

2015/2016 Report on the Evaluation of the President

Michigan Technological University

MTU University Senate Administrative Policy Committee

Kate Hagenbuch

Shane Mueller

Joel Neves

Saeid Nooshabadi (Chair)

David Wanless

Adam Wellstead

April 11, 2016

Administrative Policy Committee

Contributing to Evaluation

- Kate Hagenbuch
- Shane Mueller
- Joel Neves
- Saeid Nooshabadi (Chair)
- David Wanless
- Adam Wellstead

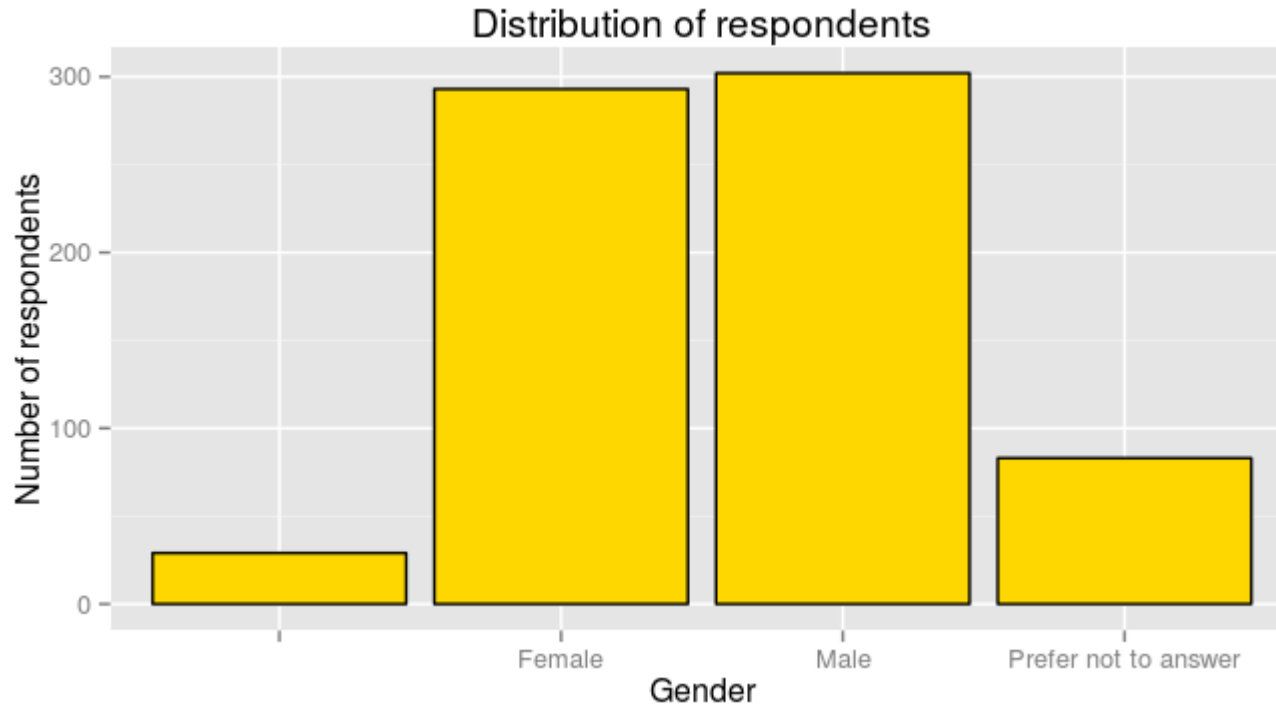
Data and Methods

- Survey was redesigned from previous evaluation surveys
 - Fewer questions
 - No evaluation of named administration
 - Focus on four main areas (Work, working conditions, general president, specific president)
- Students from Mark Rouleau's (Social Science) survey design class (Brent Burns, Jennifer Dunn, and Caitlyn Eurich) undertook a literature review of previous university executive research to identify candidate survey questions
- Rouleau and Wellstead edited the survey instrument
- Final survey instrument design was approved by the Senate AP Committee
- Survey instrument was pre-tested

Data and Methods

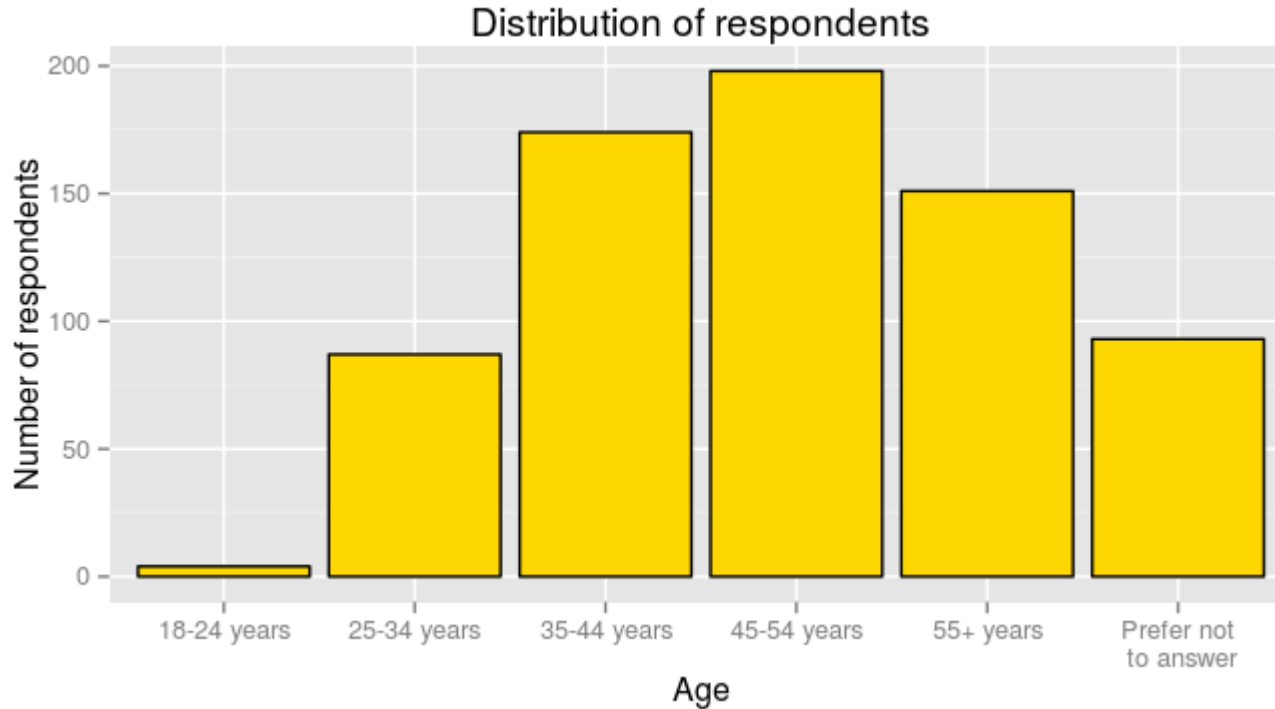
- An online survey using Survey Monkey® software (one request for a paper survey)
- Survey ran for four weeks and six reminders were sent out
- The final response rate was **51.3** percent
 - Since 2005, participation rate was:
 - ~13%, 12%, 31%, 18%, 23%, 34%, 47%, 44%, 29%, **51%**
 - Faculty: $257/460=56\%$;
 - Prof staff: $312/581=54\%$;
 - Repr. Staff: $139/321=43\%$
- Gender, age, length of employment were represented (within 2 percent)

Demographics: Gender



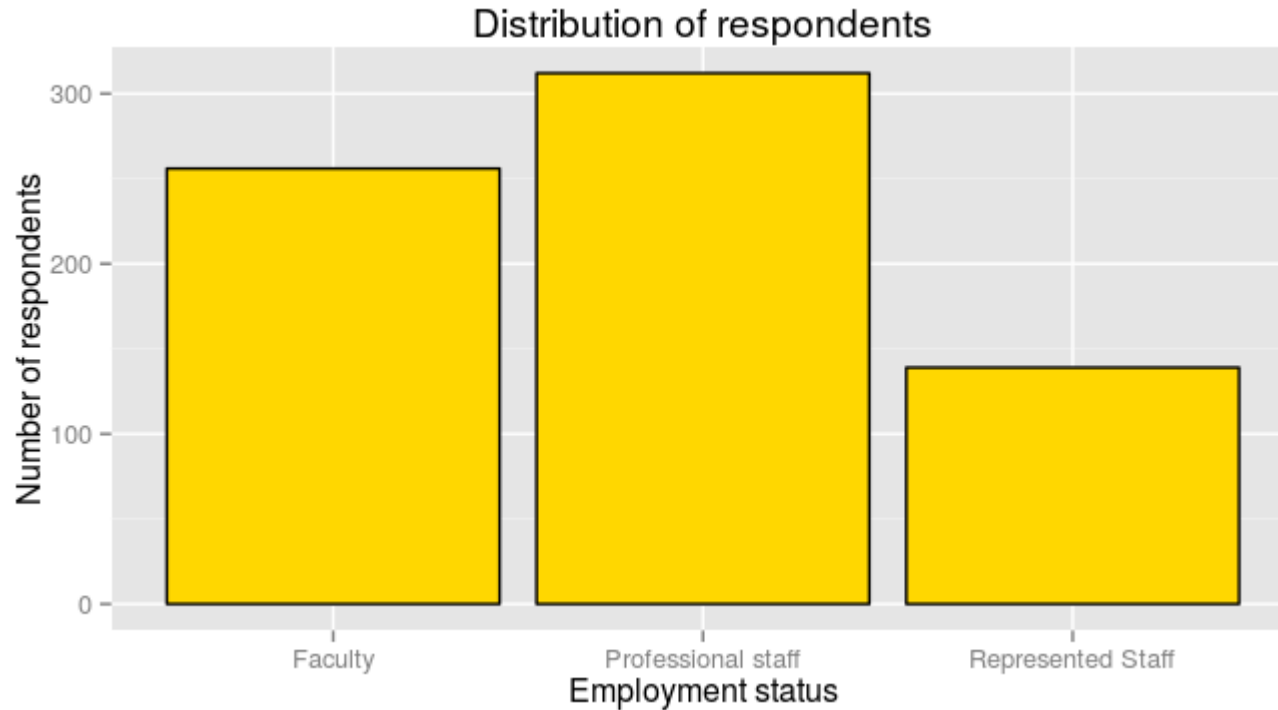
	Frequency	Percent
Female	582	50.8
Male	565	49.2
Total	1147	100.0
Prefer not to answer	155	
Missing	60	
Total	215	
Total	1362	

Demographics: Age



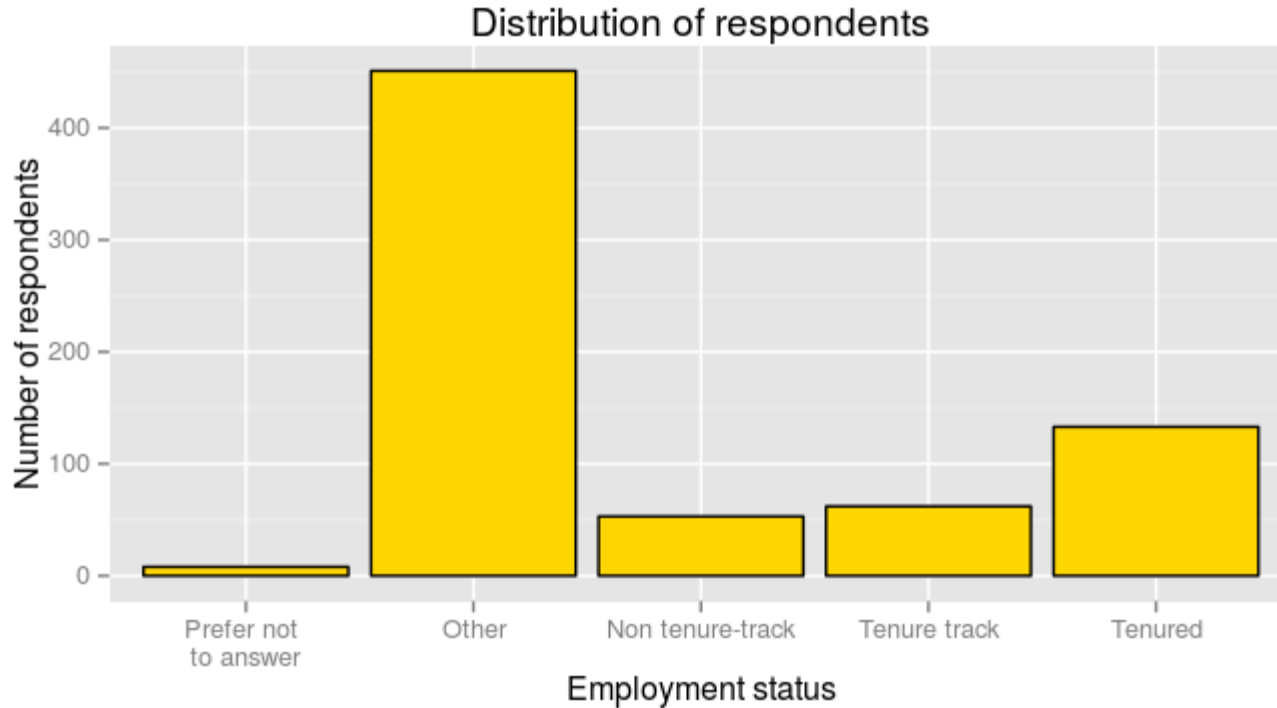
	Frequency	Percent
18-24	9	.8
25-35	166	14.1
35-44	333	28.2
45-54	381	32.2
55+	294	24.8
Total	1183	100.0
Missing Prefer not to answer	179	
Total	1362	

Demographics: Role



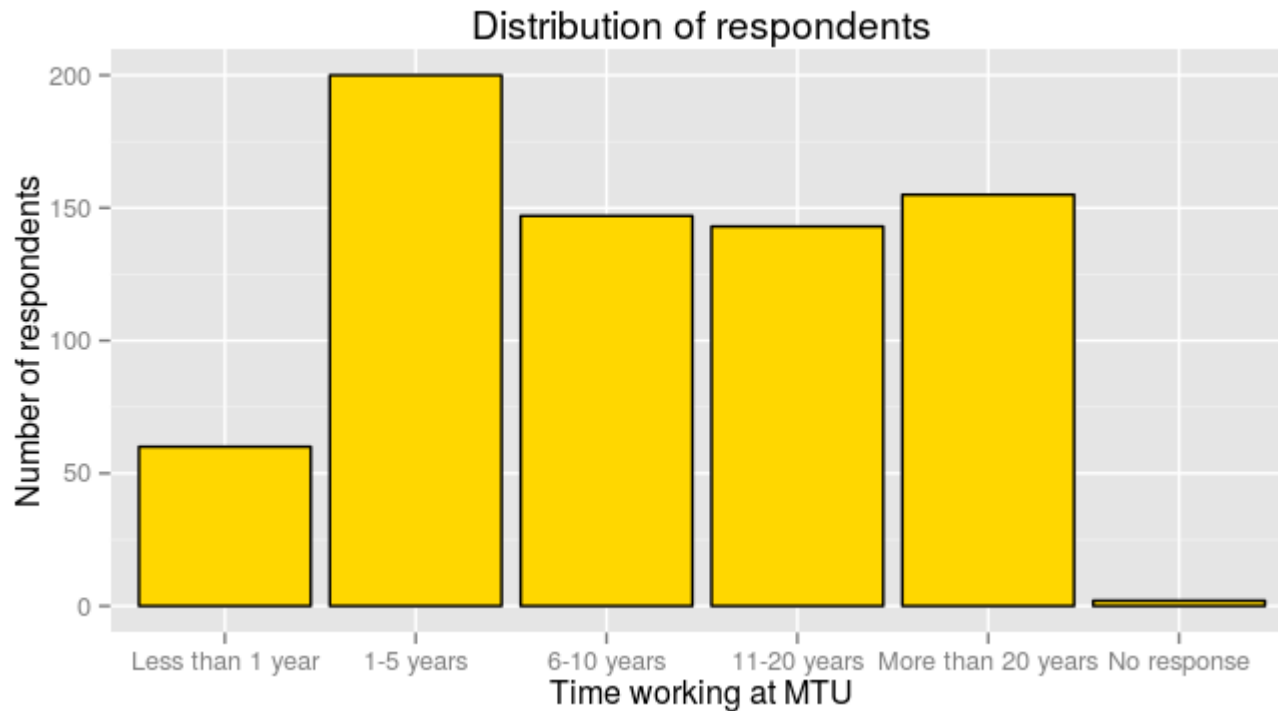
	Frequency	Percent
Faculty	460	33.8
Professional staff	581	42.7
Union	321	23.6
Total	1362	100.0

Demographics: Academic Rank



	Frequency	Percent
Tenured	238	53.4
Tenure track	113	25.3
Non tenured	95	21.3
Total	446	100.0
Non-faculty	916	
Total	1362	

Employment length at MTU

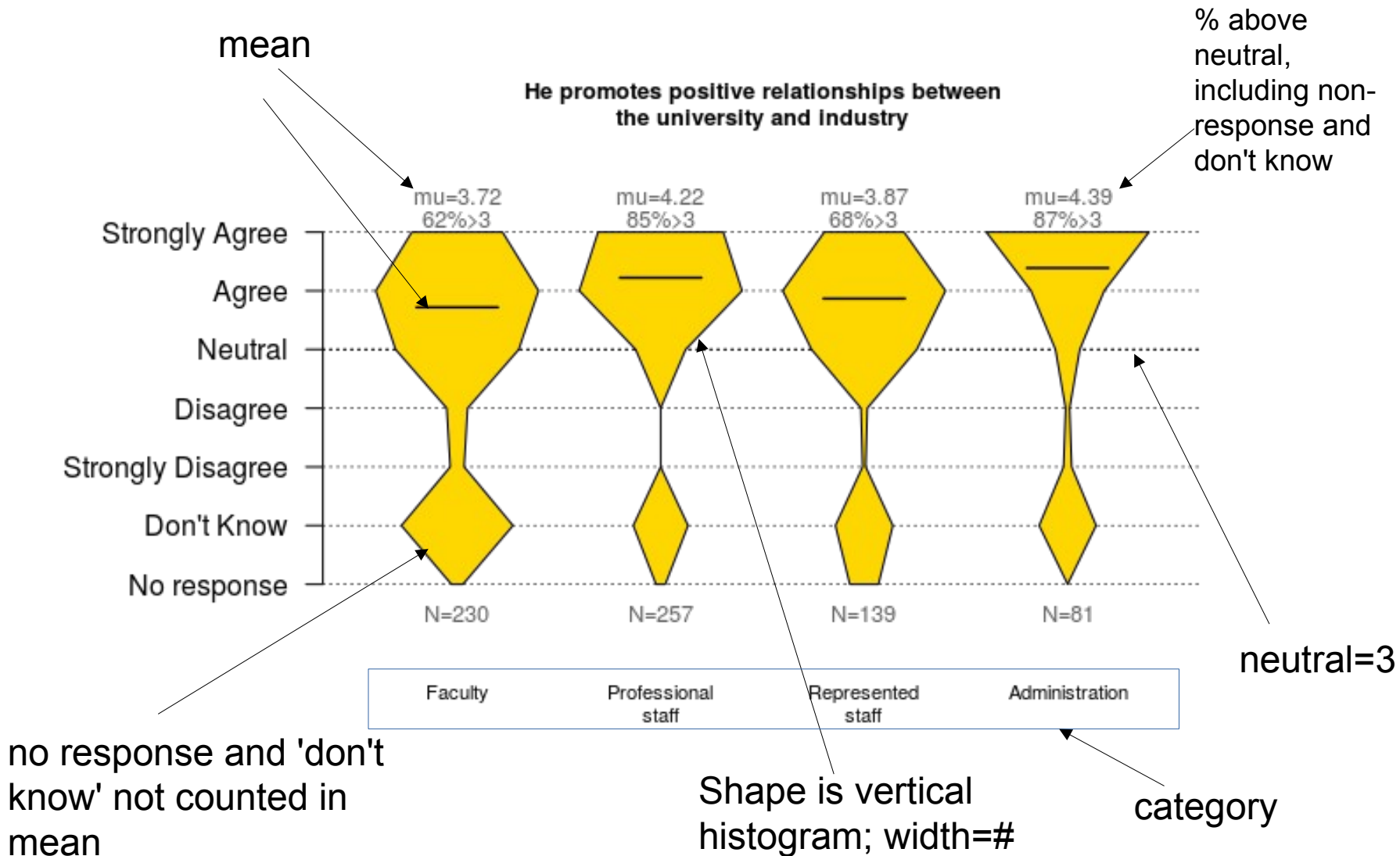


	Frequency	Percent
Less than one year	60	8.4
1-5 years	200	28.3
6-10 years	148	20.9
11-20 years	143	20.2
20+ years	155	21.9
no response	1	

Demographics: Only person with a source of income

	Frequency	Percent
No	809	62.0
Yes	370	28.4
Prefer not to answer	66	5.1
Does not apply - single person	60	4.6
Total	1305	100.0
Missing	57	
Total	1362	

