

Office of the President

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

DATE: March 7, 2013

FROM: Glenn D. Mroz 

SUBJECT: President Evaluation Personal Statement

Introduction:

Thank you for the opportunity to provide a personal statement as part of this seventh annual University Senate evaluation of the president. Initial Senate reviews included faculty and non-represented staff. This will be the ninth Senate review of the president and fifth year of review by all university faculty and staff. In addition, a separate review is conducted annually by the Board of Control as well as their periodic assessments at each Board meeting.

As always, I appreciate the Senate's effort to conduct this review, and look forward to working with you to apply the constructive comments that are sure to emerge from the evaluation. Subsequent to your review, I would also be eager to hear the Committee's suggestions on what types of information I should include in future personal statements and evaluations.

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 by fact, but since this is a personal statement, I have added my own opinion in a few areas as well.

As you read this, please keep in mind that it is difficult to separate my own efforts as president from those of colleagues with whom I work on a day-to-day basis, as well as those from the University community as a whole. When I use the term "we" it is because most of what happens here is through teamwork with varying degrees of involvement from the president; on one end of the spectrum are such activities as the initiation of new degree programs that are a faculty led effort. Other activities, like setting the parameters for devising a balanced budget are informed by student, faculty and staff input and opinion, but the responsibility for what is presented to the Board of Control for approval is mine alone. I trust that the Senate constituents will recognize these nuances as they 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 six decades of growth. Today, our plan emphasizes people, distinctive programs, and the research, creativity, scholarly work, innovation and entrepreneurship 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 the following related to today's strategic plan. 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:

GOAL 1. A World-Class and Diverse Faculty, Staff, and Student Population

- Total enrollment in Fall 2012 was 6,945 students including 1,322 graduate students. The highest graduate enrollment in Michigan Tech's history.
- The ACT composite score of new students is 26.3 for Fall 2012.
- Successfully recruited 20 tenure-track faculty members to positions across the university this past year (2012-13). Nine were SFHI hires and 11 were replacement hires. Three deans were hired to lead the College of Engineering, the School of Forest Resources and Environmental Sciences, and the School of Business & Economics; and one department chair was hired to lead the Department of Materials Science and Engineering.

- The Great Lakes Research Center was dedicated in August 2012 and we hired a Director of Great Lakes Research Initiatives, Dr. Guy Meadows, who will lead the Center.
- Supported three female faculty to participate in ACTiVATE program in Ann Arbor which assists and encourages women with start entrepreneurial companies.
- LEAN management processes continue to be developed in many service areas across campus. Since its inception in 2008, an estimated cost savings of over \$2M has occurred. LEAN is designed to improve efficiencies, thus saving time, effort, and money.
- Due to enhanced recruitment and retention efforts the number of women at the university stands at 1,790. In addition, domestic and internationally diverse students now account for 21.0% of the student body population, an all-time high. Domestic underrepresented students numbers rose from 423 (6.0%) to 433 (6.2%). International student numbers remained unchanged with 1,023 (14.5%) in the Fall of 2011 and 1,024 (14.7%) in the Fall of 2012.

GOAL 2. A Distinctive and Rigorous Discovery-based Learning Experience Grounded in Science, Engineering, Technology, Sustainability, the Business of Innovation, and an Understanding of the Social and Cultural Contexts of our Contemporary World.

- We now have 124 undergraduate degrees and concentrations, 66 minors, 6 graduate certificates, 35 MS & 30 PhD programs.
- 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 2012 is at 83.2.
- The career fair in Fall 2012 attracted 280 companies which constitutes the second-largest fair. The Spring 2012 career fair had 203 companies visit, and more than 2,000 interviews were scheduled. This was the largest Spring Career Fair ever at Michigan Tech.
- Michigan Tech graduates earn the 12th highest starting salaries in the national among public universities; the average starting salary is \$56,000.
- Michigan Tech is ranked in the top tier of national universities, according to the *U.S. News & World Report's* "America's Best Colleges 2012." We were also named a "Best in the Midwest" in Princeton Review's Best 377 Colleges 2012 Edition. The Washington Monthly ranks Michigan Tech as 63rd among the top 100 universities and we were ranked 4th in the country for encouraging students to serve their country through ROTC.

