

MINUTES OF THE FORMAL SPECIAL SESSION OF THE BOARD OF TRUSTEES OF MICHIGAN TECHNOLOGICAL UNIVERSITY held pursuant to due call in Ballroom B of the Memorial Union Building on the campus of Michigan Technological University in the City of Houghton, Michigan at nine o'clock on the morning of October 8, 2021.

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 9:00 a.m., on the 8th day of October, in Ballroom B 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, J. C. Littmann, and a quorum was declared present. The following members of the Board of Trustees were present:

J. U. Bacon
A. Dickson
J. E. Jipping
M. D. Johnson
J. C. Littmann, Chair
B. R. Ryan, Vice Chair
D. D. Sanders
S. M. Tomaszewski
J. Lehman, Interim Secretary
S. Kerry, Treasurer
R. J. Koubek, ex officio

Also present during part or all of the session were: Wallace Southerland III, Wayne Gersie, Jackie Huntoon, William Kordenbrock, David D. Reed, William Roberts, Suzanne Sanregret, 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. Call to Order
II. Roll Call
III. Confirm Agenda

It was moved by S. Tomaszewski, supported by D. Sanders, and passed by voice vote without dissent, that the agenda of the formal session of October 8, 2021, as distributed to the Board, be approved

IV. Opening Remarks

A. Opening Remarks of the Board Chair

Good morning and welcome to the October Formal Session of the Board of Trustees for Michigan Technological University. We are thrilled to be here with you this fall morning as the colors approach peak, (at least when you can see them through the mist). Seeing all of the students, faculty, and staff back on campus has been heartwarming, and is a crucial reminder of why each of us volunteer our time and talent to this Board. We are privileged to help oversee and guide Michigan Tech on its journey.

We had an awards ceremony on Wednesday afternoon for faculty. One of the things that came out very clear in each of the honoree's comments was the importance of camaraderie, faculty to faculty, and faculty to student. And how important that was for each of them, their career, and their life. I can tell you the same thing happens every time we have breakfast with the students, including this morning. The one thing they say time and again, one student, for example, said, (as I quizzed him on the difference between his experience here and his colleagues at other institutions) He said I asked my friends, who are in engineering at another school, "if you needed to call your professor right now, could you? Ah, NO!" but here you can, and they cite time and time again that the camaraderie between fellow students and the accessibility of the faculty are the big differentiators that they experienced here, and they know employers know this too. They are getting well-trained people and people who are comfortable working as teams.

I have been reflecting lately on the founding mission of Michigan Tech and the role of the Board in ensuring that its mission is carried forward. As articulated by the state legislature:

"The institution shall provide the inhabitants of this state with the means of acquiring a thorough knowledge of the mineral industry in its various phases, and of the application of science to industry, as exemplified by the various engineering courses offered at technological institutions, and shall seek to promote the welfare of the industries of the state..."

Michigan Tech has been doing an admirable job of executing this mission - a fact that is especially evident when looking at the job placement rate for Michigan Tech graduates experience and the return on investment as evident in their starting salaries.

Moving forward, the partnership between the faculty, administration, and the Board will advance this mission further, through:

- efforts that will continue to enhance STEM across the state, such as the recent partnership in Traverse City with Northwestern Michigan College and Traverse Connect;
- the creation of the Michigan Tech Global Campus, which will both serve Michigan companies requiring ongoing education for their employees and the growing pool of non-

traditional students, who are looking for something other than a traditional undergraduate or graduate degree;

- responsible, strategic growth of campus; a part of which includes the comprehensive Campus Master Plan project (estimated to be complete in 2022) and then projects commencing thereafter; and
- ongoing support for the rapidly growing and groundbreaking research occurring daily on campus as well as the academic mission.

We know our students, our faculty, and our staff are special. There is a unique camaraderie, a bonding, that takes place here, faculty with student, student with student. This is why Huskies do more than succeed, they excel - and they do so with a humility, grace, generosity, and kindness toward others, borne from those partnerships, that much of the world seems to have forgotten at times. Preserving that unique Husky spirit as we grow is imperative, and so we assure you that as we work toward growth, we will not lose focus on who we are. It is what makes the contribution of a Husky team member to science, to industry, and to our Michigan companies so distinctly valuable.

B. Opening Remarks of the University President

Chair, Members of the Board and audience members. Thank you for joining us this morning. October is always a delightful time of year on campus and it is wonderful to host this meeting in person.

On Monday we celebrated the opening of a Michigan Tech presence in Traverse City, which has been a board priority for quite some time. I would like to give a special “thank you” to Trustee John Bacon. John has been at the forefront of this initiative and without John’s efforts I do not believe we could have achieved this landmark. Thank you, John.