Interpreting plot

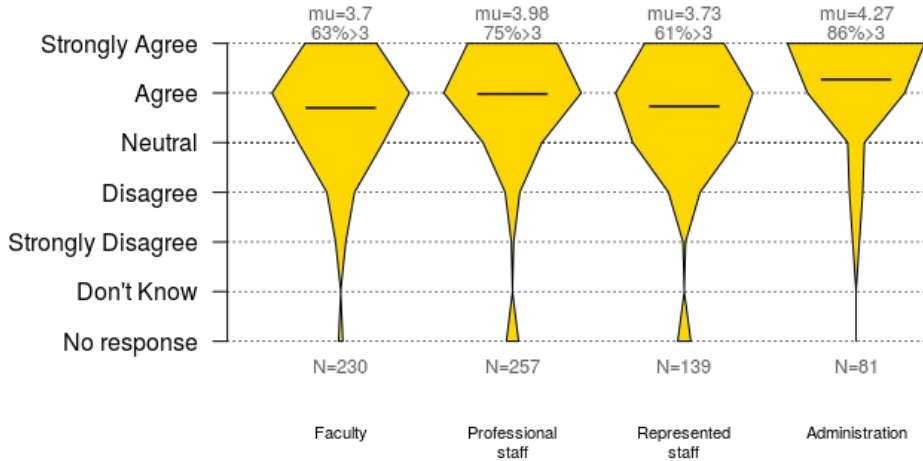


Respondent's general attitudes about working at Michigan Tech (Set 1)

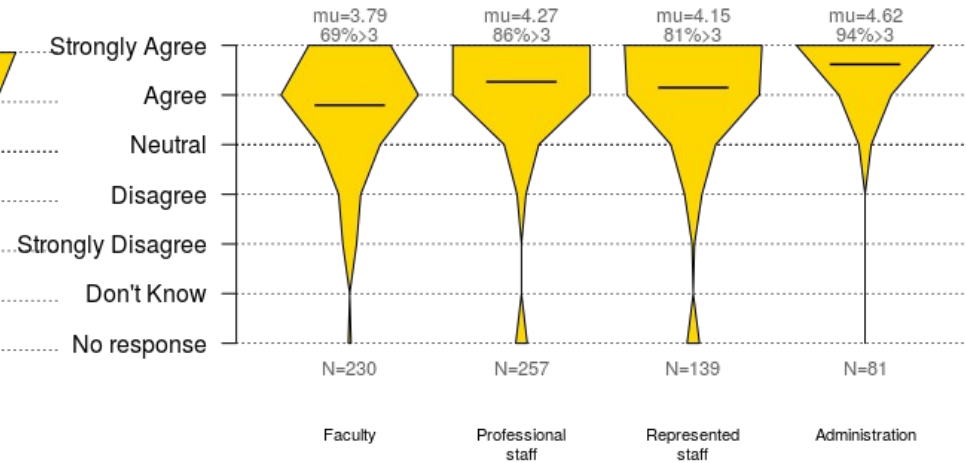
	N	Mean	Std. Deviation	Percent who agree or strongly agree
Feel like I belong	1326	3.87	.954	69.4
Proud to work at MTU	1330	4.13	.911	80.6
Skills utilized	1331	3.71	1.078	69.0
Job secure	1328	3.86	.920	73.6
Work appreciated	1331	3.75	1.078	68.1
Workload manageable	1327	3.63	1.032	67.2
Responsibilities defined	1332	3.77	1.007	71.3
Safe work environment	1330	4.32	.790	89.5
Co-workers supportive	1334	4.01	.925	78.9
Life Balance	1332	3.63	1.042	65.0

Attitudes on **working** at Michigan Technological University

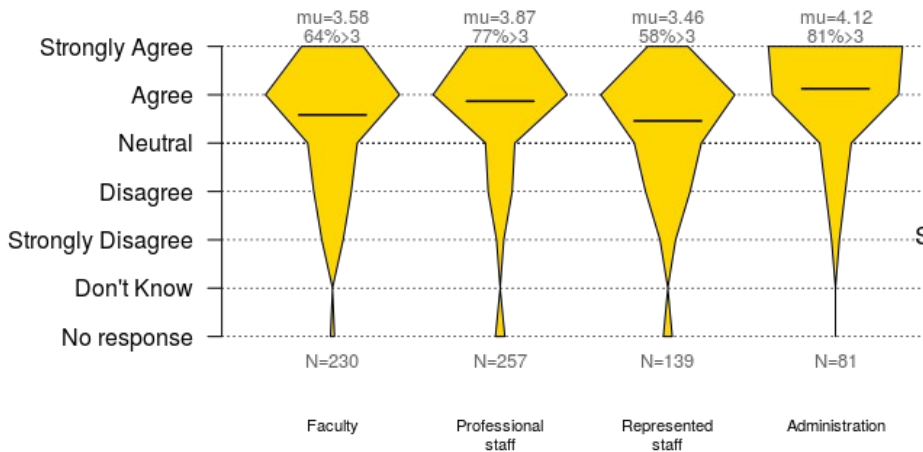
I 'belong' in the Michigan Tech community



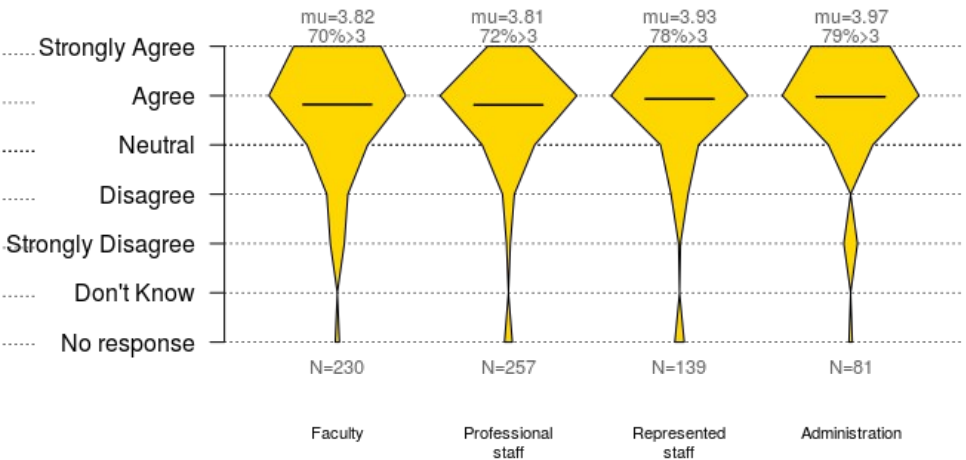
I am proud to work here



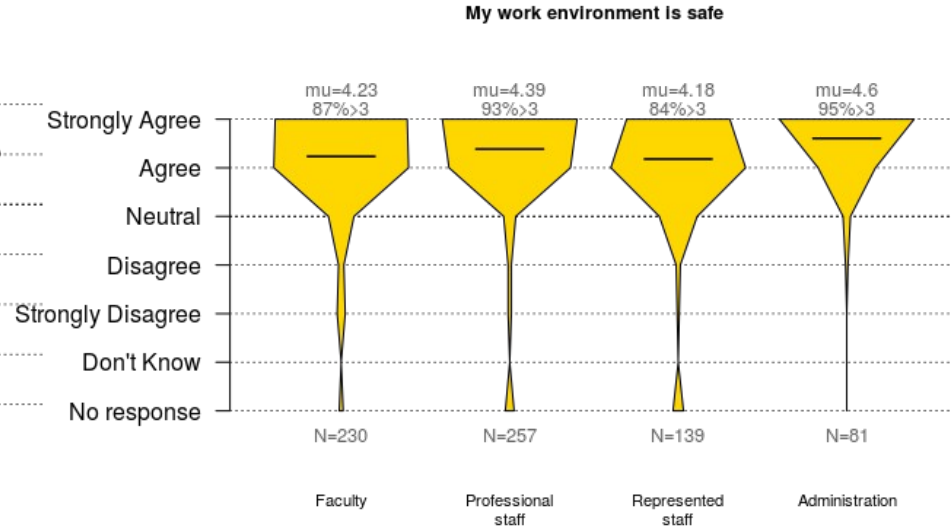
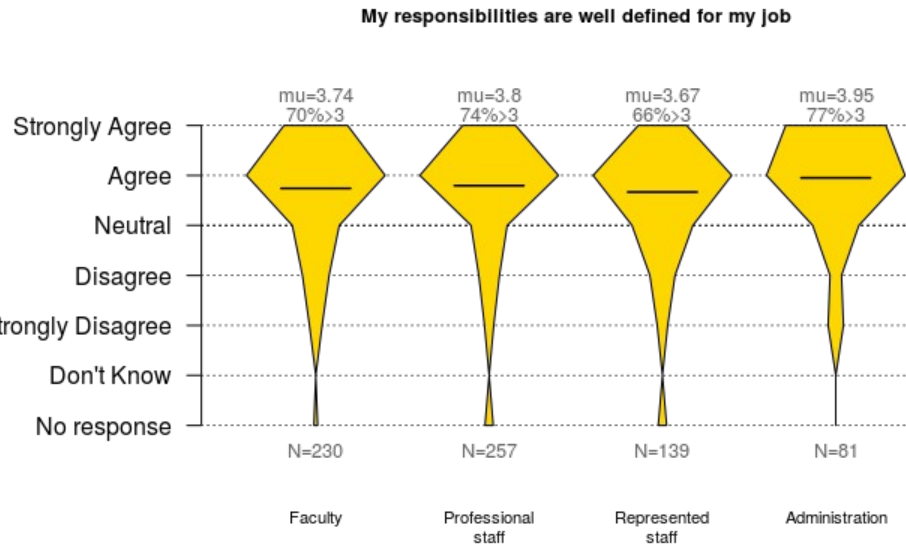
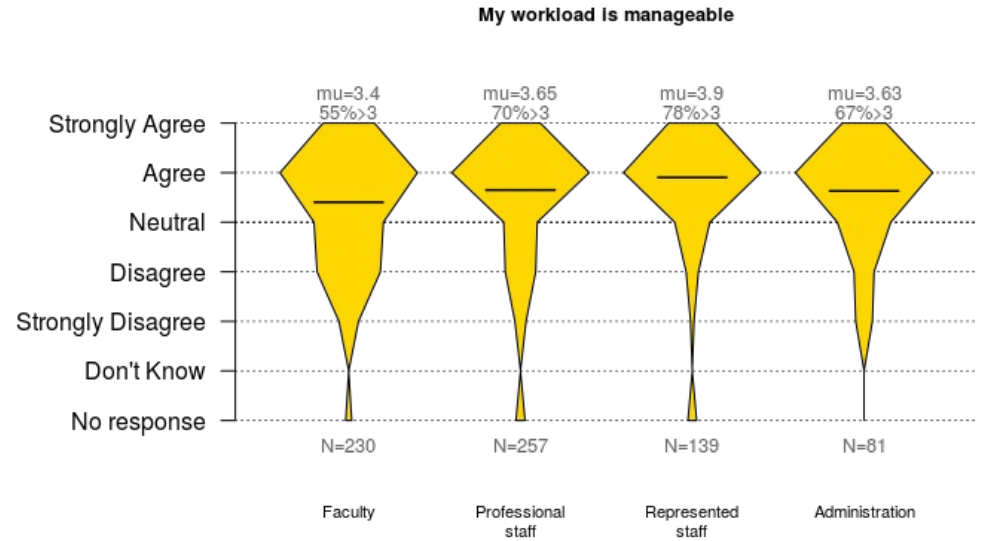
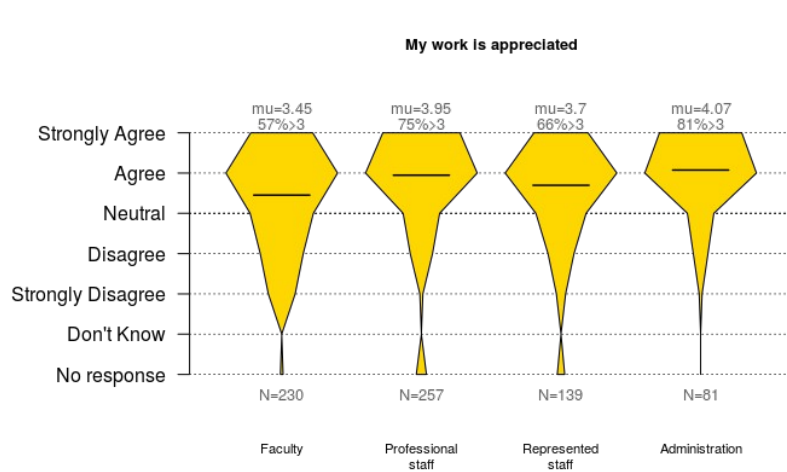
My skills and knowledge are being utilized adequately



My job is secure

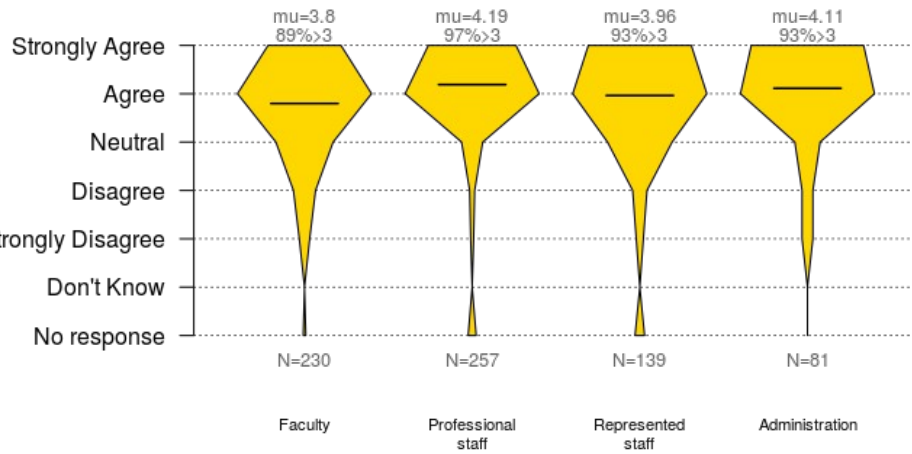


Attitudes on **working** at Michigan Technological University

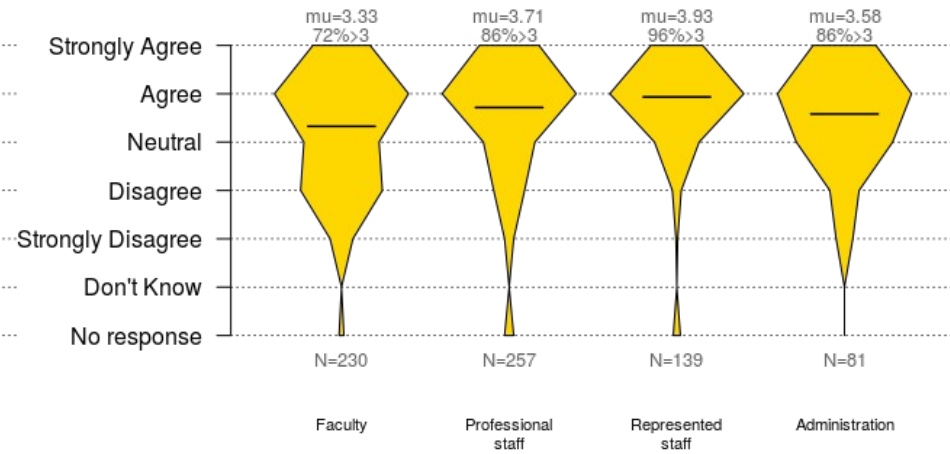


Attitudes on **working** at Michigan Technological University

My co-workers are supportive



I have an acceptable work life balance



Comparison of Mean rating across all Set 1 Questions

Reliability analysis using Cronbach's Alpha = .891.
Items summed into new variable
("Respondent's general attitude")

Overall general respondent (Set 1) (Summed)

Tukey B^{a,b}

Role	N	Subset for alpha = 0.05	
		1	2
faculty	443	3.78	
union	300	3.89	
professional staff	553		4.02

Summary of Comments

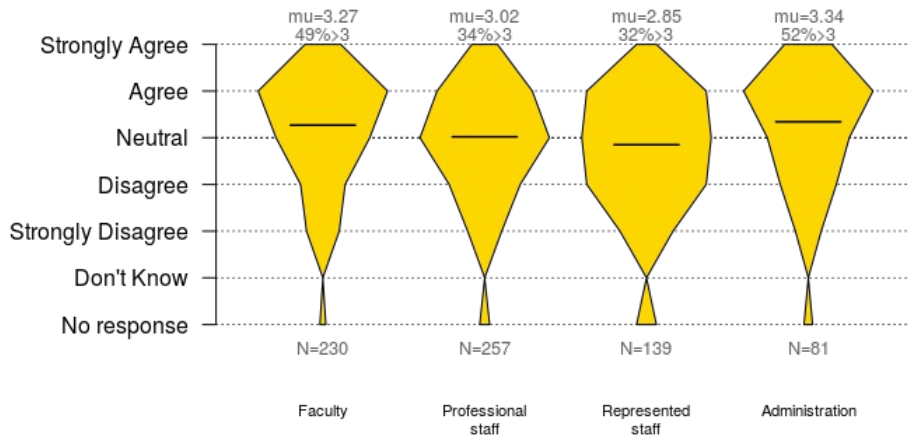
- Many positive comments about working here
- Quality of life, quality student body
- Many detailed comments about specific issues

Respondent's attitude toward specific **working conditions (Set 2)**

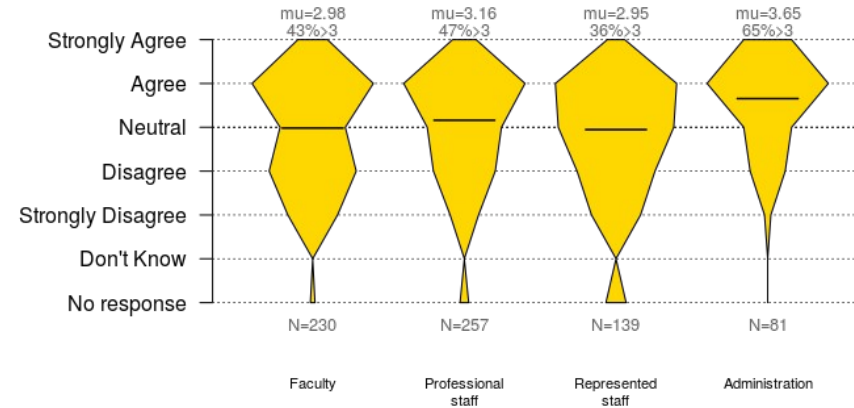
	N	Mean	Std. Deviation	Percentage Agree or Strongly Agree
Opportunities promotion	1323	3.09	1.111	62.5
Salary fair	1326	3.11	1.154	45.2
Health care affordable	1318	3.05	1.196	41.6
Health care adequate	1322	3.08	1.156	43.4
Retirement adequate	1330	3.40	1.050	55.8
Vacation	1319	3.52	1.041	58.2
Dental affordable	1318	3.69	.984	69.4
Dental adequate	1315	3.61	.972	66.7
Eyecare affordable	1326	3.71	.960	69.1
Eyecare adequate	1322	3.62	.962	66.3
Spousal accommodation adequate	1311	3.29	.981	43.0
Family leave adequate	1317	3.50	.954	53.5
Sick leave adequate	1324	3.76	.893	69.1
Valid N (listwise)	1249			

