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To: Dr. Gerard T. Caneba
Chair Senate Review Committee

Date: March 30, 2010

From: Glenn D. Mroz
President



Subject: President Evaluation
Personal Statement

CC: Board of Control

Thank you for the opportunity to provide a personal statement as part of this fifth annual University Senate evaluation of the president. This will be the third year that includes input from the entire faculty and staff and I appreciate your effort to conduct this review. The input has been valuable to me in the past, and I look forward to working with faculty, staff and students to apply the constructive comments that are sure to result from the evaluation.

As in the past years, much of what is presented here is just a glimpse of the progress of the entire university. Because there are so many new members of the Michigan Tech community, I have also added background information to put our current direction and progress in a longer term context. Much of this statement is supported with fact, but since this a personal statement, I have added my own opinion in a few areas as well.

For any presidential self-evaluation, it is hard to separate personal efforts from those of you with whom I work on a day to day basis, as well as efforts of the University community as a whole. When I use the term "we" it is because our achievements result from teamwork with varying degrees of direct involvement from the president. For example, on one end of the spectrum are activities such as the initiation of new degree programs that are a faculty led effort. Other activities, like setting the parameters for developing a balanced budget are informed by student, faculty and staff input and opinion, but are ultimately my responsibility. I trust that you will recognize these nuances as you evaluate "my" performance.

Background:

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

That plan and the direction that it set was refined and refocused by the people of Michigan Tech resulting in nearly five decades of growth. Today, our plan emphasizes people, distinctive programs, and the research, creativity, scholarly work and innovation that are essential for the success of our students and the University in today's global economy. There is a full presentation of the plan as well as the key metrics at the following websites for your convenience.

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

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

Overview of Michigan Tech Today:

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

- 138 undergraduate degrees and concentrations, 54 minors, 35 MS & 27 PhD programs
- Total enrollment in Fall'09 that topped at 7,132 students including 1,189 graduate students. The highest headcount since 1983.
- Undergraduate enrollment applications for Fall 2009 hit an all time high of 5,549.
- The ACT composite score of new students rose to 26.0 for Fall'09.
- Discovery and innovation programs such as Enterprise, Honors Institute, Applied Portfolio Management Program (APMP), The Forest and Environmental Resource Management Program (The FERM), and the Pavlis Global Technological Leadership Program have over 800 students in them.
- First year student retention for Fall '09 remained the same as Fall '08 at 81.9 percent.
- The career fair in Fall'09 attracted 156 organizations and the spring career fair attracted 104. Attendance was down from the previous year due to the economy. Most schools experienced a 50+% decrease in their spring job fair attendance; we experienced about a 25% decrease.
- Michigan Tech moved up in the top tier of U.S. News and World Report National Universities to 121st from 124th; we moved from 62nd in 2008 to 60th in 2009 among national public universities.
- Research awards are growing at a rapid rate at Michigan Tech showing an increase by more than 28 percent during the past fiscal year.
- National Science Foundation (NSF) reports that Michigan Tech was one of three Michigan universities whose science and engineering research expenditures rose during FY08. Michigan Tech rose by 6.3 percent over 2007; while expenditures at the University of Michigan rose 8.4 percent and ranked fourth nationally, and Wayne State University increased 6 percent but dropped from 73rd to 75th in national ranking. Michigan State University's research expenditures dipped 1.1 percent, lowering it from 44th to 50th nationally.

- NSF data show that Michigan Tech research expenditures for FY08 reached \$58.8M, up 6.3 percent over 2007; NSF ranks Michigan Tech at 163rd nationally, Rankings increased in almost all disciplines with the largest moves in electrical and computer engineering (from 87th to 66th) and environmental science (from 73rd to 59th). Detailed ranking for non-science and engineering fields show humanities at 78th and visual and performing arts at 72nd. Our highest NSF ranked program is mechanical engineering at 21st.

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

- Successfully recruiting 39 tenure-track faculty members to positions across the university this past year (2009-10).
- Successfully completing a search for a provost and vice president for academic affairs.
- Continuing to build research capacity at the Michigan Tech Research Institute in Ann Arbor.
- LEAN management processes continue to be developed in many service areas across campus.
- Continuing to implement the continuous improvement accreditation procedures; AQIP (Academic Quality Improvement Program).
- Continue to update our fringe benefit package with new health care options and shifting compensation from benefits to salary.
- Due to enhanced recruitment and retention efforts, in addition to the activation of key new degree programs, the percentage of new female students at Tech rose, from 23 percent last year to 26 percent this year. The University also saw a 9.3-percent increase in undergraduate transfer students, reflecting Michigan Tech's enhanced efforts to reach out to community college students. While domestic minority recruitment has held steady, the number of domestic minorities in the student body as a whole has increased by 12 (3%) due to an increase in student retention.
- Our finances improved during the fiscal year, with our current fund¹ balance increasing in FY'09 to \$15.6M from \$15.4M in FY'08. Importantly, new philanthropic resources are being pursued for the university through a capital campaign that has raised over \$113M in cash and pledges to date including three Robbins Chairs in Sustainability, House Professorship, Jackson Professorship, Henes Professorship in Mathematics and a significant (but anonymous) planned gift. We continue to work with our

¹ The Current Fund includes the day to day operating funds of the university including the General, Auxiliary (dorms etc), Expendable Restricted (research, scholarships etc), Retirement and Insurance, and Designated funds (incentive accounts, lab accounts etc).

corporate partners both in the SmartZone and nationally to gain their investment and support in spite of a poor economy.

