have done, appreciate his time as President as one of the important periods that shaped the future of this institution.

It is humbling to stand before you today and be elected to serve as the 10th president of Michigan Technological University. Over the past several years at my current institution, I have been fortunate to work with some of the finest and most courageous people I have known in higher education, and I will miss them.

But soon it will be time to make new friends at Michigan Tech.

Commitment to Excellence

During my time as a faculty member and administrator in higher education, I have kept an eye north to Michigan Tech to keep a pulse on what might be happening on the forefront of a technologically oriented university.

Michigan Tech has always been an impressive exemplar of innovation...not just in research but also new paradigms for STEM education, and for the Academy overall.

Unlike many institutions that rise and fall in this regard, for Michigan Tech, it has remained true. As I experienced the search process over the past many months, the reason for this “staying power” became evidentthat constant is an unwavering commitment to excellence.

In preparing for my conversations during that process, studying the university with somewhat of an outsider’s perspective, and meeting with a number of people, I began to develop a clearer picture of why.

First, Michigan Tech is a community of scholars, staff and students who **are** excellent. Every person I talked with throughout the process exuded the highest levels of distinction and professionalism.

The research and scholarship pursued by the faculty are of the highest caliber, and the students on the search committee were impressive. Couple that with the character and graciousness we candidates experienced, and one can understand why Michigan Tech is so successful.

But there is another element, and it’s found in the first four words of the Michigan Tech vision statement: “Michigan Tech will lead...” And for that, **excellence is a pre-requisite**.

Vision Statement

In meetings with members of the search committee, and then the Board of Trustees, I could not help but comment on the Michigan Tech vision statement, and today I can’t help myself again. It is inspiring. It is correct in its truest sense, and for me, it is the brilliant “North Star” that guides this University forward.

Michigan Tech will Lead
Michigan Tech is Global

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Michigan Tech is a technological university... in its finest sense.... where it is a leader in technology for sure, but also in the implications of that technology on our environment, on our society, on our humanity. Situated technological innovation with an intense focus on students.

And why does Michigan Tech aspire to lead...not because of the glory it brings to itself, but to create a sustainable, just and prosperous world for others.

To those who penned this vision, and to those who are breathing life into it every day, hats off to you. You have inspired me and no doubt countless others.

You know times are changing, but there is nothing new about that. Some call what's happening the fourth industrial revolution. Technology is ubiquitous. Technology is everywhere but you don't see it anywhere. We are all interconnected, but individually empowered. It's another "new frontier."

Preparing for What's Next

More change... that's fine. But in my opinion, for Michigan Tech it is more than fine. Because that's what Michigan Tech does so well.

I am excited to be part of the Michigan Tech team that is going to define this new frontier where technology, humanities and the social sciences converge around creating a sustainable, just and prosperous world, and educating the next generation of students who will carry that forward.

My charge as the incoming president is not to fix something that is broken. Rather, I have a much more difficult charge, and that is to take something excellent and accelerate its trajectory.

So, please don't be surprised if you get a call asking if I can come over and visit or go to lunch to talk. While we have our North Star, the path forward is yet to unfold and we will need the very best of our shared governance model in the academy to find our way.

I cannot be more excited to join the Michigan Tech community.

Thank you Terry, and the Board of Trustees, for the honor and privilege of serving as Michigan Tech's tenth president.

Chair: Thank you Rick. Rick has a full agenda today meeting with many constituent groups. I would like to invite everyone to a reception for Rick and Valerie, which is scheduled for 3:00 p.m. in the Opie Reading Room of the Van Pelt and Opie Library.

V. ADJOURNMENT

It was moved by B. Johnson, supported by S. Tomaszewski, and passed by voice vote without dissent, that the meeting be adjourned.

Secretary of the Board of Trustees

Chair, Board of Trustees