And on Wednesday, we had the opportunity to celebrate the outstanding accomplishments of several faculty members at the annual faculty awards reception. This year’s awardees included:

University Professor: Robert Nemiroff, Physics

Distinguished Professor: Jason Blough, Mechanical Engineering -- Engineering Mechanics

Michigan Tech Research Award: Greg Odegard, Mechanical Engineering -- Engineering Mechanics

Bhakta Rath Research Award: Pratik Joshi/Caryn Heldt, Chemical Engineering

Diversity Award: Sonia Goltz, College of Business

Distinguished Teaching Award: Melissa Baird, Social Sciences and Mike Hyslop, College of Forest Resources and Environmental Science

And finally,

We are pleased to honor the Michigan Distinguished Professor of the Year Award: Thomas Werner, Biological Sciences. Dr. Werner will be honored later in the program today.

Those recognized this year truly exemplify the spirit of Michigan Tech, be it through their research, teaching or service to our community. Thank you again for your service to Michigan Tech.

Top faculty attract top students, which, in turn, enriches the academic experience. This year, Michigan Tech welcomed the largest number of first year students since 1982. This first-year student class is also the most diverse, and academically proficient as measured by high school GPA.

I know our team is working hard as we grow our national reach. In tandem, the provost is working with the various units on campus to develop faculty hiring plans that align with our 2035 goal of 10,000 students. Facilities is working to finalize a campus master plan, the associated financial structure to support this growth is in process and the Advancement team is midway through a capital campaign feasibility study in preparation.

All of these pieces will help inform our direction as we move toward our goal as a premier technological university leading the nation in the fourth industrial revolution. But, as I mentioned earlier, we will do so assuring we balance our enrollment with physical space, faculty and staff. For Michigan Tech, it will be about measured growth over the next ten to twelve years in all three areas.

It's certainly exciting to engage in these conversations with the campus and watch our faculty, staff and the Board of Trustees shape the future for Michigan Tech -- but we are all well aware of the tremendous amount of work it took to get us to this point. Thank you again for lending your time and talents in the service of Michigan Tech and its 7,006 students.

V. Public Comment Period

None

VI. Committee Reports

A. Academic Affairs Committee

The Committee has two items of note to review.

Firstly, the Committee plans to table the teaching evaluations formally during this session to allow the University Senate to reconvene on October 27, 2021. Chair Bacon expressed confidence that the Senate is making real progress. Of note, the previous Senate president had taken up the teaching evaluation proposal in February 2020. The Committee understands that COVID-19 contributed to the delay, but now they are seeing real progress. Provost Huntoon compiled a hybrid of the best systems from the other fourteen (14) public universities, which has met with initial approval so far. Chair Bacon commends Dr. Sweitz and the faculty for their sincere, direct effort and is confident that we'll have a new system in place by December.

Secondly, during the meeting, October 7, 2021, the Committee met with the deans. Provost Huntoon challenged the deans to come up with one bold idea. The deans rose to the challenge and delivered exceptional presentations. Chair Bacon was impressed with the excellent and achievable ideas. The deans highlighted the need for more faculty and Committee understands that is not a small concern and the need for the 50-100 additional faculty, is great. The Committee plans to aggressively work toward and assist in increasing enrollment and increasing

research grants. For his report, Chair Bacon gave special kudos to Dean Hemmer, Dean of the College of Sciences and Arts.

B. Audit and Finance Committee

The Audit and Finance Committee (AFC) has met once since the last Board meeting. The Committee conducted their annual reflection on last year's FY21 financial results; the current year's enrollment, and tuition data; and started planning for the next fiscal year.

The external auditor discussed the FY 20-21 audit and financial statements, including the audit process and the internal control letter. The University and Michigan Tech Fund received clean audit opinions. This is our first year with the audit firm Plante Moran. The first year and first time through the process can be challenging, and they congratulated the staff and Plante Moran on an efficient and clean process.

As part of the current year review, the Committee received an update on:

- fall enrollment;
- tuition data;
- institution cash position;
- investment performance;
- investment policy statement;
- current capital projects;
- State appropriations update.

In planning for the next fiscal year, a review of the preliminary FY23 budget parameters took place. The Committee reviewed and discussed the proposed 5-year capital outlay plan and FY23 State Capital Project requests. There is a statutory requirement for the Board of Trustees to approve the request and the plan. The Audit and Finance Committee supports the approval of item VIII-D. on the agenda.

Other items reviewed by the Audit and Finance Committee include:

- the long-range planning initiative modeling;
- AFC revisions to the charter and planning matrix;
- higher education emergency relief fund;
- updates to the annual presentation projects for FY21;
- none mandatory transfers greater than five hundred thousand (500,000);
- and the annual executive summary of continuous improvement, using lean principles.