- We have the largest Peace Corp Masters International Program in the nation.
- While Continuing to implement the continuous improvement accreditation procedures; we will be transitioning from AQIP (Academic Quality Improvement Program) to the Pathways Program with the Higher Learning Commission.

GOAL 3. World-class Research, Scholarship, Entrepreneurship, Innovation, and Creative Work that Promotes Sustainable Economic and Social Development in Michigan, the Nation, and the World.

- Research expenditures for FY11 totaled \$70.088 million, an increase of 10.4 percent over FY10.
- NSF data from FY09 (most recent available) shows that Michigan Tech ranks 169th in the nation; 123rd among public universities and 71st among institutions without medical schools. Overall ranking of our engineering program is 66th with rankings increasing in areas such as metallurgy/materials from 64th to 59th and biomedical engineering from 82nd to 78th. Detailed ranking for non-science and engineering fields show humanities at 76th and visual and performing arts at 72nd. Our highest NSF ranked program is mechanical engineering at 20th.
- Continuing to build research capacity at the Michigan Tech Research Institute in Ann Arbor; MITRI has grown from 23 employees in 2007 to 63 employees today; all funded through contracts and grants.
- Superior Ideas, a crowdfunding web site for university research and public service, was unveiled in October 2012. Superior Ideas is a site where anyone can contribute any amount of money to help support university research projects and public service. Since its launch in October, the site has had over 10,260 visits (4,916 unique visitors) from people in twenty different states and 3 different countries and providing contributions to 20 different projects. Thus far, the site has raised: \$28,990 in donations, \$16,000 gift-in-kind, and \$4,000 matching gift.
- Start-up companies through the end of June 2012 included Superior Probes, Inc. Since November 2012, three more have developed; Nano Innovations, LLC; Frost Research Center, LLC; and MicroDevice Engineering, LLC.
- The current fund¹ balance decreased in FY12 to \$12.5M from \$16.1M in FY11 (or a \$3.6M deficit), due largely to Michigan Tech's state appropriation decreasing to \$40.7M from \$47.9M (a \$7.2M decrease).

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).

This appropriations reduction negatively impacted our General Fund revenues by \$7.2M. Even in the face of this severe cut by the state, we managed to control expenses and access other sources of income to minimize the General Fund's deficit down to \$1.6M, while still being able to give employee's a raise (January, 2012) and increase student financial aid by \$4.0M, which is a necessity for our students, in the face of reduced State and Federal financial aid. Considering these challenges which faced Michigan Tech for fiscal year 2012, the overall Current Fund deficit of \$3.6M is understandable, but not acceptable over the long term. However, to put this in perspective, the total current budget for the University is \$250M, making this a 1.4% decrease. The average cash balance for the University in 2011 was \$17M; we hold \$11M in bonds and equities in the R&I Fund, and the financial credit rating of Michigan Tech (Aa3) still continues to be the highest credit rating of any Michigan public university, without a hospital. Projections for the current year are for a balanced budget ending on June 30, 2013.

- The capital campaign has currently raised over \$197M of the total campaign goal of \$200M. This has resulted in the addition of 17 named chairs and professorships for faculty, bringing the total to 24. The campaign is set to conclude at the end of June.

Closing Statement:

Our service to the State, the nation and the world depends on having great people and a positive work environment -- an environment marked by accountability and initiative. Great people will make Michigan Tech great through their teaching, support roles, special programs, research and scholarly activity. Great people are attracted to a culture of creativity, excellence, achievement, and productivity; we must nurture that culture by ensuring that administrative processes support faculty and staff who are trying to get things done. We have worked this past year to redirect resources -- time, effort, money and energy -- and the service of our people and programs. We have had successes and failures, but we remain committed to creating a culture where the administration is focused on being supportive and responsive to faculty, staff and student needs. With accountability, responsibility and initiative, we will succeed and attract the best people - students, faculty, administrators, staff, donors, and Board members.