Attitudes on **working conditions** at Michigan Technological University

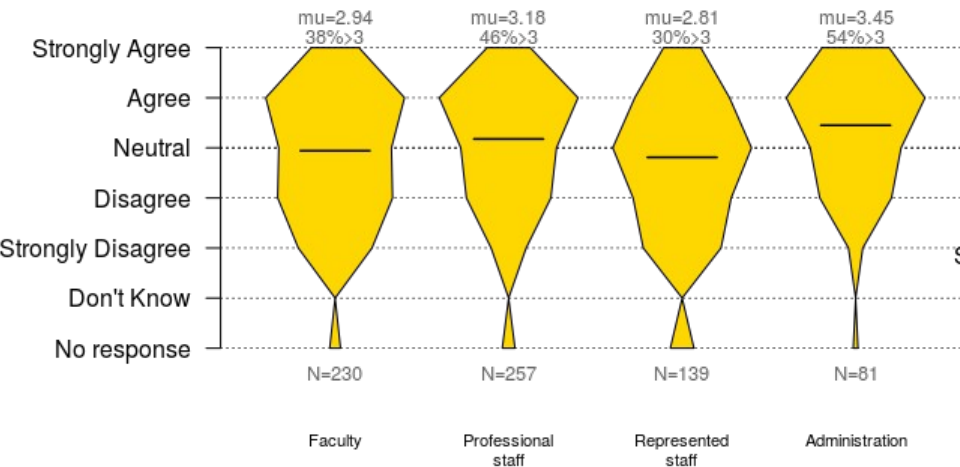
I have opportunities for promotions



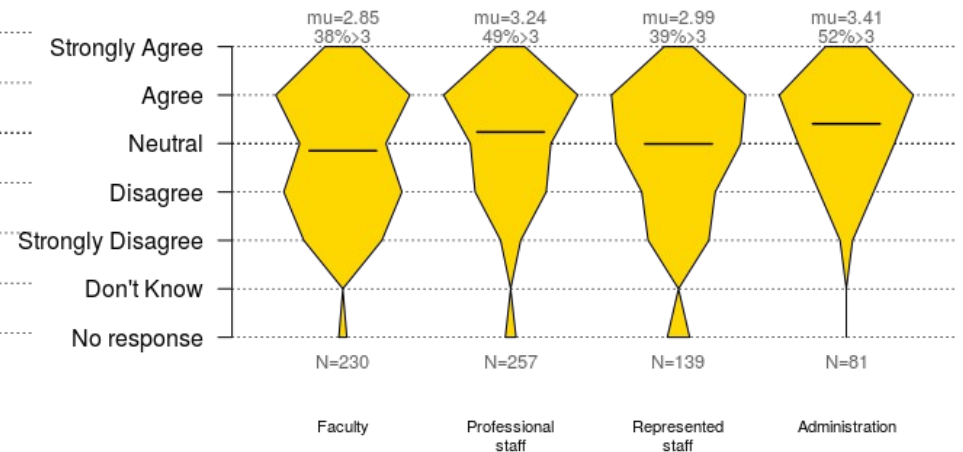
My salary is fair



My healthcare benefits are affordable

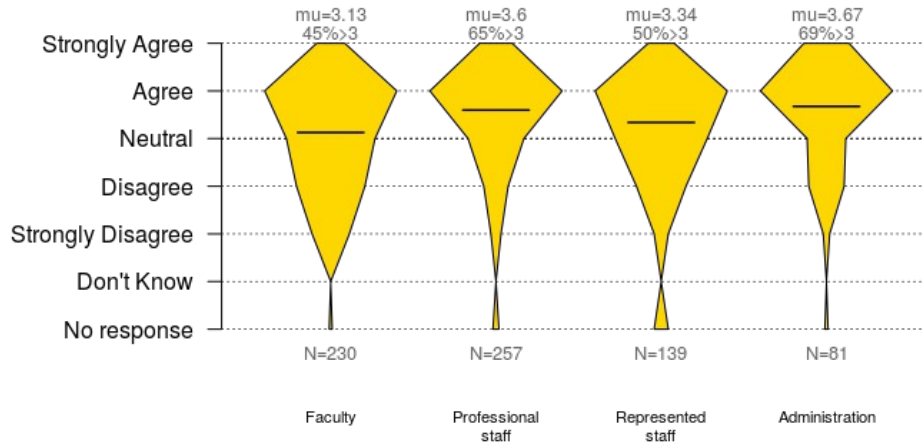


My healthcare benefits are adequate

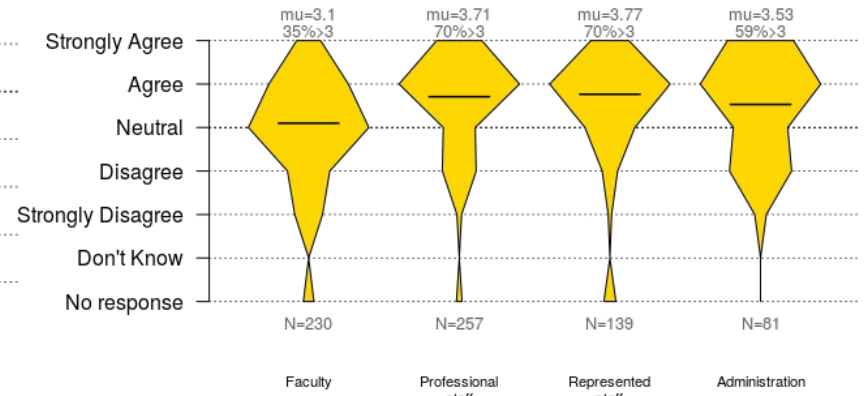


Attitudes on **working conditions** at Michigan Technological University

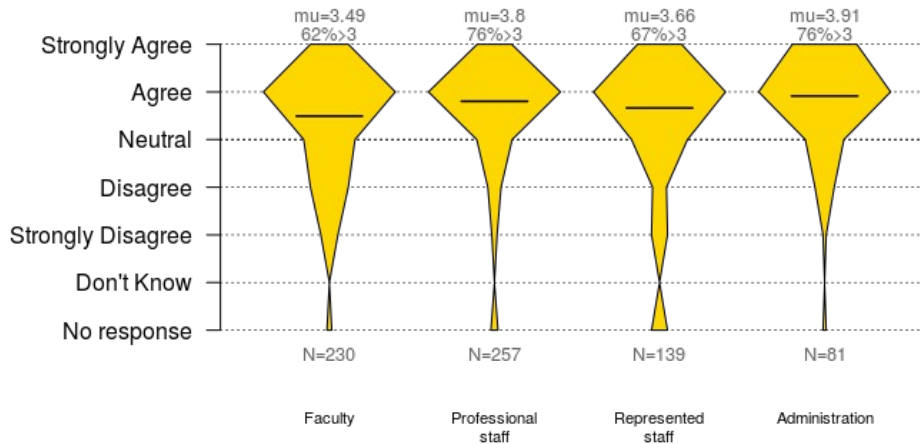
My retirement benefits are adequate



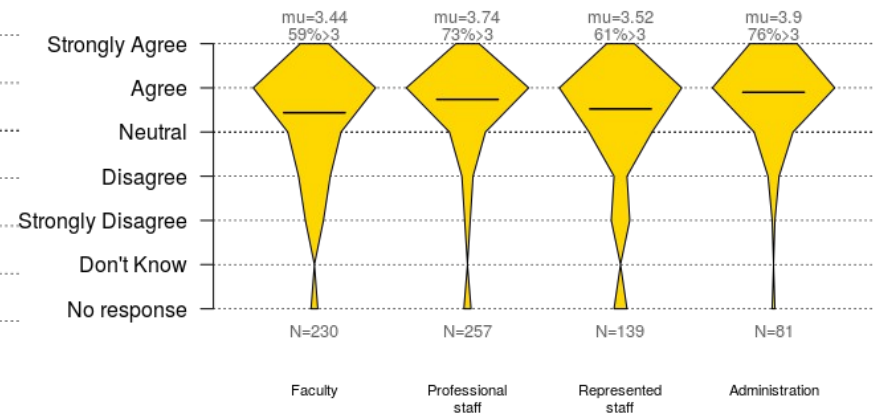
I take advantage of vacation time



My dental benefits are affordable

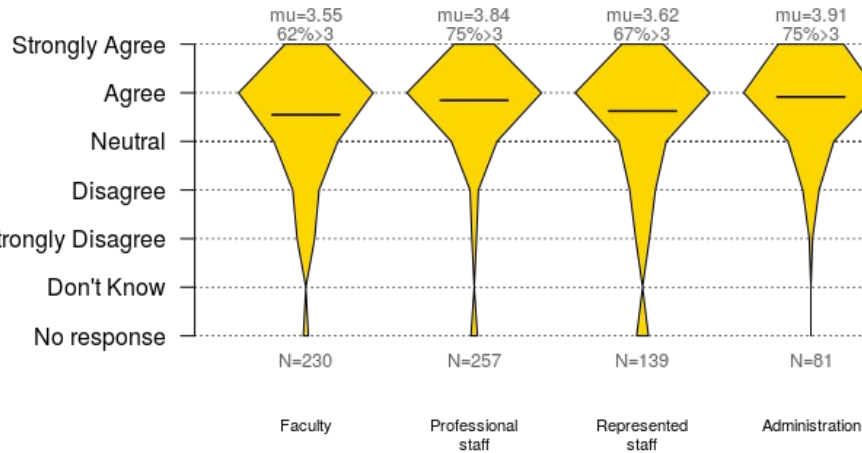


My dental benefits are adequate

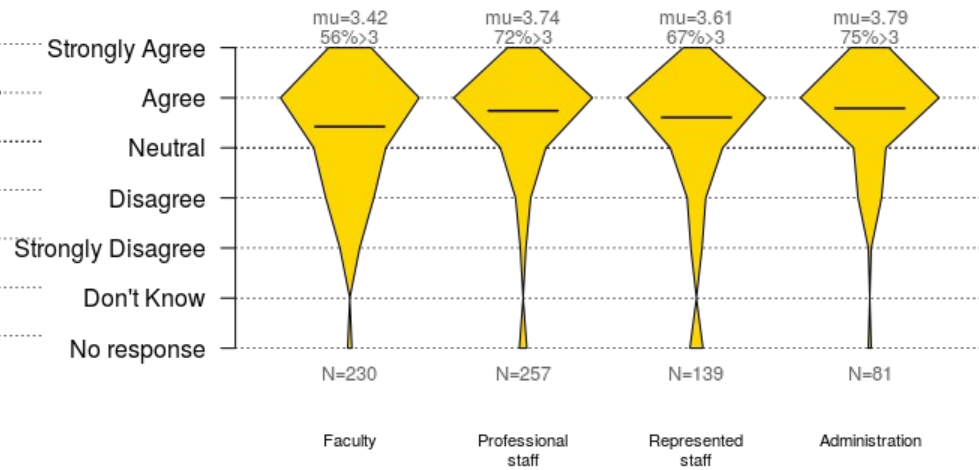


Attitudes on **working conditions** at Michigan Technological University

My eye care benefits are affordable

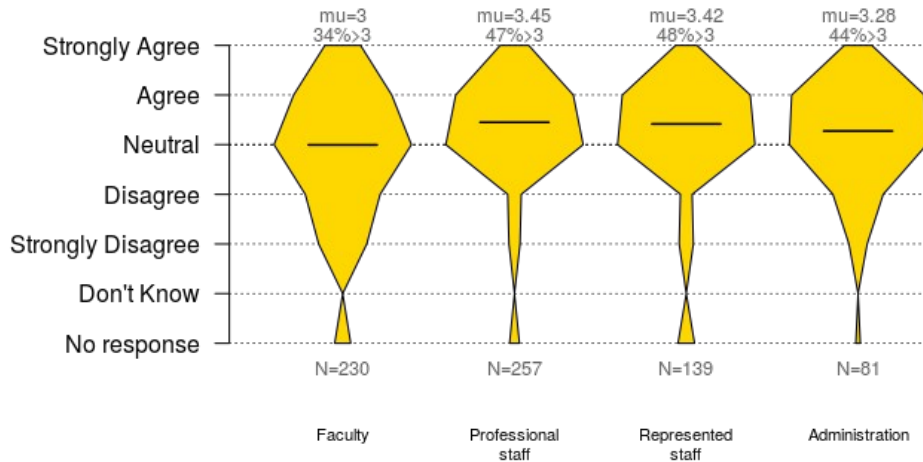


My eye care benefits are adequate

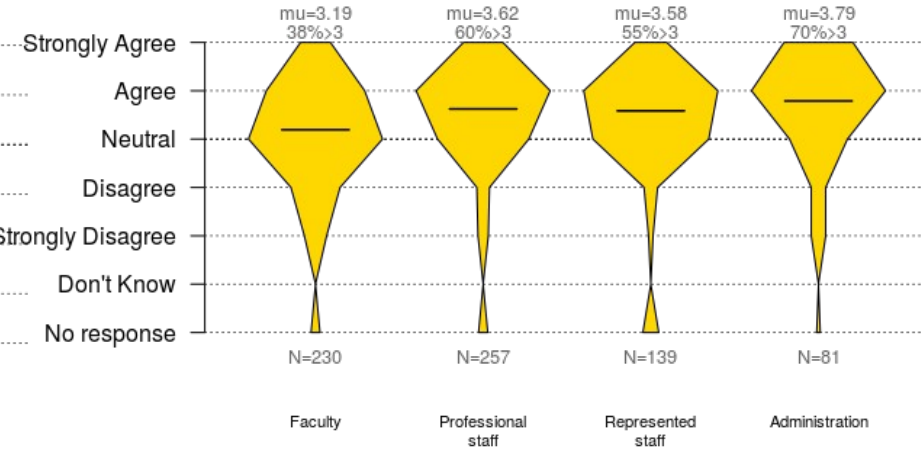


Attitudes on **working conditions** at Michigan Technological University

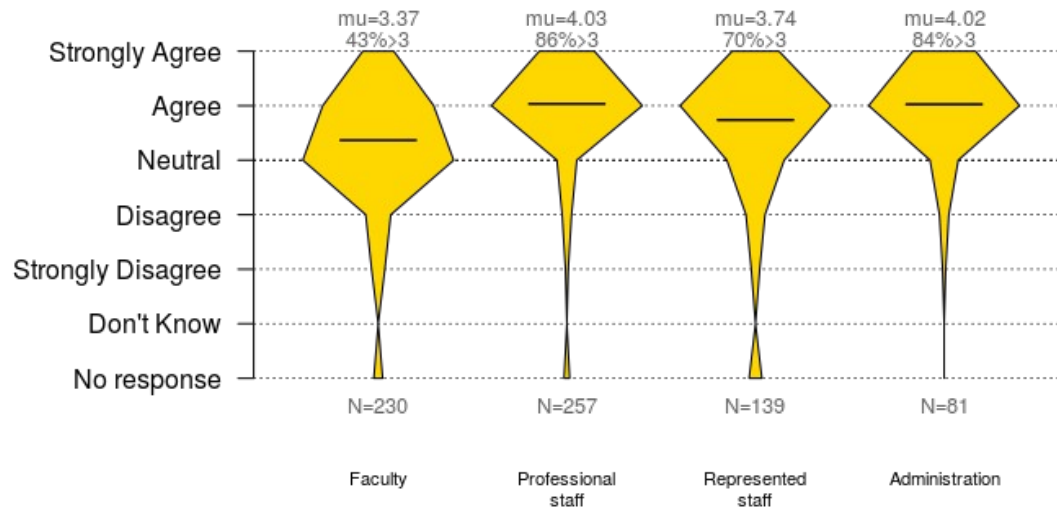
There are adequate spousal/partner accommodations



There are adequate family leave allowances (maternity, paternity, adoption)



There are adequate sick leave allowances



Respondent's attitude toward specific working conditions (Set 2) Factor Analysis

	Component	
	Eye care & Dental	Salary benefits except health care
Opportunities for promotion		.665
Salary fair		.690
Vacation		.603
Dental affordable	.868	
Dental adequate	.869	
Eyecare affordable	.883	
Eyecare adequate	.875	
Spousal accommodation adequate		.562
Family leave adequate		.488

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.^a

a. Rotation converged in 3 iterations.

59.6% of the variation explained. Healthcare variables did not load in the factor analysis.

Comparison of Means using ANOVA (Roles – Respondent health care)

Health care affordable

Tukey B^{a,b}

Role	N	Subset for alpha = 0.05		
		1	2	3
union	304	2.81	3.01	3.21
faculty	447			
professional staff	566			

Health care adequate

Tukey B^{a,b}

Role	N	Subset for alpha = 0.05	
		1	2
faculty	451	2.90	3.27
union	304	2.99	
professional staff	566		

Comparison of Means using ANOVA (Roles – Respondent general and specific attitude)

Dental & Eye Care (Set 2) (Factored)

Tukey B^{a,b}

Role	N	Subset for alpha = 0.05	
		1	2
faculty	440	3.51	
union	300	3.60	
professional staff	558		3.81

Salary & promotion minus health care (Set 2) (Factored)

Tukey B^{a,b}

Role	N	Subset for alpha = 0.05		
		1	2	3
faculty	427	3.12		
union	300		3.31	
professional staff	558			3.43

Summary of Comments

- Many detailed comments about health care costs, and options, individual issues that may be helpful in improving the plan.
- Many comments on trade-off and importance of both benefits and salary.
- Affordability of health care for lower-paid employees

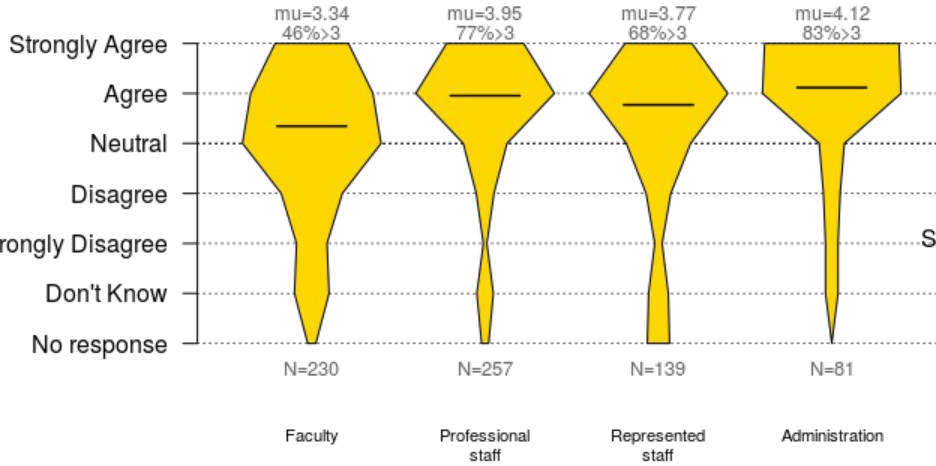
General attitudes about the President (Set 3)

	N	Mean	Std. Deviation	Percent Agree or Strongly Agree	Percent Don't Know
Seeks views and opinions	1037	3.50	1.086	39.9	20.8
Positive relations with community	1185	3.96	.924	64.2	10.0
Positive relations with industry	1101	4.01	.869	60.2	16.0
Positive relations with state government	1059	3.96	.883	56.5	19.4
Positive relations with federal government	975	3.87	.887	48.4	25.3
Strong leadership	1212	3.79	1.035	57.9	8.0

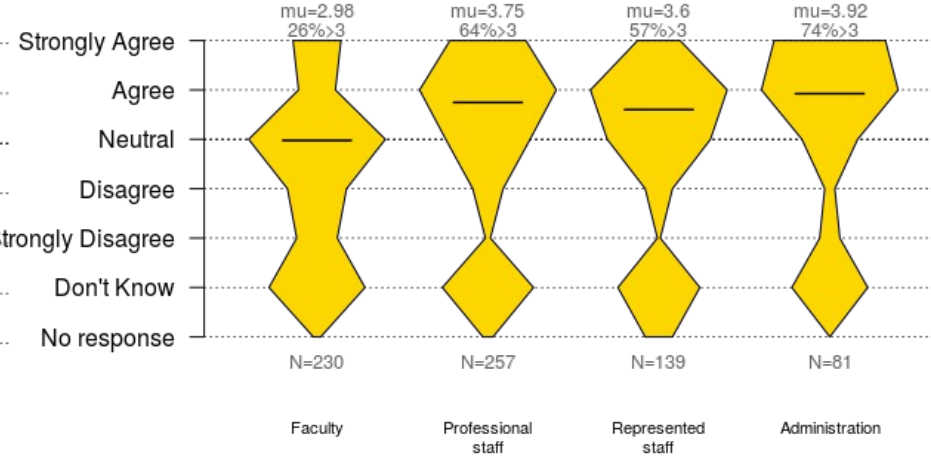
Reliability analysis using Cronbach's Alpha = .950. Therefore, items cannot be ranked as
All equally important. Items summed into new variable
("General attitude about the President"). Percent "don't know" were coded as missing.