Michigan Tech celebrated a big win with the largest incoming class we have seen since 1982. In commenting on this accomplishment, Kyle Rubin stated, "How we manage enrollment growth moving forward will be crucial in coming years." The AFC will focus on ensuring that Michigan Tech has the people and the resources to support this growth.

C. Leadership Committee

Chair Tomaszewski correlated the Board Chair's opening remarks to the leadership discussions the Committee is having. President Koubek has done a fabulous job setting the north star for the organization and setting the goals the Committee discusses. It is essential to highlight a few of the initiatives. There are fifteen (15) objectives that are centered around three (3) major initiatives.

The first major initiative is

MTU will expand its national presence with a focus on diversity and student success.

2025 Goals included with this initiative are:

- Enrollment increase of 20%, maintaining at least an 80/20 undergraduate to graduate student ratio;
- Females represent 33% of MTU's student population;
- Annually 10% Michigan Tech's faculty and staff will have completed training on topics equity, inclusion, and diversity.

Each of these objectives continue to be supported by fifteen (15) initiatives focused on the current academic year, which also includes a timeline.

For example, the first annual initiative listed is *Complete diversity and inclusion plans for approximately one third of the budget units on campus.*

The second major initiative is

MTU will pursue a research and education agenda that defines progress in the fourth industrial revolution.

The 2025 Goals under this initiative include:

- Re-envision MTU's undergraduate academic experience.
- Align new faculty hires with the areas identified in Tech Forward.
- Achieve \$100 million in research expenditures annually.

There are key annual initiatives within the above goals, such as developing student "leadership pathways curriculum," so that students have leadership skills to be successful in the global market; implement enterprise risk management plan; and completing the master plan for campus that really embodies the physical space for the students, faculty, and community.

The last major initiative is

MTU will be an agile university that delivers a high value education.

Centered around this initiative is the CFO and her team, working on the financial modeling, which is the basis for us to drive these initiatives forward.

The leadership team meets regularly, and Chair Tomaszewski commends President Koubek, and his team for the initiatives that they've set out to take us to 2025 and beyond.

VII. Consent Agenda

It was moved by D. Sanders, supported by Jon Jipping, and passed by voice vote without dissent, that the Board of Trustees approve and adopt the items contained in the Consent Agenda.

VII-A. Approval of Minutes

It was moved by D. Sanders, supported by Jon Jipping, and passed by voice vote without dissent, that the amended minutes of the formal session of August 5 , 2021, be approved.

VII-B. Degrees in Course

It was moved by D. Sanders, supported by Jon Jipping, and passed by voice vote without dissent, that the Board of Trustees approves the awarding of the degrees as specified, to each of the candidates listed, and offer congratulations.

VII-C. Resignations, Retirements, and Off Payroll

It was moved by D. Sanders, supported by Jon Jipping, and passed by voice vote without dissent, that the Board of Trustees approve accepts the resignations and confirms the off-payroll determinations.

VII-D. Fundraising Productivity Report

It was moved by D. Sanders, supported by Jon Jipping, and passed by voice vote without dissent, that the Board of Trustees acknowledges the gifts to Michigan Technological University.

VII-E. 2022 Meeting Dates

It was moved by D. Sanders, supported by Jon Jipping, and passed by voice vote without dissent, that the Board of Trustees accepts the 2022 meeting dates for the Board of Trustees meetings.

Friday, February 25, 2022

Friday, April 29, 2022

Thursday, August 4, 2022

Friday, October 7, 2022

Friday, December 16, 2022

VIII. Action and Discussion Items

VIII-A. Revision to Board Policy 6.4 Academic, Tenure, and Promotion

It was moved by A. Dickson, supported by Jon Jipping, and passed by voice vote without dissent that the Board of Trustees approves the revision to Board Policy 6.4.

VIII-B. Creation of Board Policy 6.9, Teaching Evaluations

It was moved by S. Tomaszewski, supported by J. Bacon, and passed by voice vote without dissent that the Board of Trustees table the Teaching Evaluations until the Board of Trustees Meeting on December 17, 2021.

Comments by D. Sanders: As a member of the Academic Affairs Committee, we look forward to the Senate's deliberation. Also, we look forward to this coming to the table in December and the Board moving forward with this amendment.

VIII-C. Five-Year State Capital Outlay Plan and Request

It was moved by Jon Jipping, supported by M. Johnson, and passed by voice vote without dissent, that the Board of Trustees approves the Five-year Capital Outlay Plan.

VIII-D. Exclusion Resolution for Department of Defense

It was moved by D. Sanders, supported by J. Bacon, and passed by voice vote without dissent that the Board of Trustees adopts the Exclusion Resolution as presented.

