

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

From: Glenn D. Mroz



Re: President Evaluation Personal Statement

Date: February 27, 2012

Introduction:

Thank you for the opportunity to provide a personal statement as part of this sixth annual University Senate evaluation of the president. Initial Senate reviews included faculty and non-represented staff. This will be the fourth 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.

While it almost seems cliché to say it, this is a challenging year which continued a trend in disinvestment by the State of higher education with a 15% cut across the board for the 15 public higher education institutions in Michigan. These are on top of cuts to State financial aid for students in the Merit program and the elimination of the Promise grants. Michigan Tech's state appropriation decreased by \$7.5M, while also continuing to experience a MPERS (Michigan Public Service Employees Retirement System) Unfunded Liability payment increase of approximately 107 percent. The Unfunded Liability portion of the MPERS payments now totals 9.6% of Michigan Tech's appropriation, and the total MPERS assessment equals 10.7% of our total appropriation. We are required to balance our budget. This State appropriation decrease and the Unfunded Liability portion of the MPERS payments was met by a balance of increased tuition rates, increased sponsored program funding, increased philanthropic giving, and decreased expenditures including position elimination through attrition and decreased fringe benefits to ensure the long-term progress and viability of the institution.

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 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:

- 124 undergraduate degrees and concentrations, 66 minors, 6 graduate certificates, 35 MS & 30 PhD programs.
- Total enrollment in Fall 2011 was 7,034 students including 1,303 graduate students. The highest graduate enrollment in Michigan Tech's history.

- The ACT composite score of new students rose to 26.4 for Fall 2011.
- 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 2011 is at 83.3, approximately 2.5 percent higher than Fall 2010.
- The career fair in Fall 2011 attracted 236 companies which constitutes the second-largest fair. The spring 2011 career fair had 154 companies visit.
- 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 376 Colleges 2012 Edition.
- Research expenditure awards for FY11 totaled \$70.088 million, an increase of 10.4 percent over FY10.
- NSF data from FY09 shows that Michigan Tech ranks 169th; 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.
- We have moved ahead with building projects. I've listed them:
 - Raised a \$700k gift to remodel the Physics Labs - that work is in the completion stages
 - \$25MM lab and classroom facility under construction (GLRC)
 - The second floor of the ad building was remodeled as a home for the Career Center using gift money.
 - Completed a new home for the Mineral Museum.
 - Completed a new facility for computer engineering and science.

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 recruited 25 tenure-track faculty members to positions across the university this past year (2011-12). Four were SFHI hires and 21 were replacement hires.
- 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. Since its inception in 2008, 43 formal improvement teams have been formed; 13 internal LEAN facilitators have been trained; 353 faculty, staff and students have been involved in LEAN; and an estimated cost savings of over \$2M has occurred. LEAN is designed to improve efficiencies, thus saving time and money.
- Successful in receiving a grant of \$55,006 from the Federal Mediation and Conciliation Service to deepen LEAN knowledge and improve relationships and communication between labor staff and management and expand employee involvement in decisions and improvements made to their work environment.
- Continuing to implement the continuous improvement accreditation procedures; AQIP (Academic Quality Improvement Program). Developed an AQIP project on gender.
- Due to enhanced recruitment and retention efforts the number of women at the university stands at an all time high of 1,839. In addition, domestic and internationally diverse students now account for 20.6% of the student body population, also an all time high. Domestic underrepresented students numbers rose from 409 (5.9%) to 423 (6.0%). International student numbers rose from 991 (14.2%) to 1,023 (14.5%).
- The current fund¹ balance increased in FY11 to \$16.1M from \$15.3M in FY10, due to positive revenue in the General Fund of \$261K and substantial market gains in the R&I Fund, resulting in a positive R&I Fund income of \$1.8M. Overall, the revenues within these funds helped Michigan Tech to afford an increase in student financial aid of \$1.6M over the prior year. Also, Grant and Contract Revenue increased from the prior year by \$4.5M, which helped increase the amount of overhead return to the General Fund by \$1.1M from the prior year. The financial credit rating of Michigan Tech (Aa3) still continues to be the highest credit rating of any Michigan public university, without a hospital.
- Significant increases in philanthropic gifts were also realized in FY11. Gifts increased by 93% over the prior year (\$25.5M vs \$13.2M), as the capital campaign hit full stride and giving topped \$160M for the total campaign-to-date.
- The Michigan Tech Entrepreneurial Support Corporation (MTEESC) was formed to assist in carrying out any of the educational, scientific, economic development, and technology transfer purposes of Michigan Tech's faculty, staff and students.

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).

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.