General attitudes toward the President

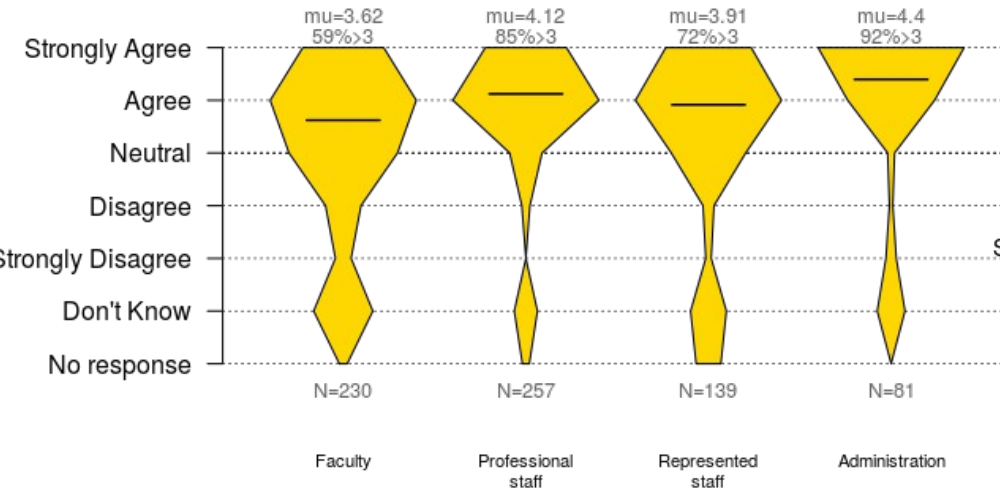
He keeps us informed about important issues on campus



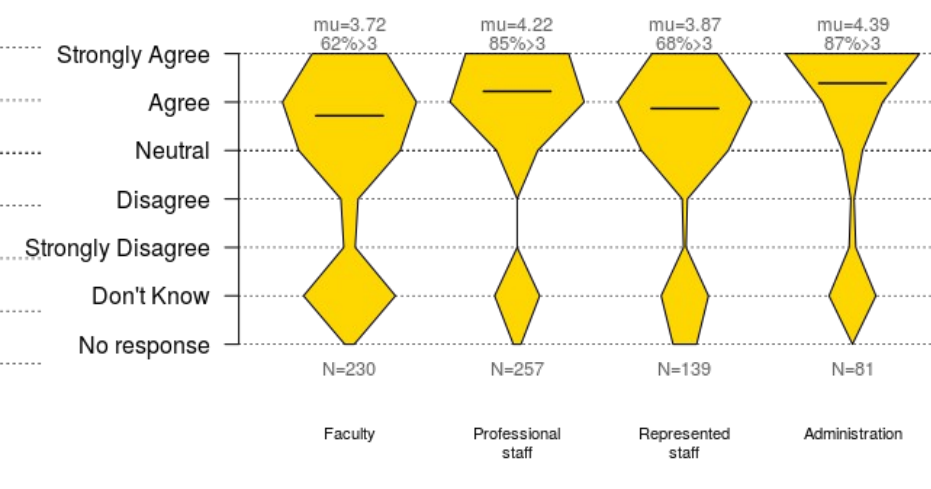
He seeks others' views and opinions



He promotes positive relationships between the university and community

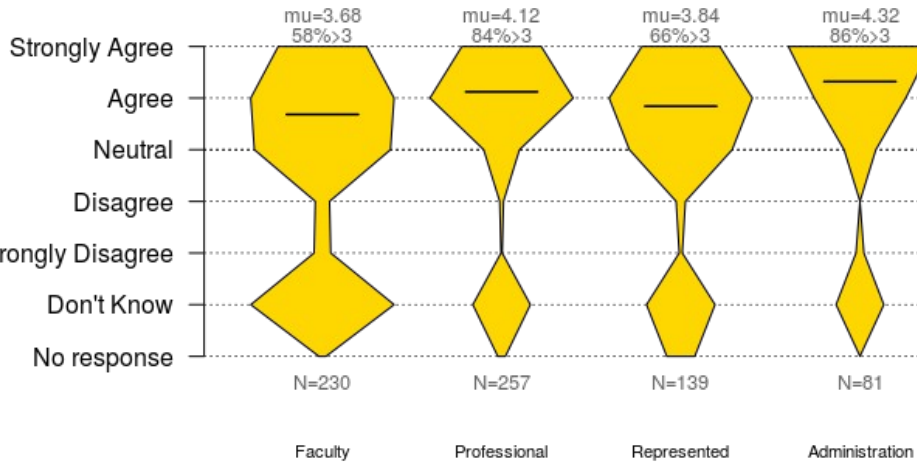


He promotes positive relationships between the university and industry

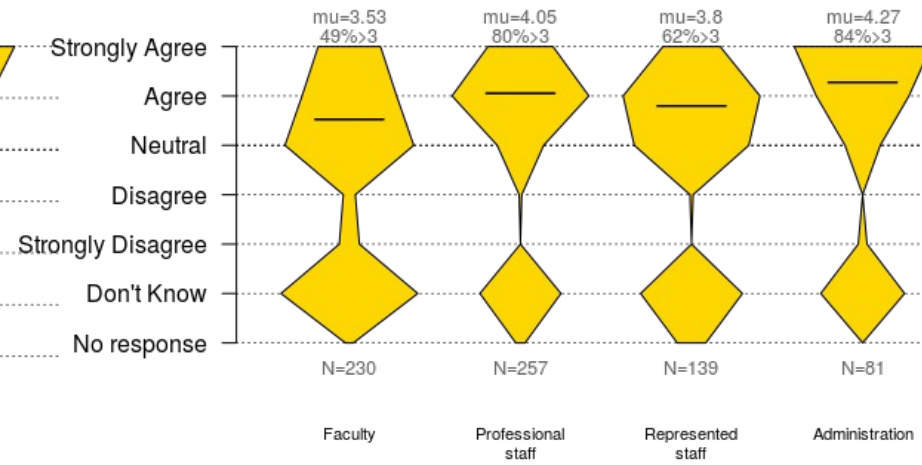


General attitudes toward the President

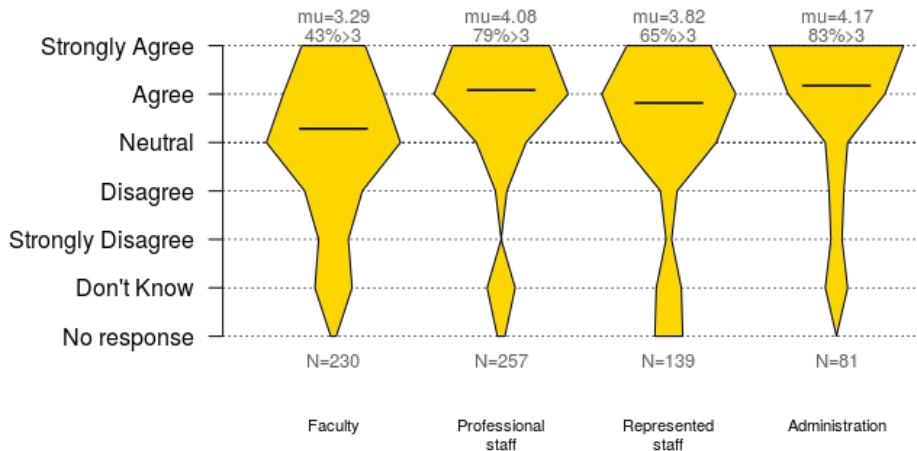
He promotes positive relationships between the university and the state government



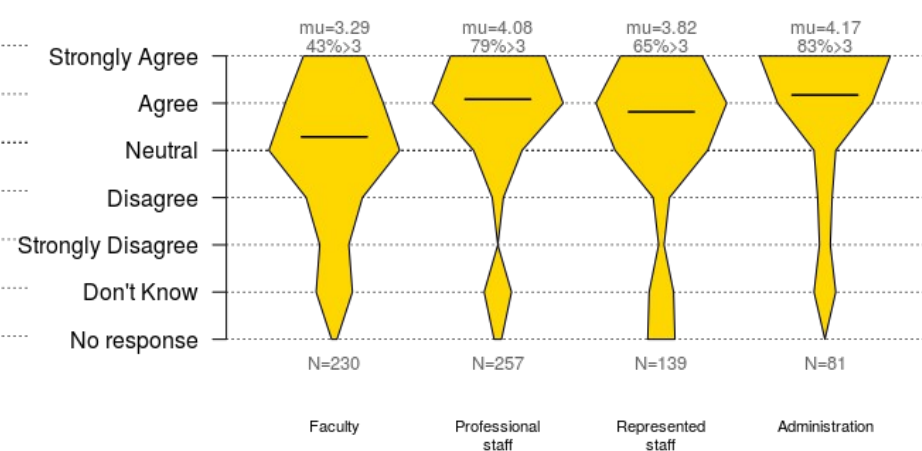
He promotes positive relationships between the university and the federal government



He has demonstrates strong leadership skills



He has demonstrates strong leadership skills



Summary Comments

- Many comments about visibility on campus/understanding his role.
- Both positive and negative comments

Comparison of Means using ANOVA (Roles – Attitude towards President)

Overall general feelings about President (Set 3) (Summed)

Tukey B^{a,b}

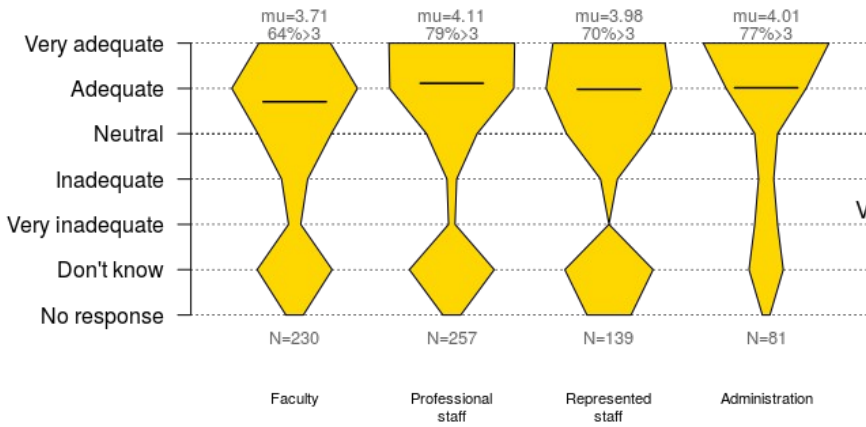
Role	N	Subset for alpha = 0.05		
		1	2	3
Faculty	275	3.50		
Union	200		3.65	
Professional staff	379			4.07

Specific Attitudes about the President (Set 4)

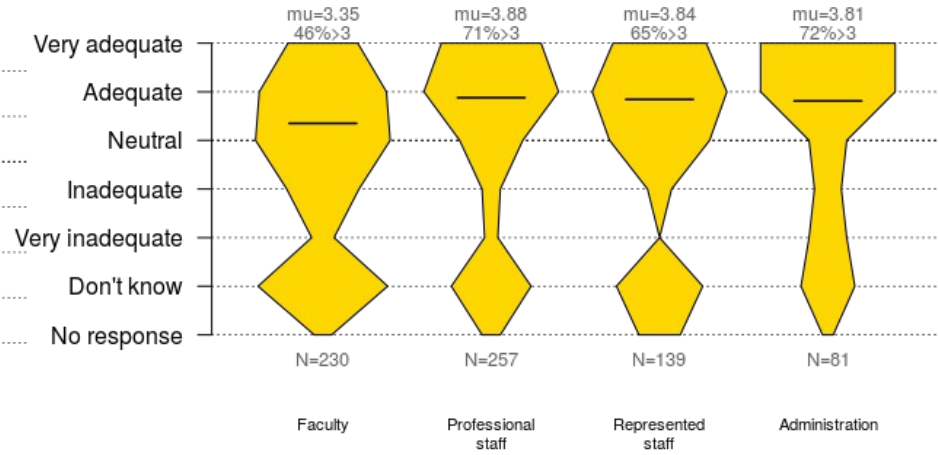
	N	Mean	Std. Deviation	Percent who stated Adequate or Strongly Adequate	Percent who Don't Know
Support growth of graduate programs	1037	3.95	1.010	57.2	18.4
Support growth of undergraduate programs	1037	3.71	1.082	47.5	19.0
Promote culture of improvement	1152	3.84	1.100	57.5	10.5
Communicates policies and procedures	1115	3.62	1.081	47.1	13.3
Support facilities	965	3.65	1.073	42.9	24.0
Support capital investment	916	3.77	1.023	42.3	27.8
Support safe working environment	1151	4.02	.990	65.1	10.8
Manage budget	1060	3.78	1.121	49.1	17.1
Promote diversity	1143	3.87	1.112	58.9	11.1
Fundraising	1068	4.04	.993	59.6	16.4
Student Recruitment	1058	3.93	1.026	57.4	17.0
Faculty Recruitment	992	3.77	1.037	42.2	22.0
Staff Recruitment	943	3.64	1.061	40.5	25.1
Promote research funding	1039	3.93	1.019	53.5	18.6
Promote research activities	1041	3.97	1.025	55.4	18.0
Promote IT	1099	3.36	1.269	42.3	14.0
Promote library	894	3.55	1.117	46.6	28.5

Specific attitudes toward the President

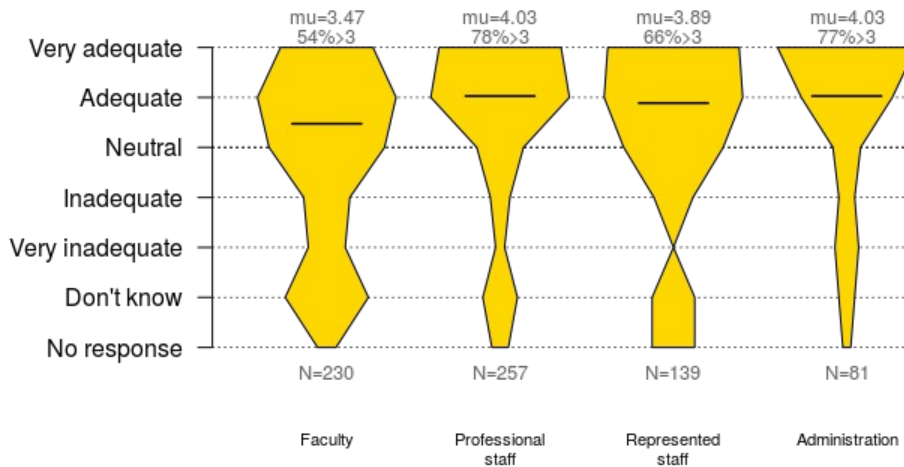
Supported the growth of graduate programs



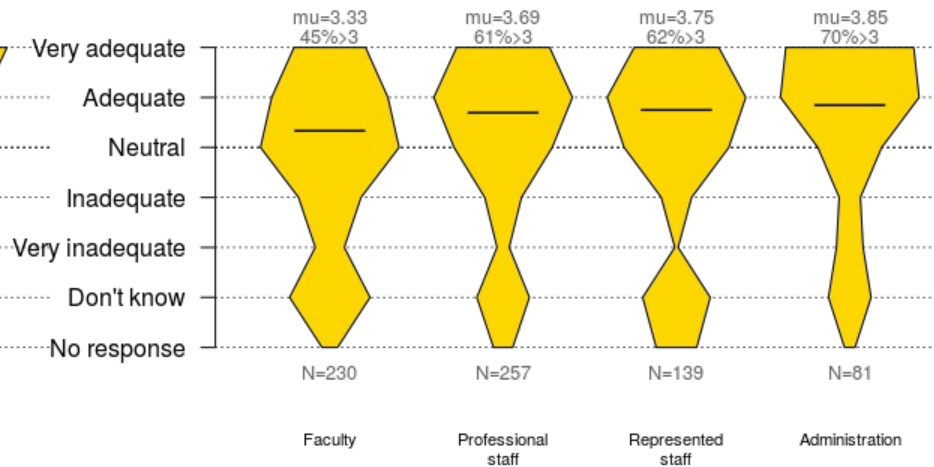
Supported the growth of undergraduate programs