IX. Reports (presentations provided in agenda)

- A. Recruiting and Enrollment Update**
John Lehman, Vice President for University Relations and Enrollment

- B. Athletics Accomplishments 2020-2021**
Suzanne Sanregret, Athletic Director

- C. Fruit Flies: Enemies of the Kitchen Heroes of Genetics!**
Thomas Werner, Associate Professor, Biological Sciences

- D. MASU Award Presentation**
Bob Murphy, Chief Policy Officer

Provost, Jackie Huntoon:

Thank you, Dr. Werner.

I think we can all agree that Dr. Werner's research is very interesting and important.

I want to take this opportunity to note that Dr. Werner is highly committed to involving both undergraduate and graduate students in his research program. As you can probably imagine, students who have the good fortune to collaborate with Dr. Werner report that his enthusiasm is infectious. He instills his students with a passion for scientific inquiry that helps them be well prepared for whatever path they choose to follow after graduation.

In recognition of Dr. Werner's exceptional skills as an educator, Michigan Tech was proud to nominate him to the Michigan Association of State Universities (or MASU) in 2021 as a candidate for the Michigan Distinguished Professor of the Year Award. In case you are not familiar with MASU, it is an organization that represents all of Michigan's 15 public universities.

To tell you the rest of the story, I want to introduce Mr. Bob Murphy, who serves as the Chief Policy Officer at MASU. Mr. Murphy manages a broad portfolio of initiatives; researches and promotes effective policy for the state's public universities; advises MASU's CEO; and convenes or liaises with 19 MASU Committees. He partners with state officials, lawmakers, and other organizations on higher education public policy (especially in areas related to data, finance, and legal issues). He also provides strategic analysis and communications to member universities

and other stakeholders and oversees the review process for all new academic programs proposed at the state universities.

Mr. Murphy, I turn the podium over to you.

Bob Murphy, MASU (Michigan Association of State Universities):

Thank you Provost Huntoon, and good morning to the members of the MTU Board of Trustees, President Koubek, and other members of the Michigan Tech community.

I am extraordinarily excited to be here today for a special reason. MASU is the advocacy and coordinating body for the state's fifteen public universities, and President Koubek, along with the other 14 presidents and chancellors, comprise our Board of Directors. But once a year, MASU also sponsors the Distinguished Professor of the Year award competition, and each university may nominate one faculty member. A selection committee drawn from the academic affairs officers at the public universities then makes the difficult determination out of all that talent who is most deserving of recognition. In normal times, we celebrate our winners and nominees together at a ceremony in Lansing, but due to the pandemic, we are visiting campuses to recognize the winners from 2020 and 2021. Today, I'm delighted to recognize Dr. Thomas Werner, Associate Professor of Biological Sciences here at Michigan Tech as one of the MASU Distinguished Professors of the Year for 2021.

Unlike many faculty awards, we are proud of the focus that ours has on the undergraduate experience. Our winners have impact on and involvement with undergraduate students; they provide for individualized and experiential learning, including undergraduate involvement in research; they advance the teaching & learning within their fields; and they make contributions to undergraduate education inside and outside their university.

This program is special to MASU, because it affirms *why* we do *what* we do. Being on campus and listening to Dr. Werner's research presentation reminds us why MASU's advocacy for public higher education is valuable. We support and recognize the most talented professors in our state so that they can teach and research with the greatest energy, enthusiasm, and commitment to students.

Dr. Werner, if you'd like to approach, on behalf of the public universities of Michigan, congratulations on your selection as a Distinguished Professor of the Year. I'd like to ask everyone here to join me in congratulating Dr. Thomas Werner! Thank you.

- E. Undergraduate Student Government**
Zack Olson, President
- F. Graduate Student Government**
Nathan Ford, President
- G. University Senate**
Samuel Sweitz, President

X. Informational Items (documents provided in agenda)

- A. Analysis of Investments**
- B. Research & Sponsored Programs**
- C. Advancement & Alumni Relations**
- D. Media Coverage**
- E. Employee Safety Statistics**
- F. Disposal of Surplus property**

XI. Other Business

Chair Littmann has one item of other business. Chair Littmann, a previous officer of the Buffalo Bills for 30 years, reflects that the NFL as a team sport, and all wins are team wins. That said, from time to time, a team member makes an extraordinary play that helps the team win. Michigan Tech has had one of those this year. We had a 23% increase in undergraduate enrollment, the first at this level in thirty-three (33) years. Chair Littmann was pleased to present a token of the Board's appreciation to John and his team for getting this win. A signed Michigan Tech football was presented to John Lehman and the admissions team.

XII. Date for Next Formal Meeting: December 17, 2021

XIII. Adjourn

It was moved by S. Tomaszewski, supported by B. Ryan, and passed by voice vote without dissent, that the Board of Trustees adjourn the meeting.

Secretary to the Board of Trustees

Chair, Board of Trustees