- We will be adding Women's Soccer as a varsity sport, a result of a philanthropic gift.
- An increasingly stable financial picture has made it possible to increase salaries for both faculty and staff by an average of 3.7% in FY '06, and 4% in FY '07, '08 and '09. According to the most recent data from Academe, the Bulletin of the AAUP, faculty compensation rankings at Michigan Tech are as follows relative to other Michigan public universities. [All comparisons are for FY '05 to FY '08.]
 - The ranking of full professor salaries remained at 8th among Michigan public universities, total compensation (including benefits) for full professors increased from 6th to 5th for that period.
 - The ranking of associate professor salaries increased from 9th among Michigan public universities to 5th; total compensation for associate professors increased from 5th to 4th.
 - The ranking of assistant professor salaries increased from 5th among Michigan public universities to 3rd. Total compensation increased from 4th to 2nd.
- We have successfully reached contract agreements with UAW, POA and AFSCME.

Closing Statement:

These accomplishments and efforts are only a few of those for the University in total and there are many more that could be listed for us individually, as teams, as working units, and as a University. However they are indicators that we are using our collective talents to prepare our students to create the future and positioning Michigan Tech as a premier technological university for the world. Our relevance, to the students, the people of the State and Nation, and to future generations will depend in large part on our doing all we can to prepare for an even more competitive environment. We are not now, and will not be like other research universities. As we develop, we will have no peers; we will instead have the opportunity to be the best that Michigan Tech can be.

Many of you have expressed your concerns about Michigan Tech, given that so much in the news is less than encouraging for higher education. Two recent reports describe the national situation. Survey results from the research universities of the Association of Public and Land Grant Universities (APLU) paint the national picture for institutions:

- 85 percent of institutions reported a decrease in state appropriations—half of those reported cuts of 10 percent or more.
- 50 percent reported revenue declines even while tuition increased.
- 55 percent reported that declines in state appropriations are harming their ability to hire and retain faculty and staff, invest in new technology, sustain student support services, and maintain campus infrastructure.

- 80 percent reported reductions in permanent and temporary staff through attrition.
- 50 percent reported layoffs, and 22 percent have furloughed faculty and staff.

At the same time, students and families are dealing with their own set of challenges. The Cooperative Institutional Research Program (CIRP) recently published findings from students in the class that entered college last fall:

- 67 percent are concerned over national economic conditions.
- 43 percent said financial aid drove their college decision, up from 39 percent in 2007.
- Parental unemployment was the highest in more than 30 years.
- 62.8 percent of students had jobs as high school seniors.
- Average debt on graduation hit \$23,200 in 2008, up 24 percent from 2004.
- 56.5 percent stated “graduates get good jobs” as the reason for choosing a college.

It is against this backdrop that all of us are working to navigate the near and long term future for our students, their families, and for Michigan Tech. While our state appropriations have decreased by nearly \$6 million since 2003, fidelity to priorities has allowed us to pursue a path of growth. Enrollment stands at 7,100, the highest level since 1983. Graduate enrollment reached its highest level ever at 1,189 students. Sponsored research hit a new high at \$60 million, doubling in five years. We hired more than 40 faculty members (including tenure track and non-tenure track) this past year (about 13 percent of the total) and continue to hire staff as needed. This is a significant advantage when other universities are having difficulties retaining their best people. We are building facilities such as new student apartments to support the longer-term needs of the campus, and in support of a key state and national priority—freshwater research—we will break ground this summer for the Great Lakes Research Center. Next year’s budget will include an increase of more than \$2 million in financial aid. In spite of the economy and because of our strong commitment to STEM education, our bachelor’s degree graduates from May of 2009 reported an 87 percent placement rate and 95 percent at the graduate level—an important point when students are concerned about “jobs.” None of this would be possible without your continued efforts and we can’t thank you enough for that.

Our simple two page plan to make this university important and relevant to people’s lives through education and research is our north star and we have been following it relentlessly so that our students will become the best at understanding how ideas are created, and how they are developed in the marketplace – in other words, the continuum of research and development. Our past struggles will not make us immune to challenges that are sure to come, but they have increased our knowledge of how to deal with them as we strive to

provide a distinctive education for our students so that they can make a difference in the lives of others.