Promoted a culture of continuous improvement

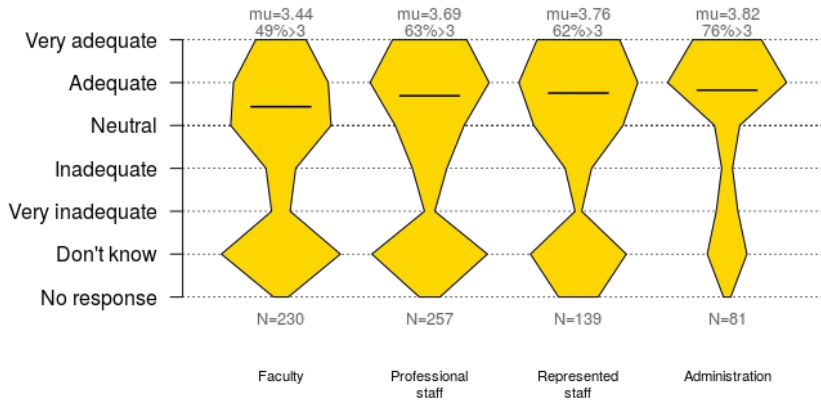


Clearly communicated procedures and policies

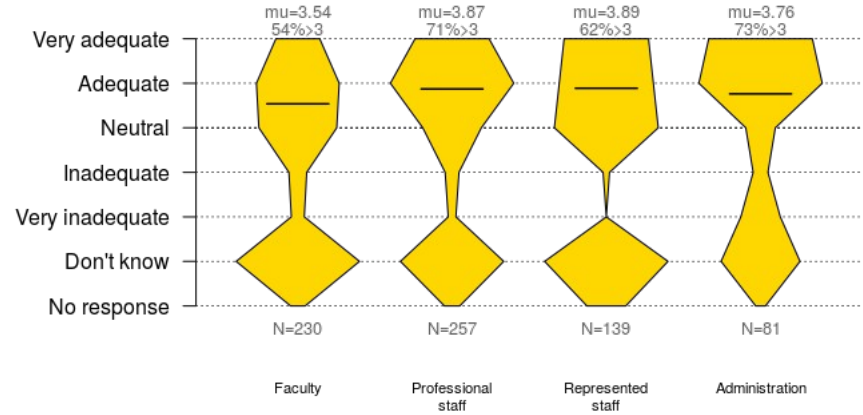


Specific attitudes toward the President

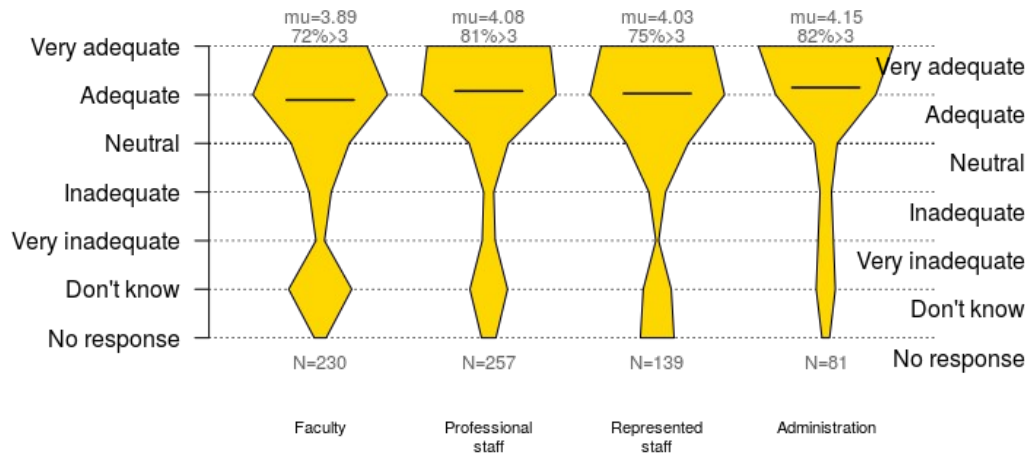
Supported facility management



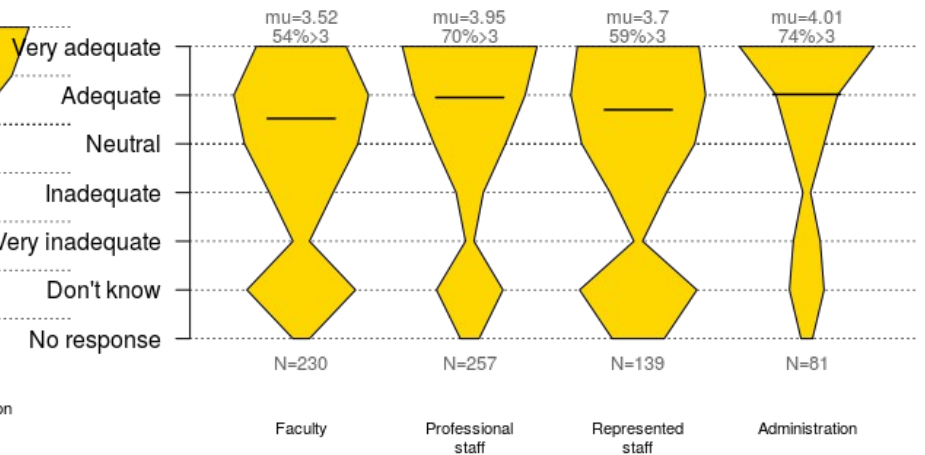
Supported capital investment



Promoted a safe work environment

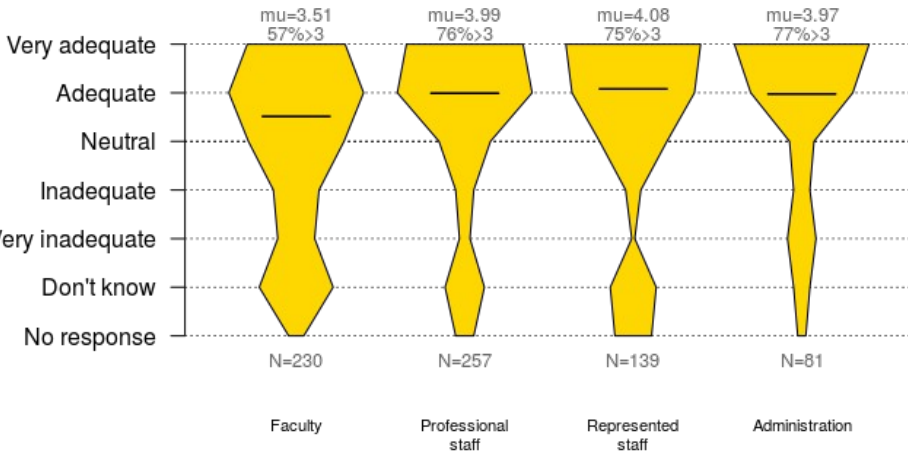


Managed the budget responsibly

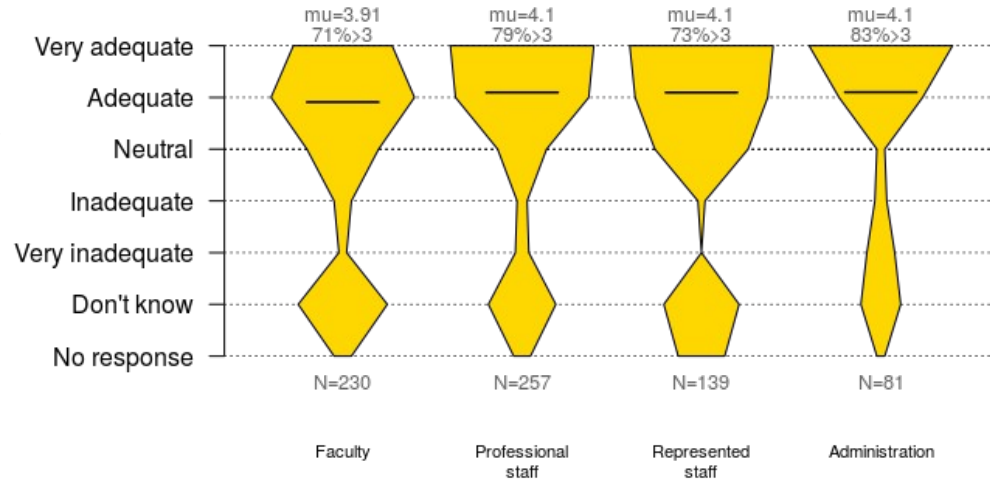


Specific attitudes toward the President

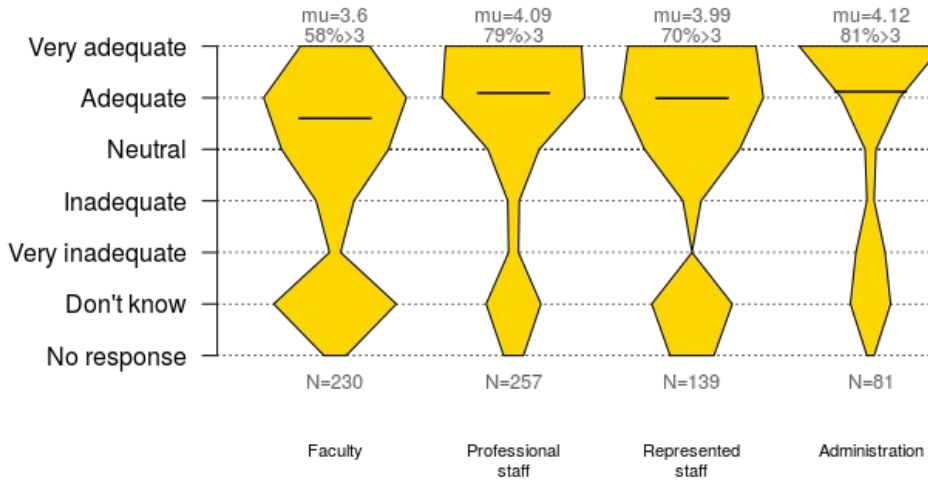
Promoted diversity



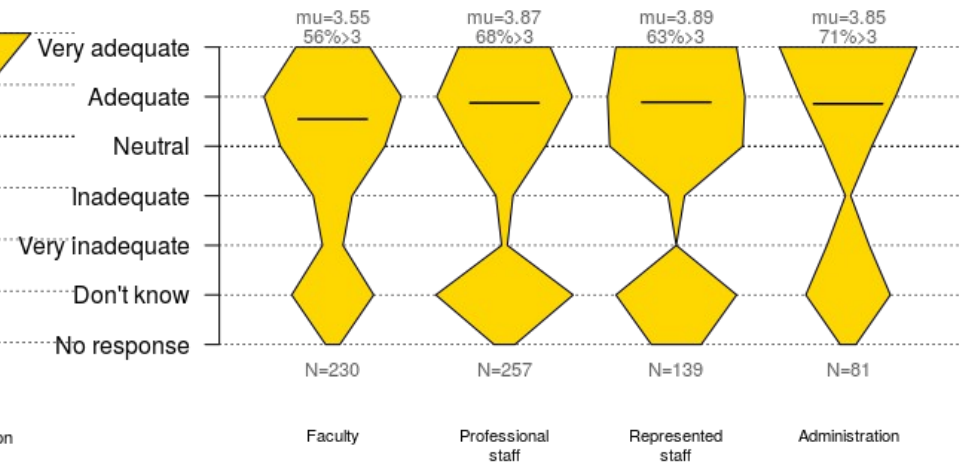
Supported fundraising



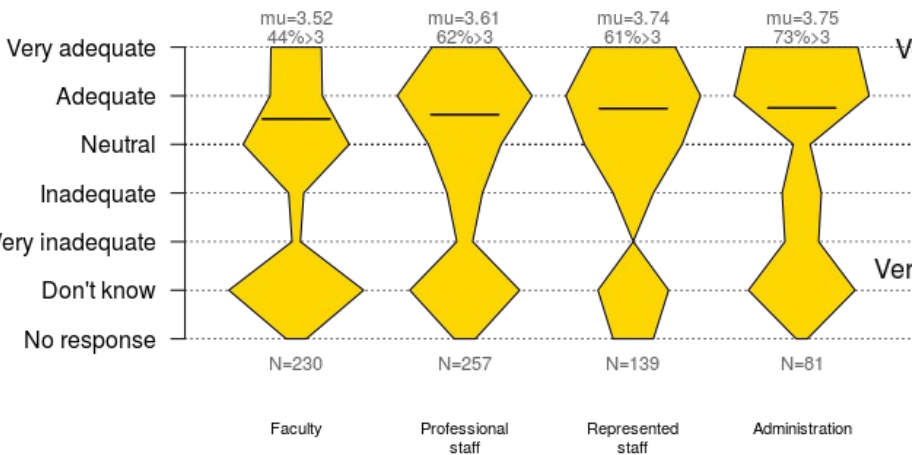
Supported student recruitment



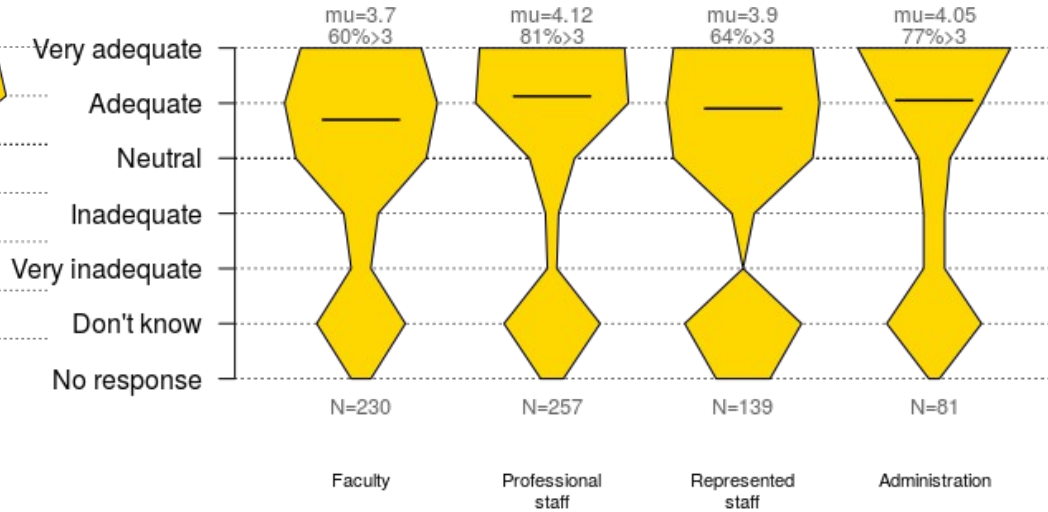
Supported faculty recruitment



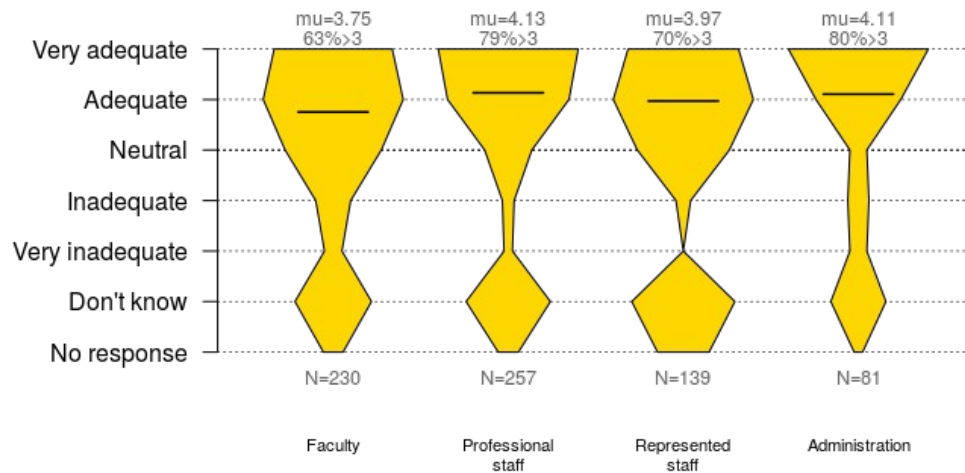
Supported staff recruitment



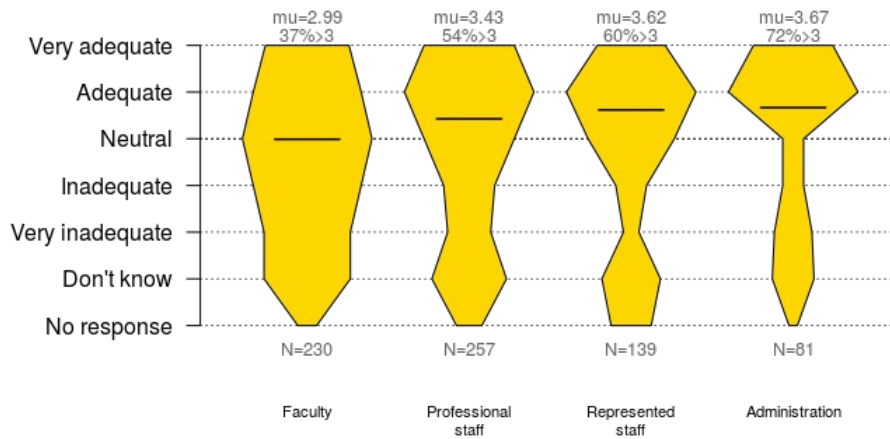
Promoted research funding



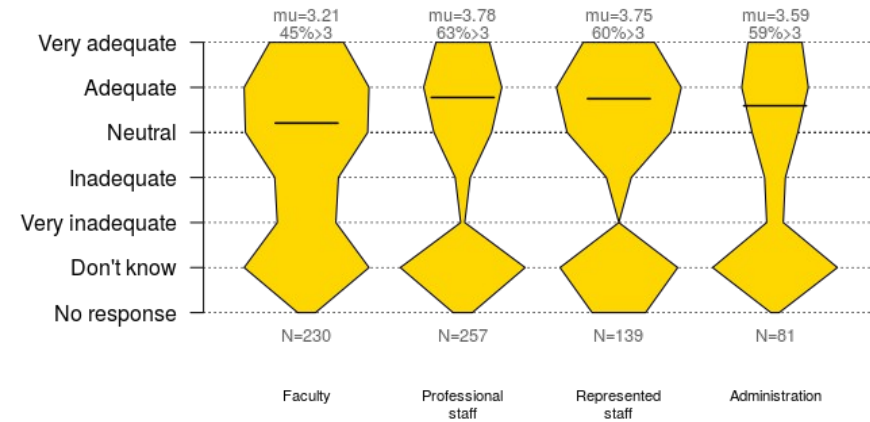
Promoted research activities



Promoted quality IT Infrastructure and services



Promoted library services



Respondents Specific Comments About the President



Comparison of Means using ANOVA (Roles – Attitude towards President)

Overall adequate performance of President (Set 4) (Summed)

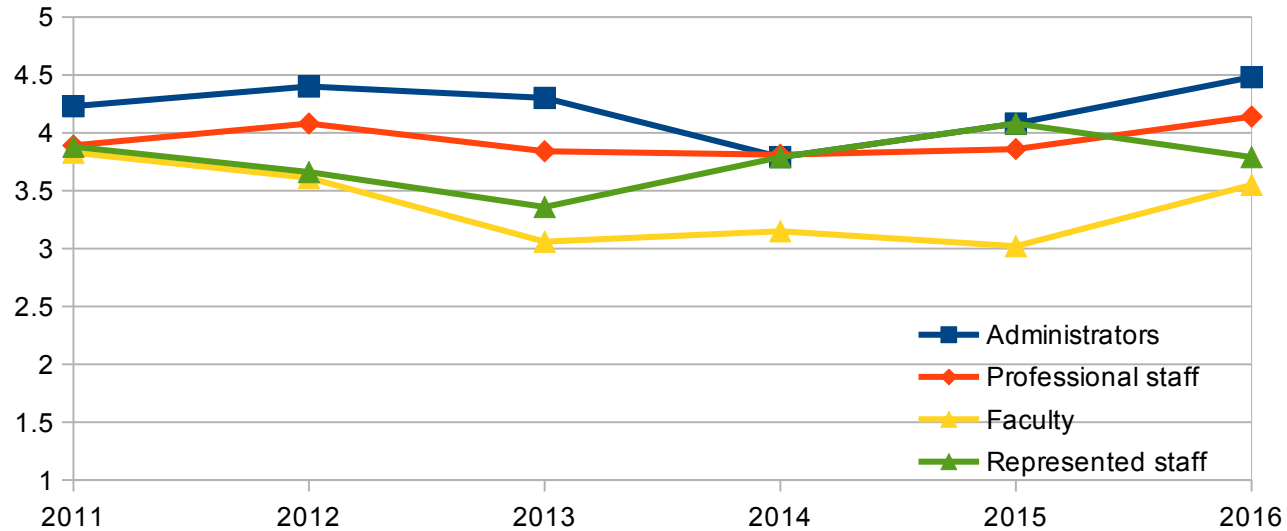
Tukey B^{a,b}

Role	N	Subset for alpha = 0.05	
		1	2
Faculty	196	3.47	
Union	166		3.72
Professional staff	256		3.91

Comment summary

- Many specific comments about policies (e.g. tuition, library,
- Balance between different colleges, programs, undergrad and graduate programs.

Overall Performance

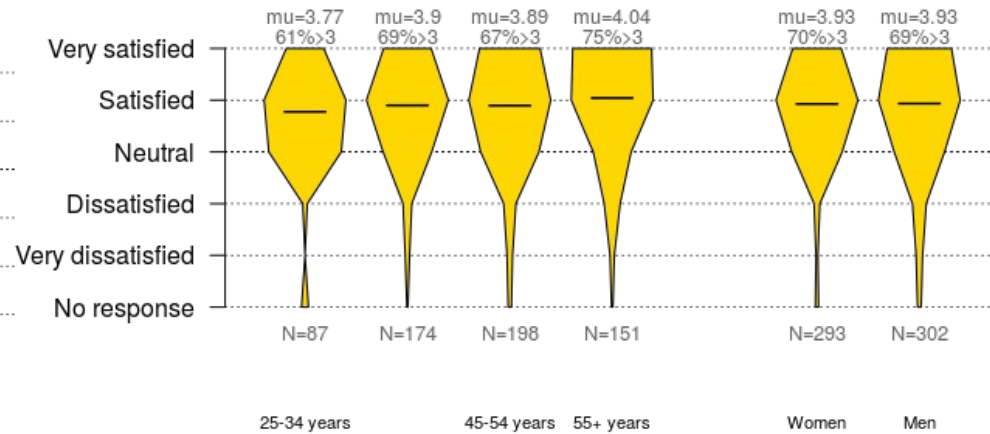
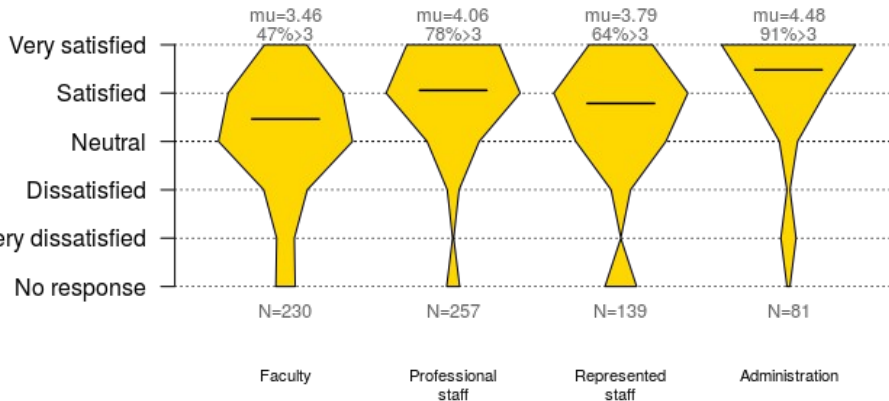


- Question changed somewhat from previous years
- Changes in rating over time may stem from different samples, different questions, different surveys

Main evaluative question: "How satisfied were you with the President's overall performance over the past year?"

How satisfied were you with the President's overall performance over the past year?

How satisfied were you with the President's overall performance over the past year?



No significant differences by gender, only income earner, or academic rank
 Differences by **role**, non-constituent, **age**, length of employment, and whether you were employed outside of the US

Overall Performance

- Non-constituents higher
- Faculty, represented, and prof. staff differed
- <1 year highest

Non-Senate Constituent***	N	Mean	Std. Deviation	Std. Error Mean
Not a Constituent	147	4.27	1.077	.089
Constituent	769	3.69	.979	.035

Role

Tukey B^{a,b}

Role	N	Subset for alpha = 0.05		
		1	2	3
Faculty	436	3.39		
Union	290		3.79	
Professional staff	558			4.13

Length of Employment**

Tukey B^{a,b}

	N	Subset for alpha = 0.05	
		1	2
1-5 years	349	3.69	
11-20 years	270	3.79	
>20years	559	3.82	
Less than one year	104		4.04

Summary

- Role (faculty, professional staff, represented staff, administration) illustrated the strongest differences in terms of overall satisfaction and attitudes towards the President's performance
-
- Health care and benefits remain critical issues
-
- Preliminary analysis suggests a correlation between the individual's satisfaction and approval of the President.
-
- Anonymized open-ended comments will not be part of report, but committee is proposing to forward to President and BoC, as has been done in past years.

Acknowledgements

- Mark Rouleau (Survey design class Instructor)
- Brent Burns
- Jennifer Dunn
- Caitlyn Eurich
- Judi Smigowski
- Caden Sumner

Analysis of the Comments

- Respondents were invited to provide written comments after each major set of questions
- Written comments do not reflect the population surveyed—of no inferential value
- Must be interpreted with caution!
- Wordles created in QSR NVivo
 - Each wordle contains the top 500 words, greater than five letters long, from the comments (stemmed)

Comparison of Means using ANOVA (Academic Rank)

Overall general respondent (Set 1) (Summed)

Tukey B^{a,b}

Academic Rank	N	Subset for alpha = 0.05	
		1	2
Non tenured	89	3.62	
Tenured	229		3.84
Tenure track	110		3.85

Overall general feelings about President (Set 3) (Summed)

Tukey B^{a,b}

Academic Rank	N	Subset for alpha = 0.05	
		1	2
Tenure track	46	3.19	
Tenured	157	3.56	3.56
Non tenured	60		3.64

Job secure

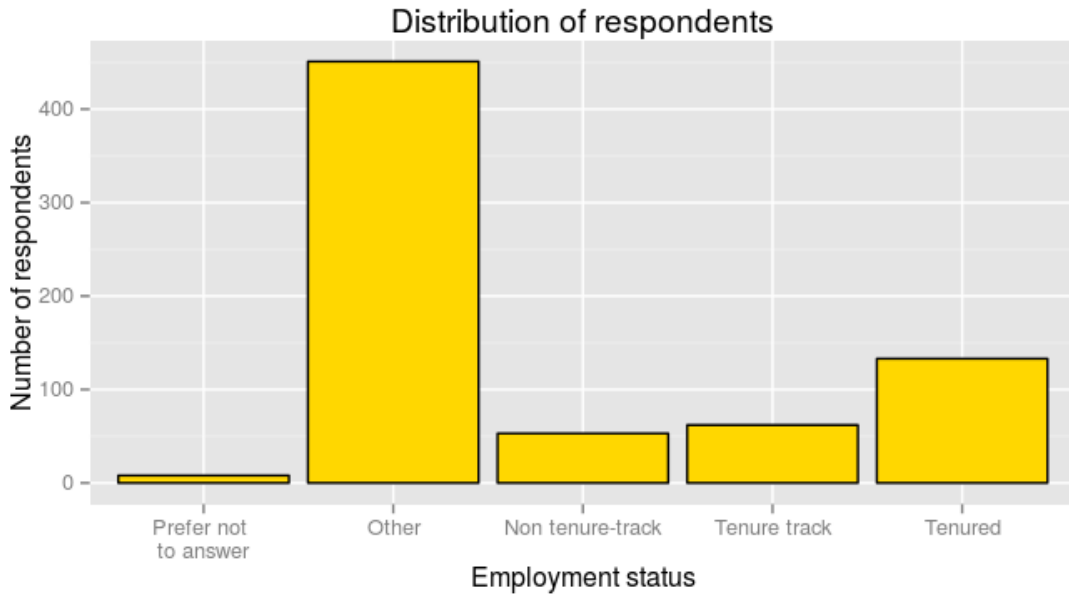
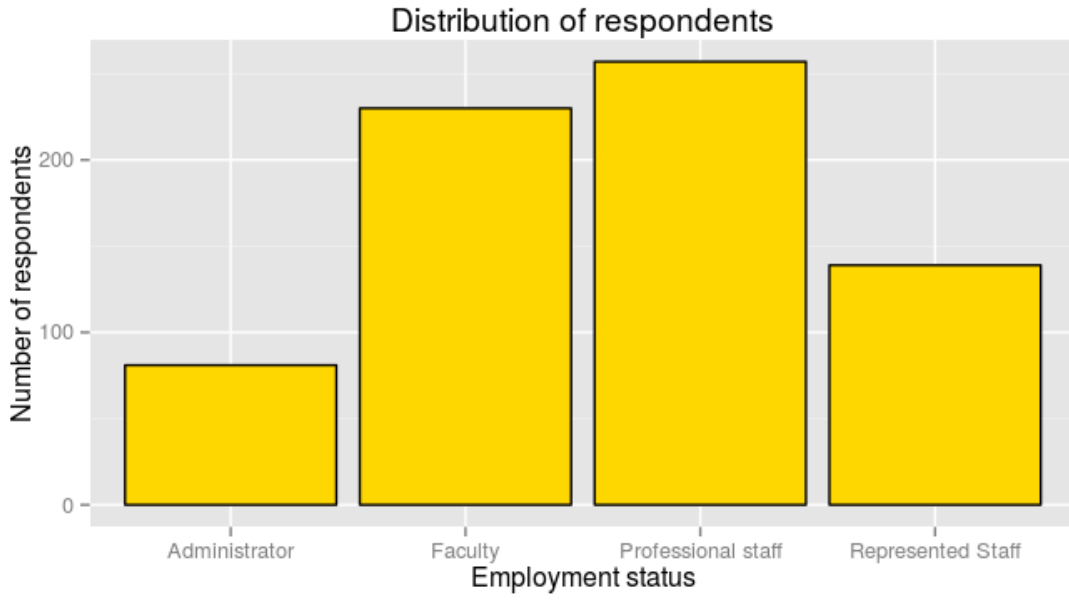
Tukey B^{a,b}

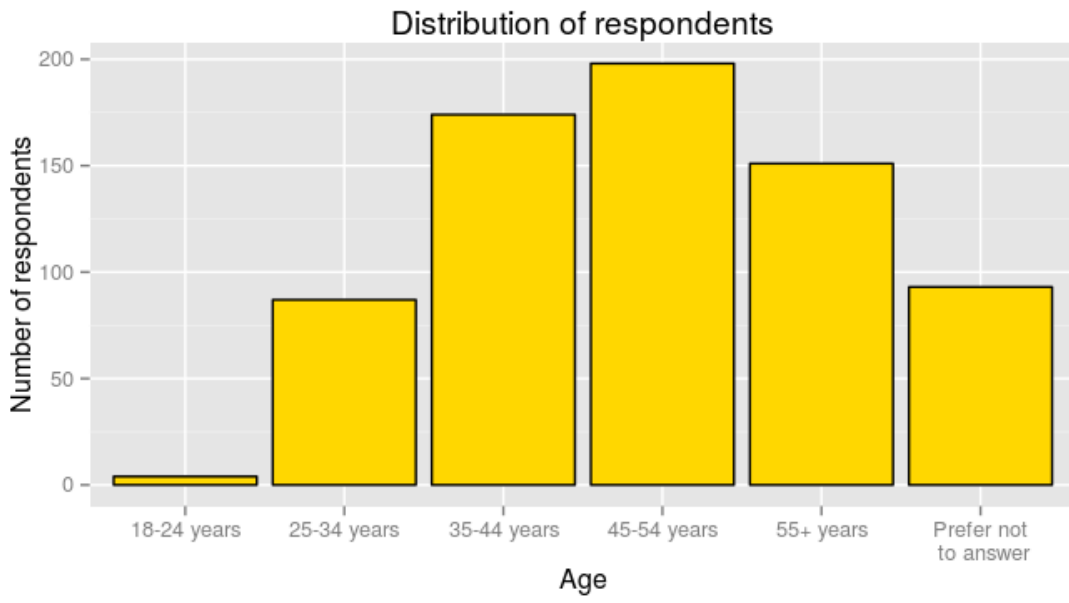
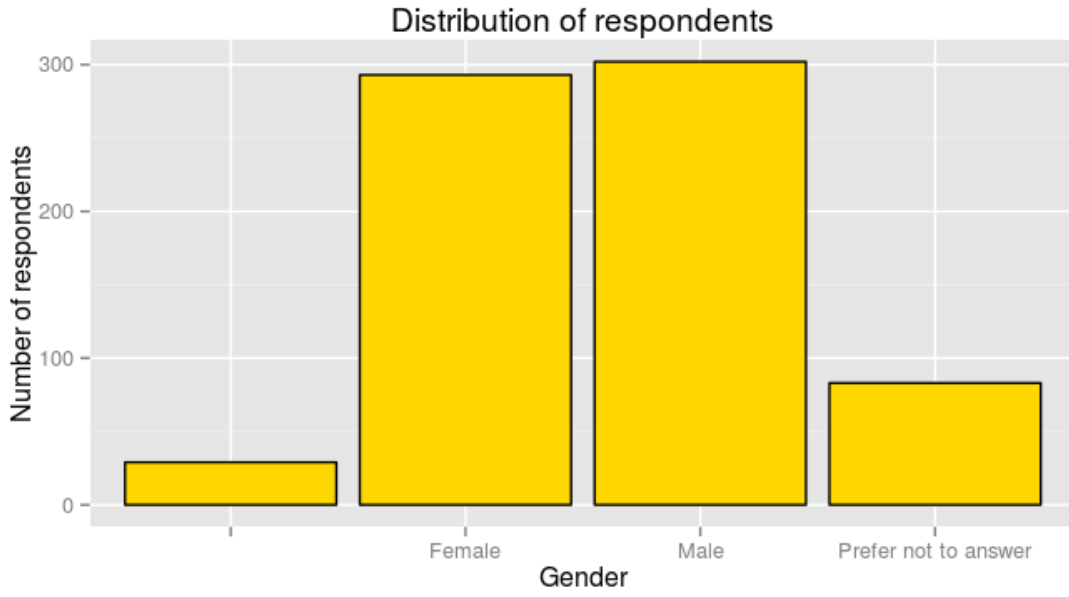
Academic Rank	N	Subset for alpha = 0.05	
		1	2
Tenure track	110	3.39	
Non tenured	91	3.51	
Tenured	238		4.29

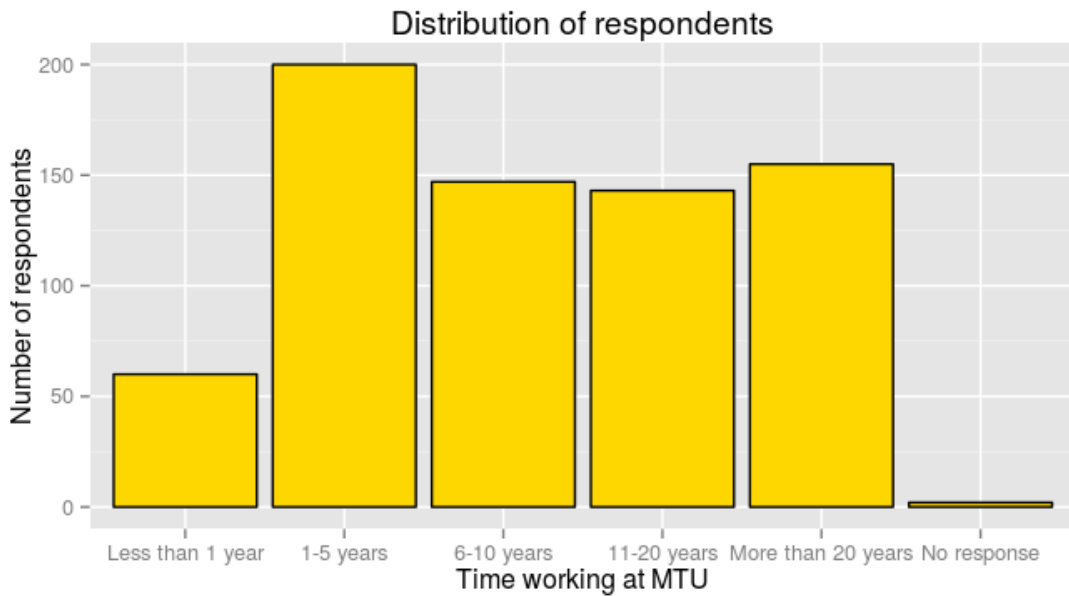
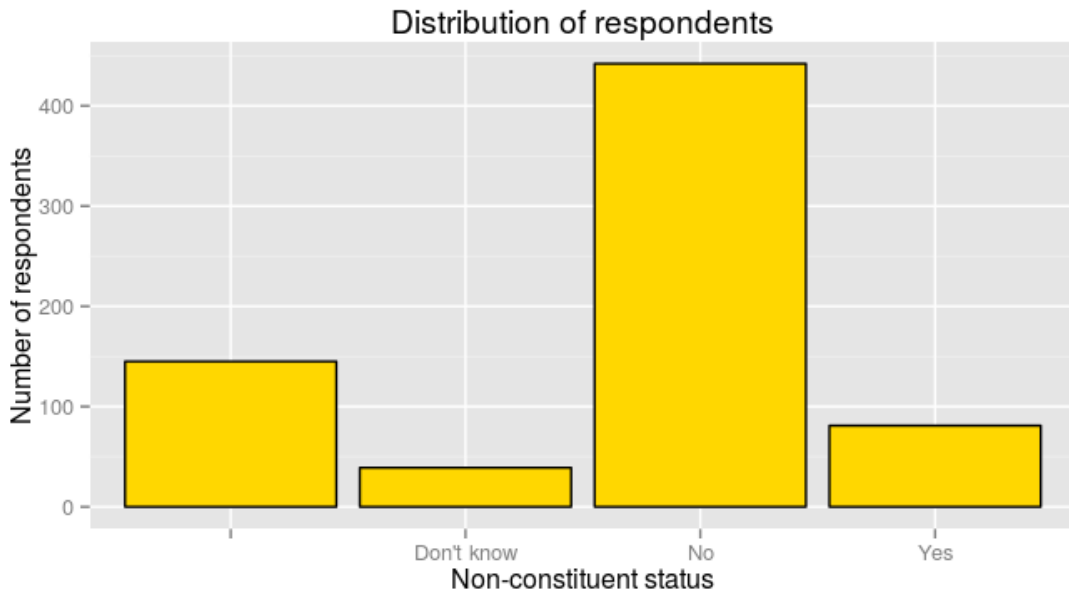
Presidents Evaluation Survey Analysis

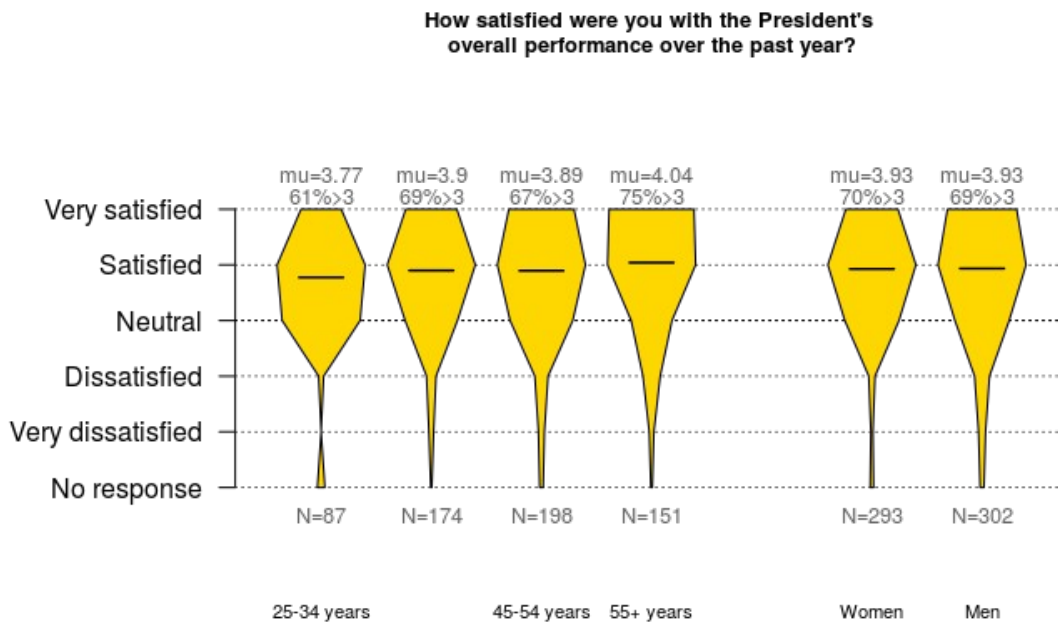
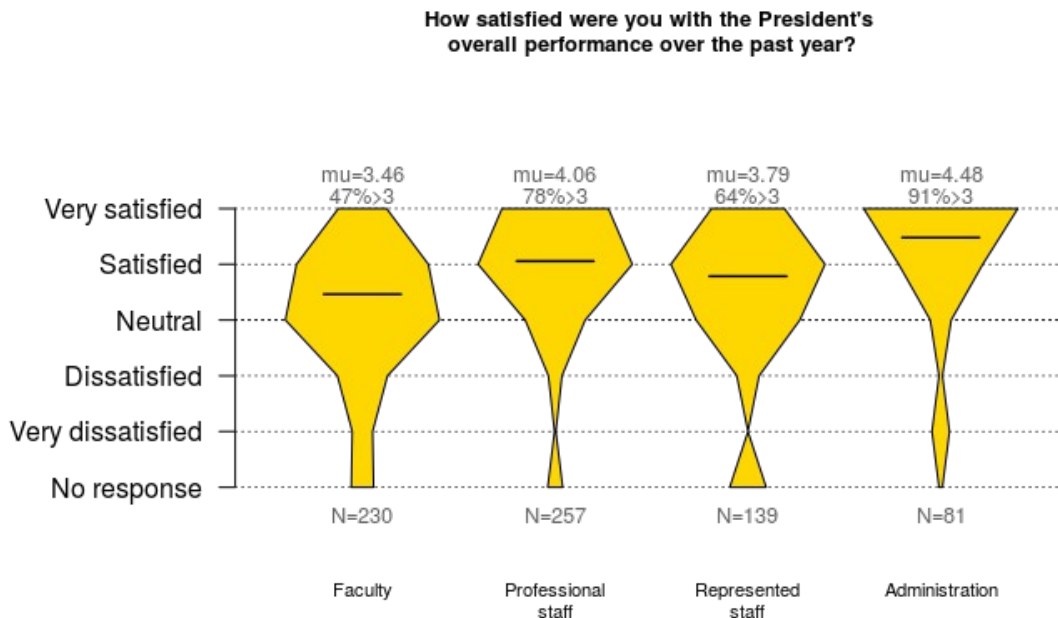
Appendix A

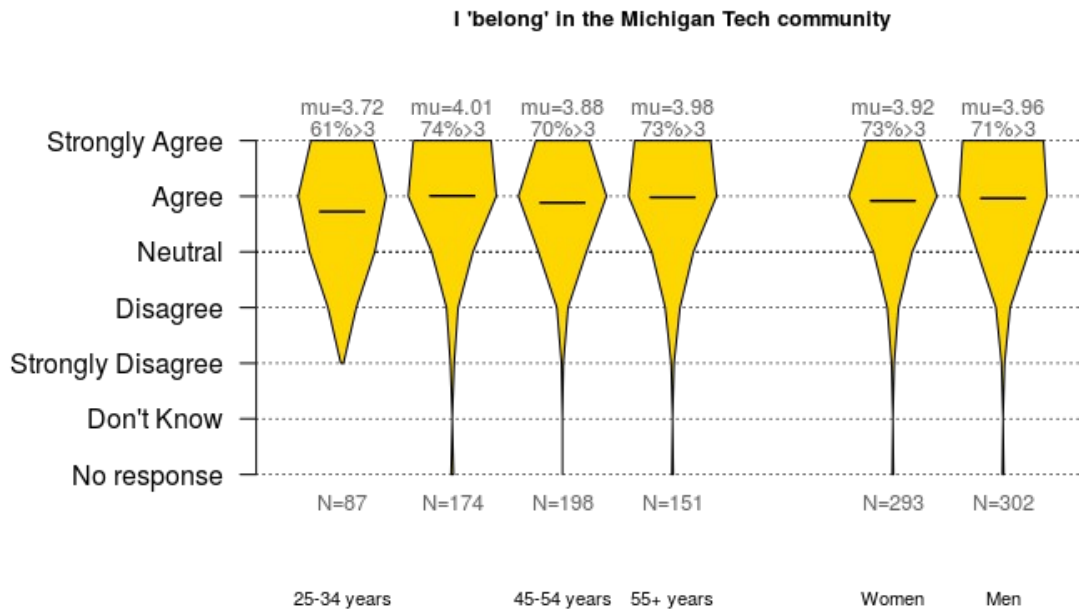
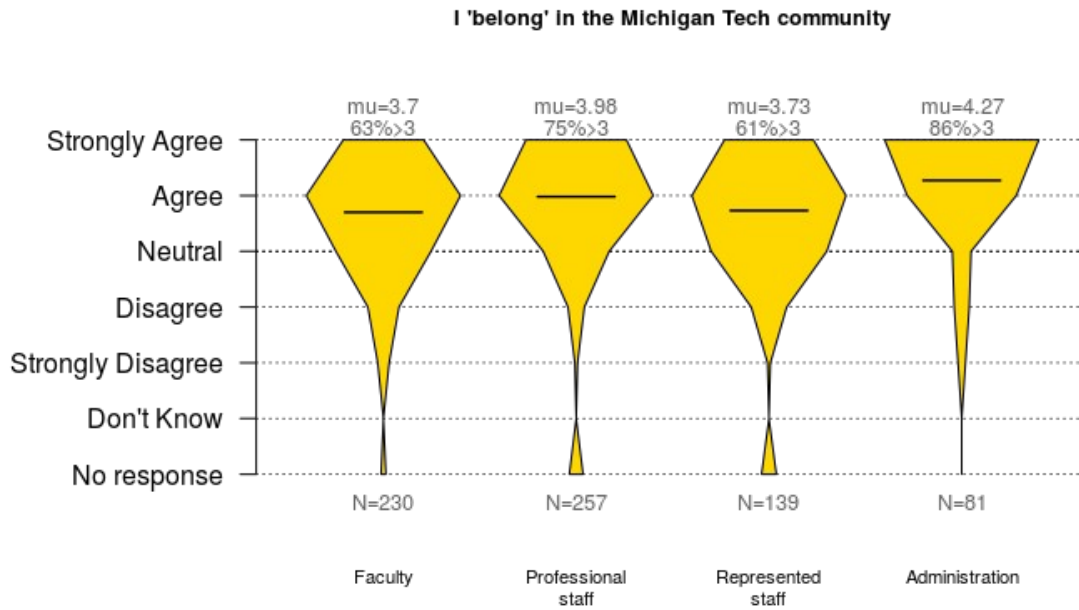
In each vertical histogram, width represents relative proportion of responses in each category given a specific response. Mean values at the top of each column exclude Don't Know and no-responses. For gender, only respondents identifying with either male or female were included in visualization; for age, the four respondents below age 25 were not included. Non-constituents are self-identified by answering 'yes' to the question, "Are you a Non-Senate constituent (e.g. Vice President, Dean, Director)?"

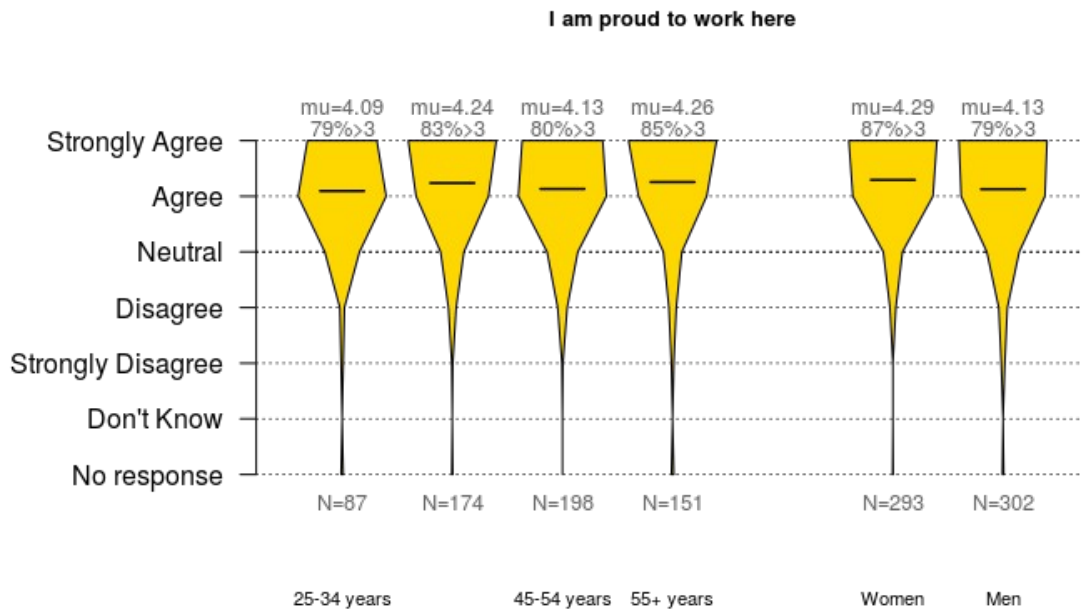
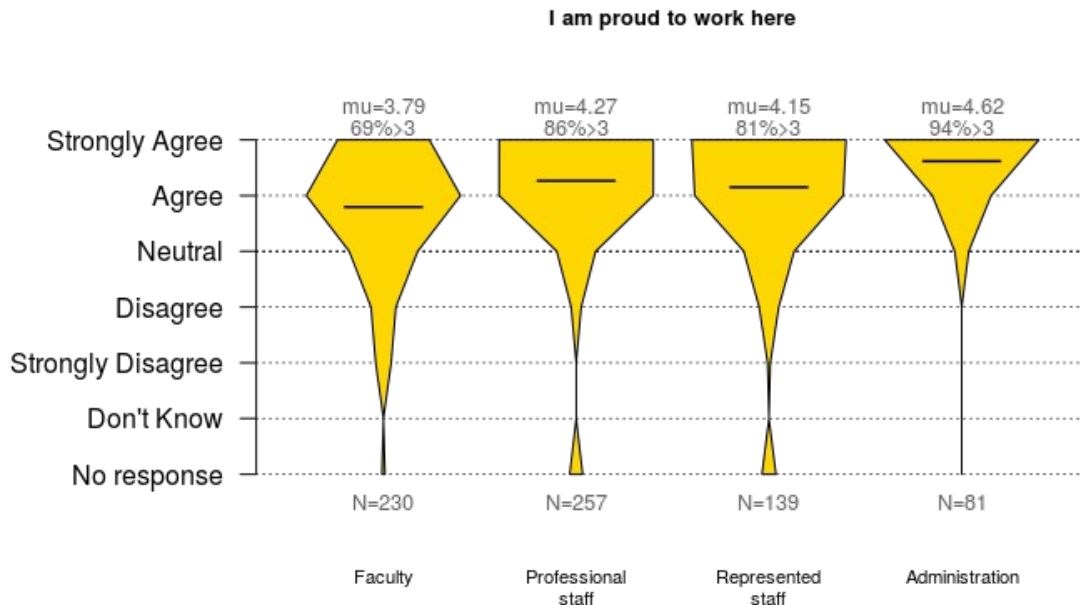


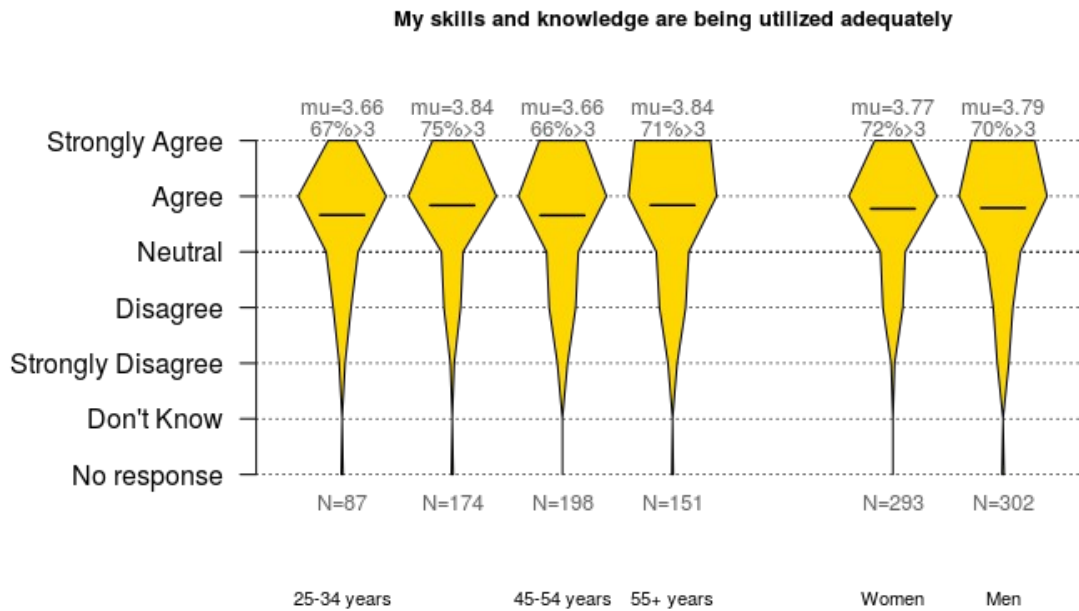
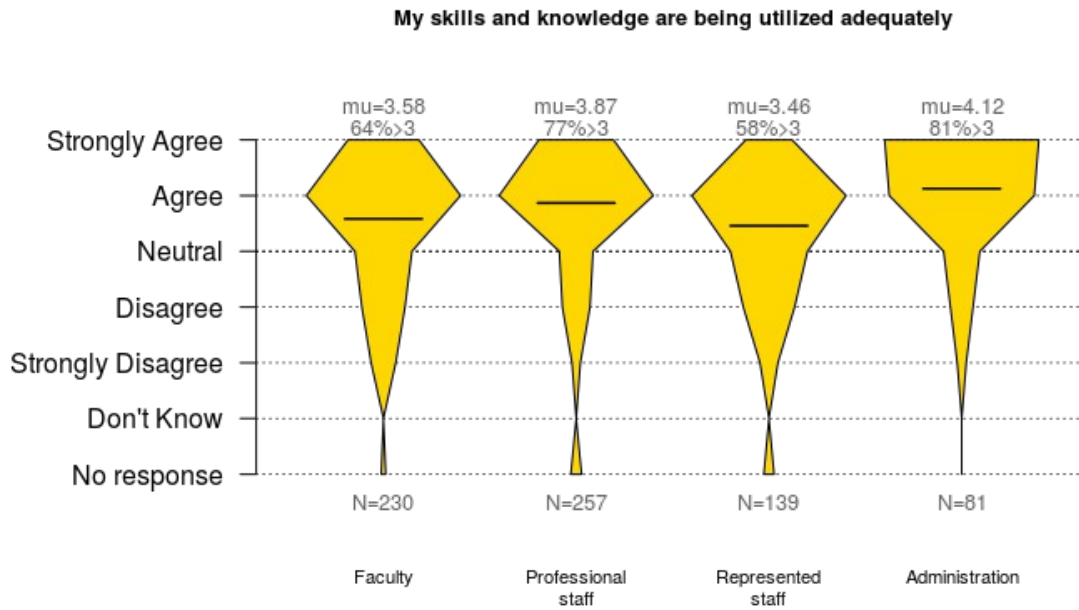


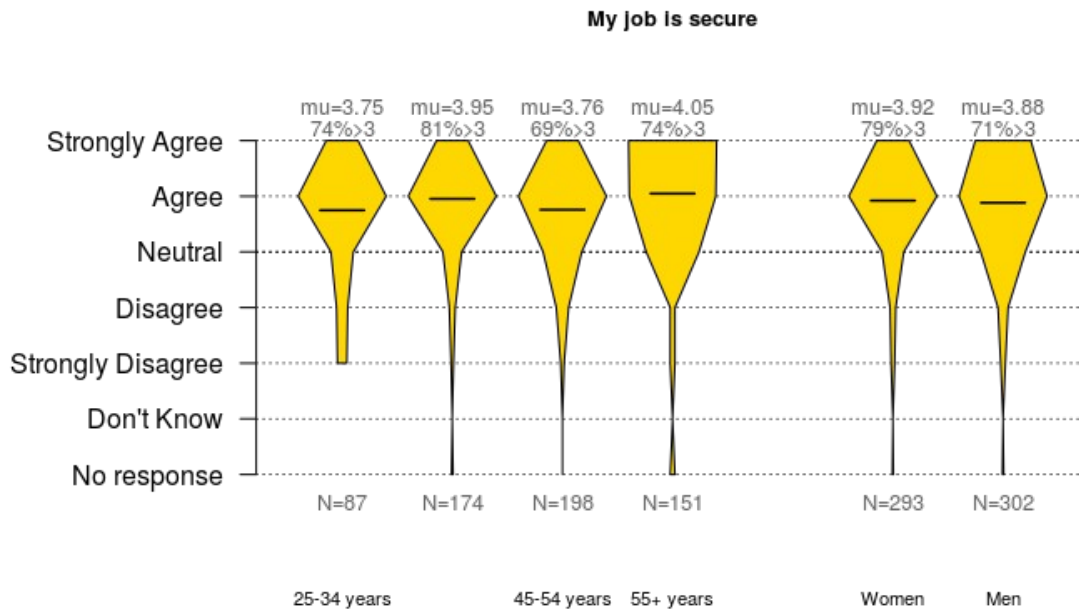
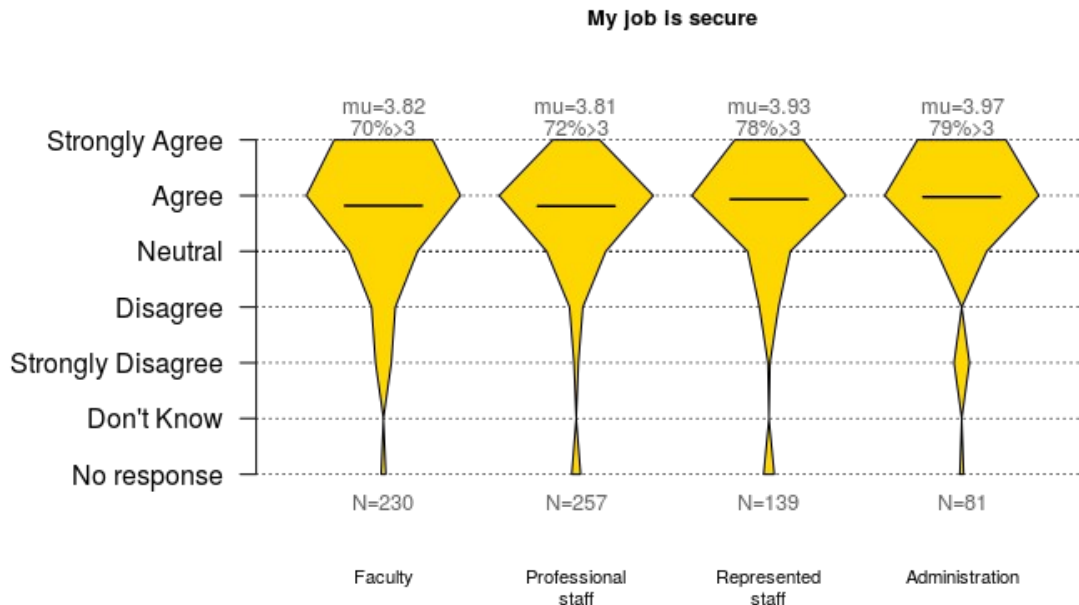


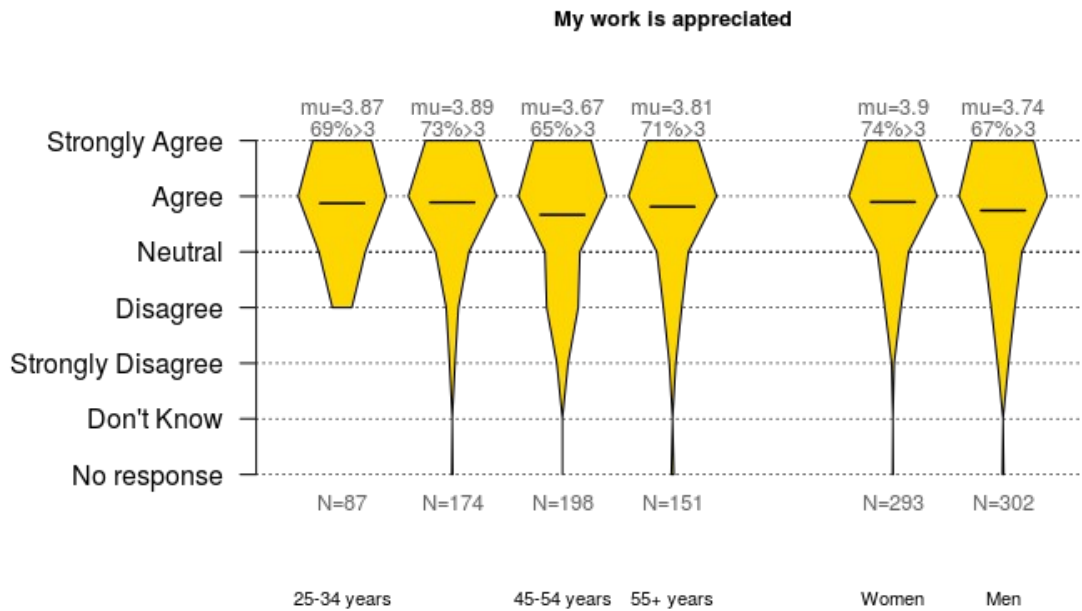
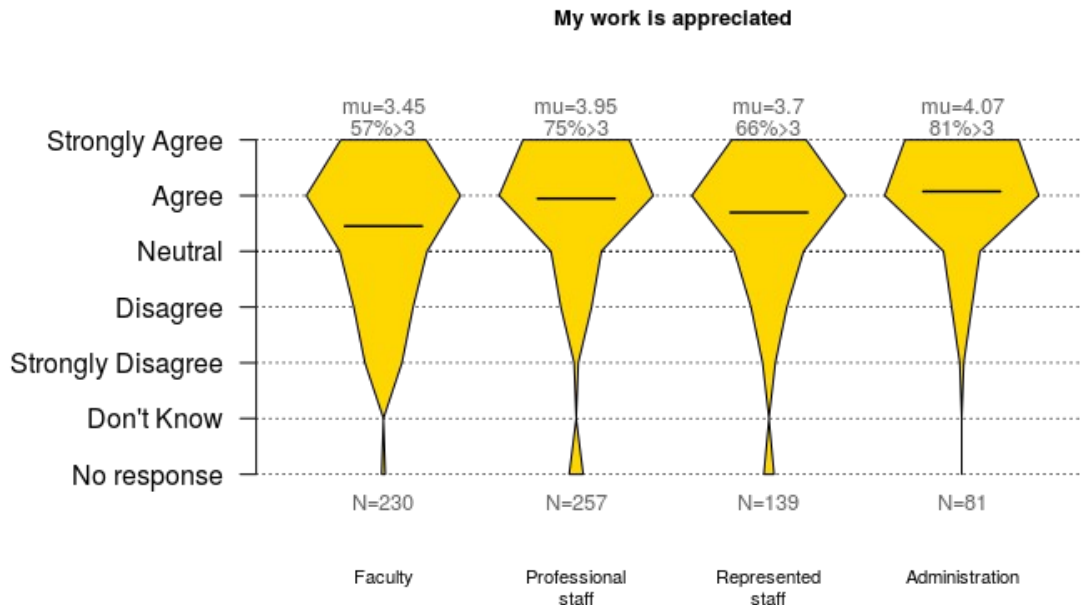


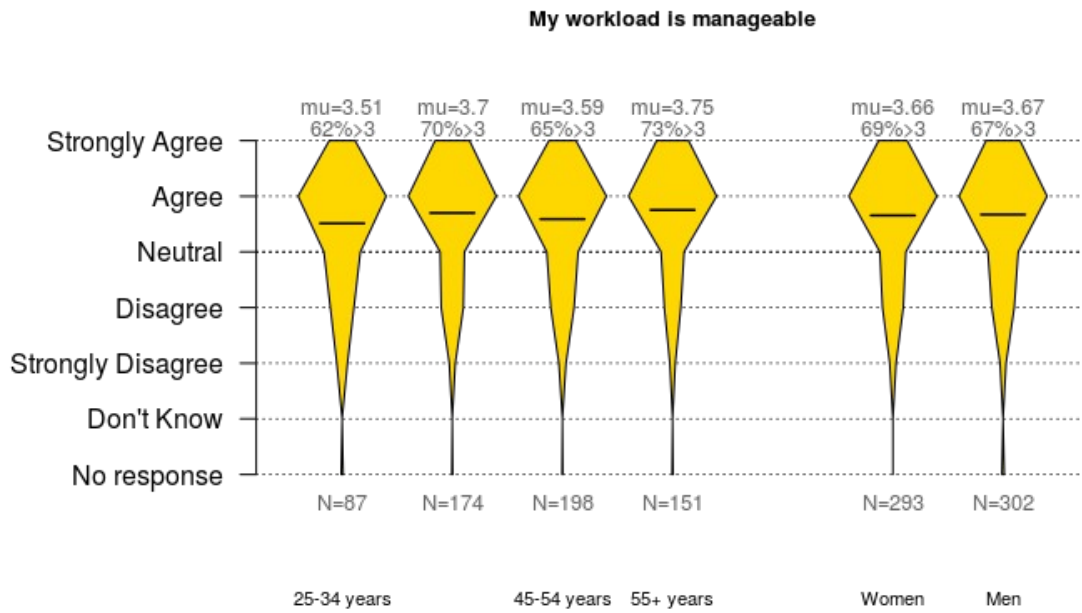
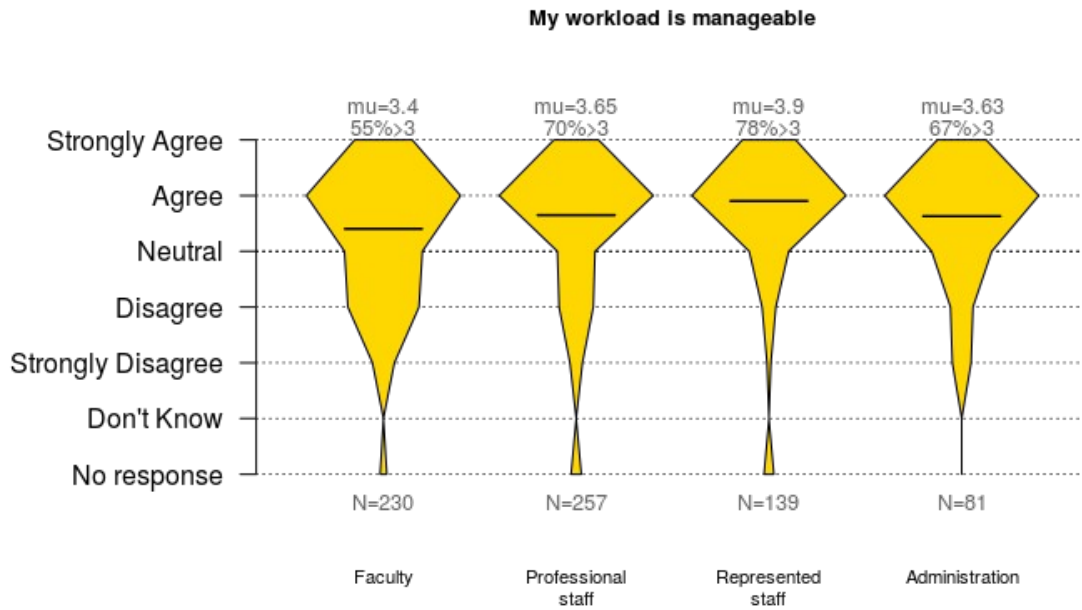


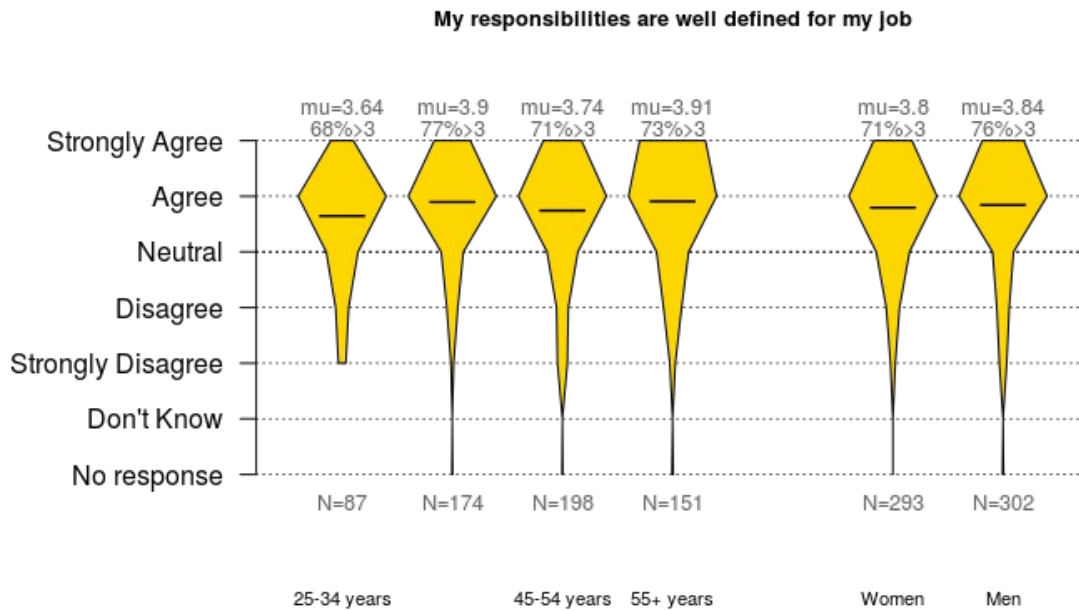
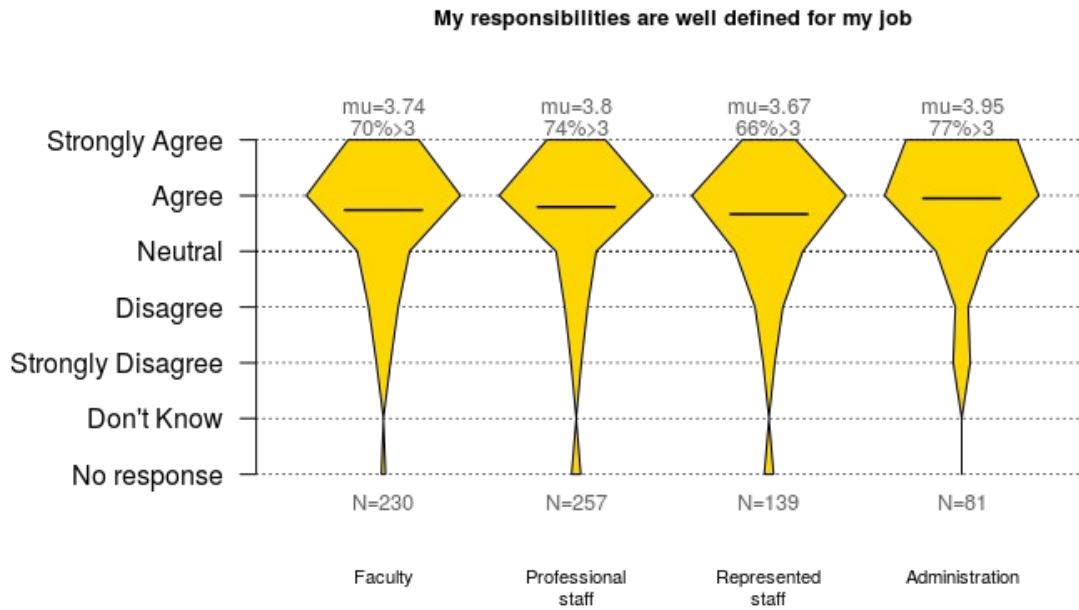


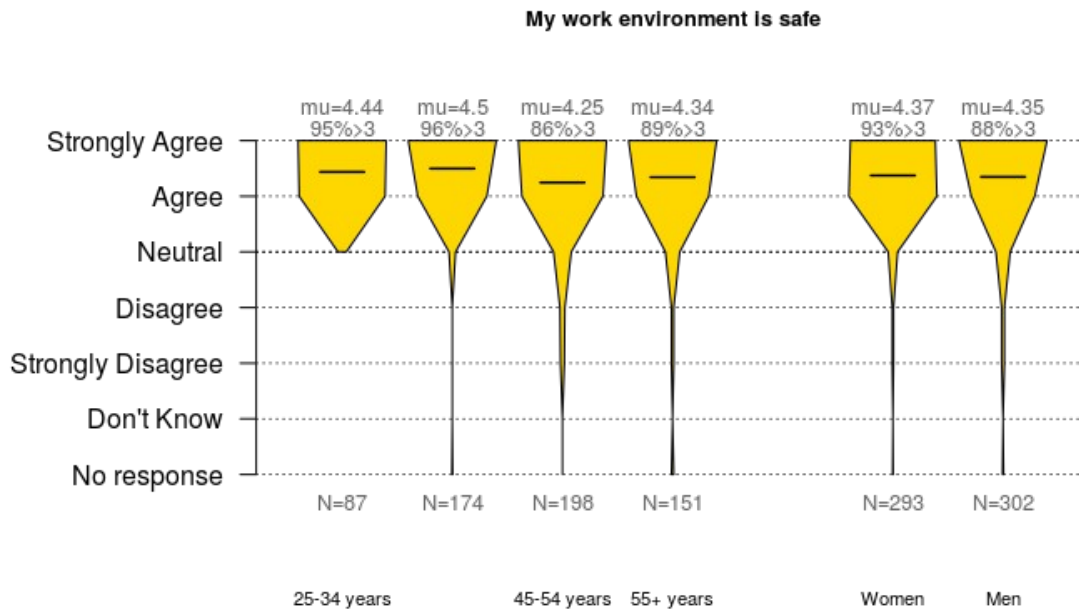
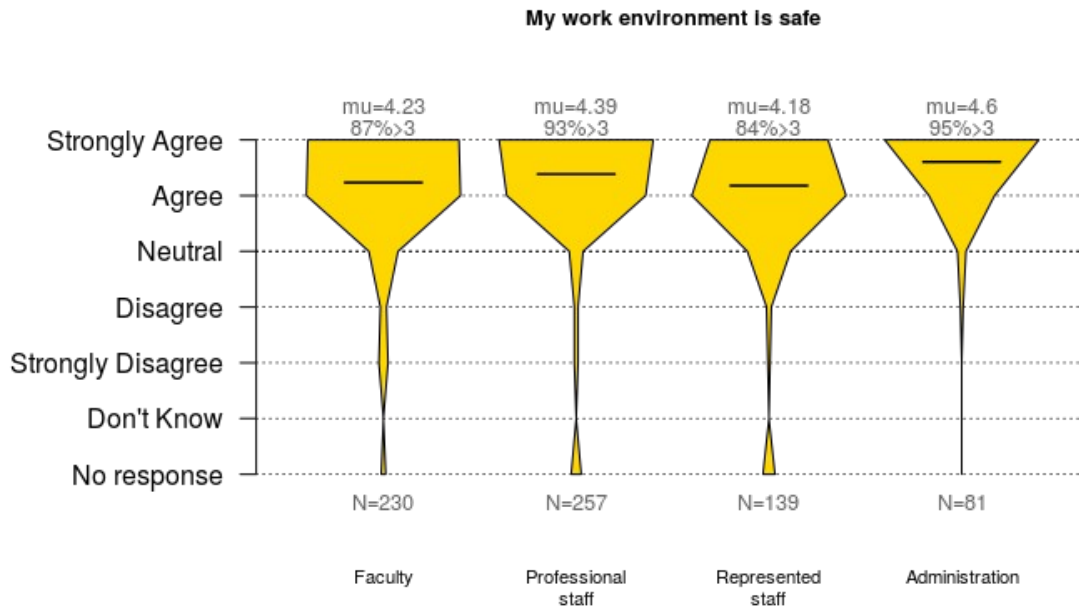


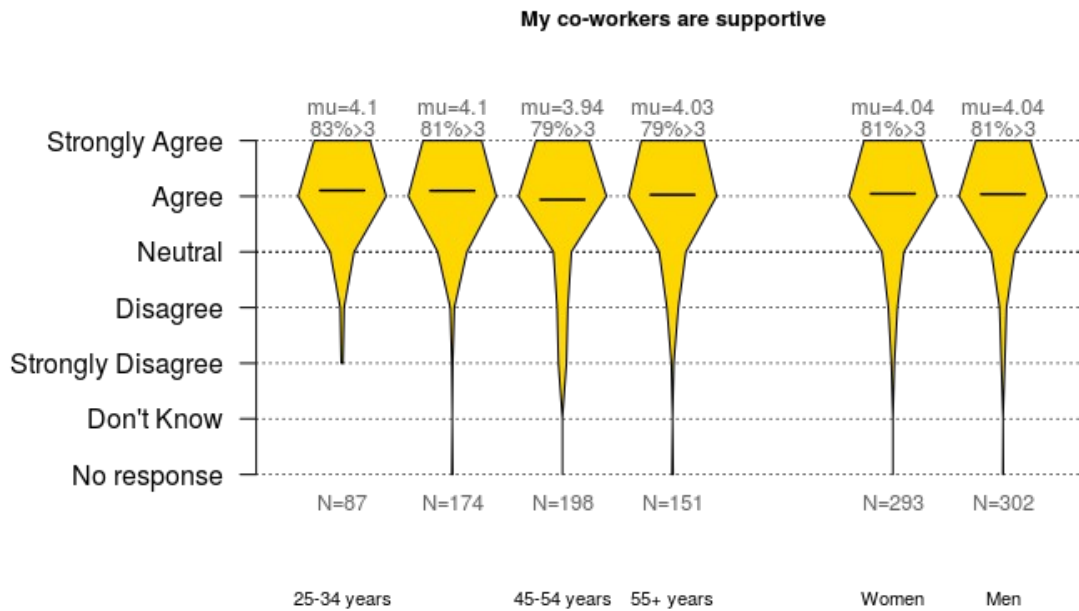
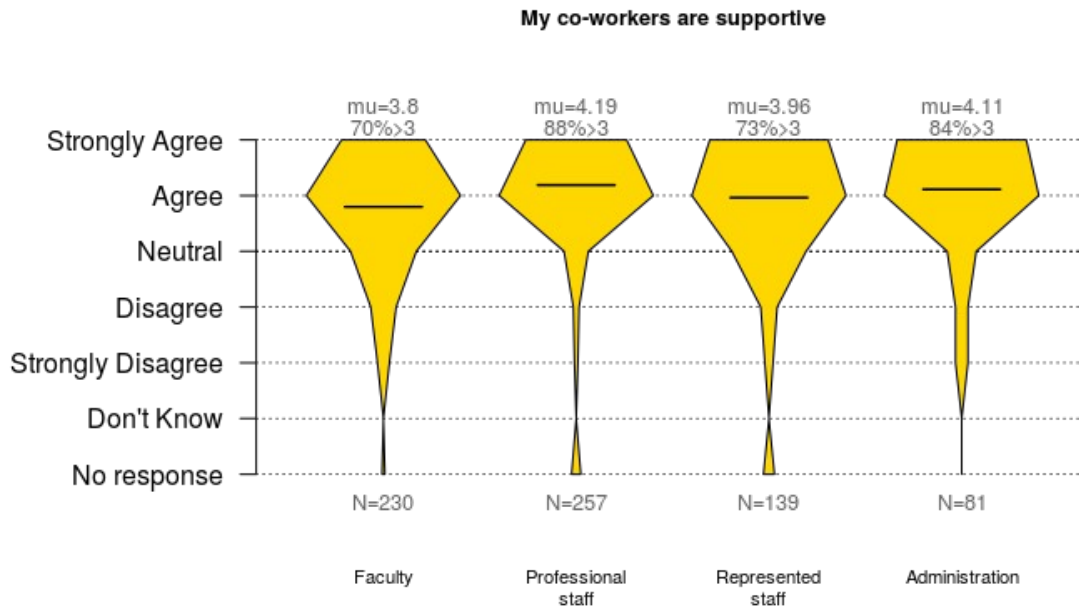


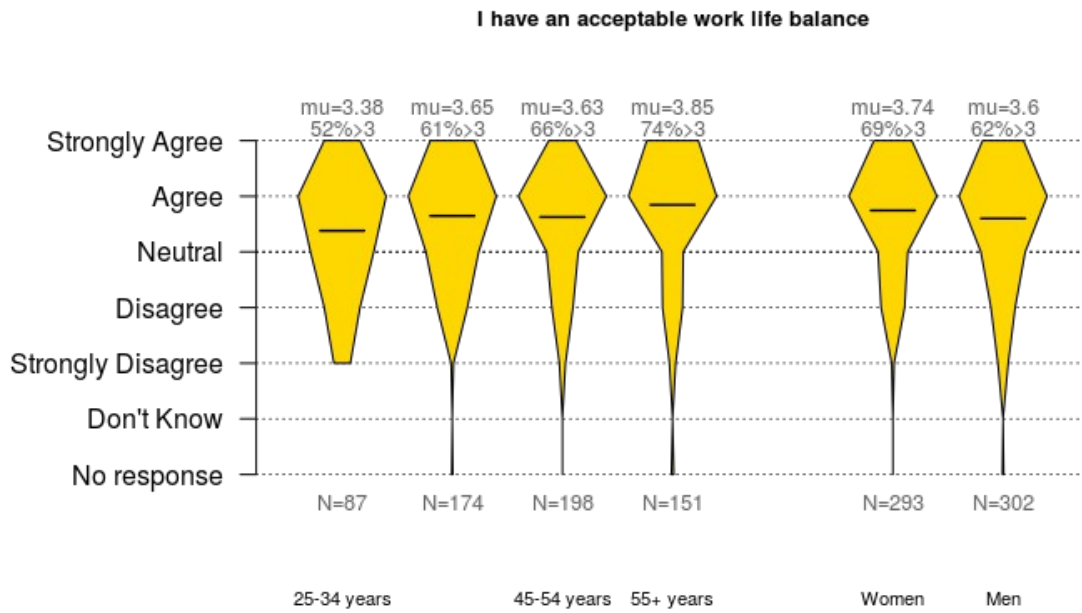
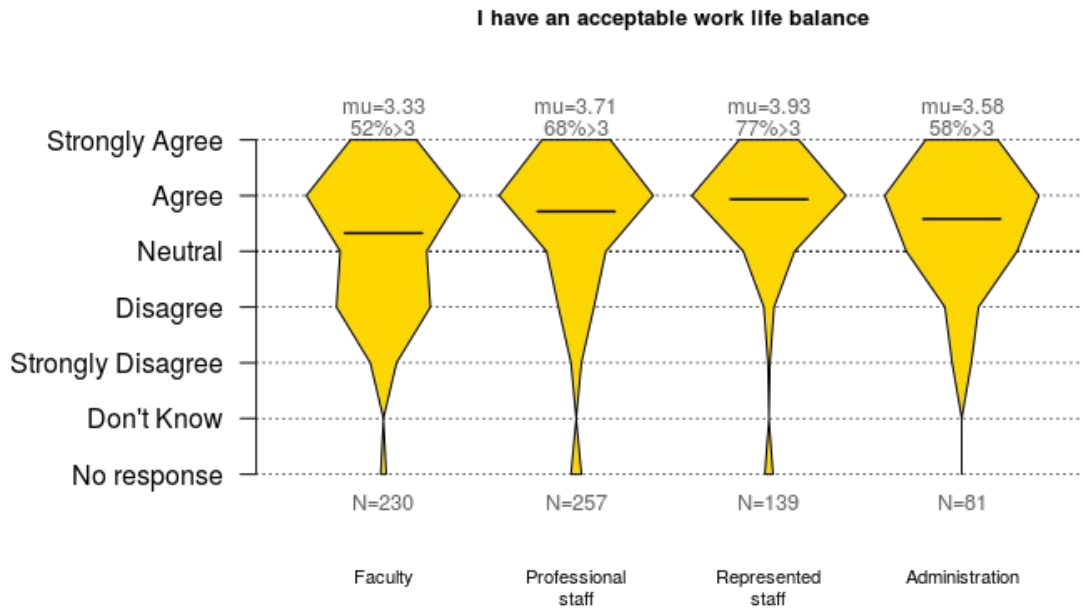


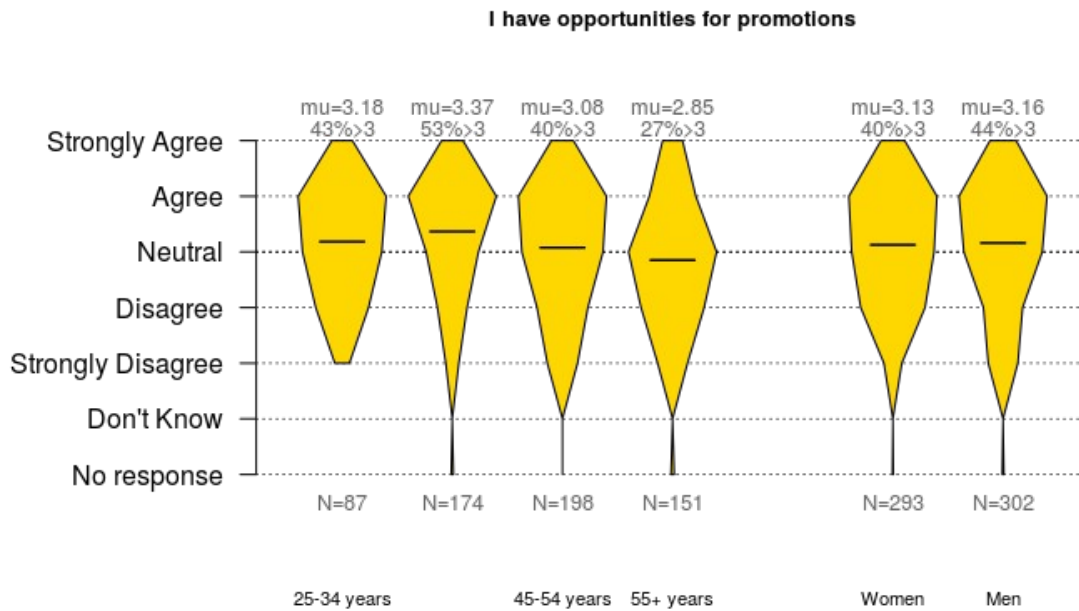
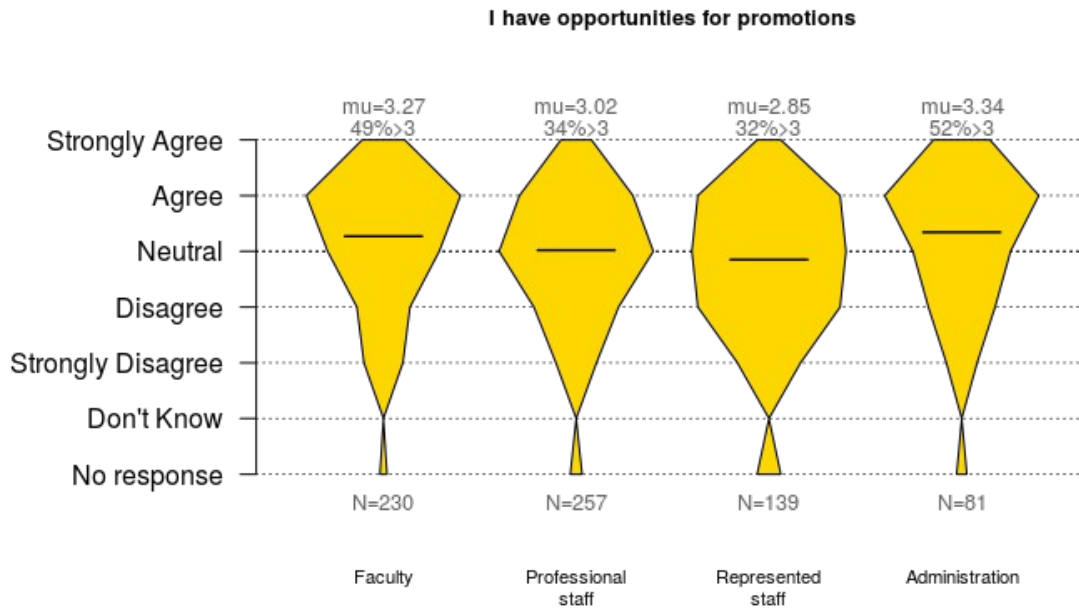


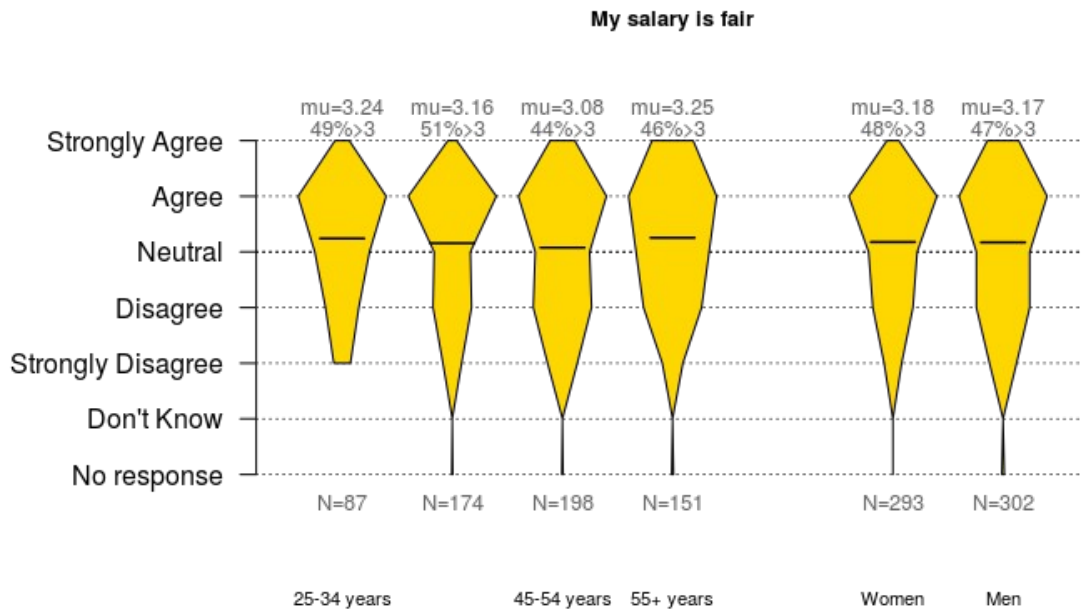
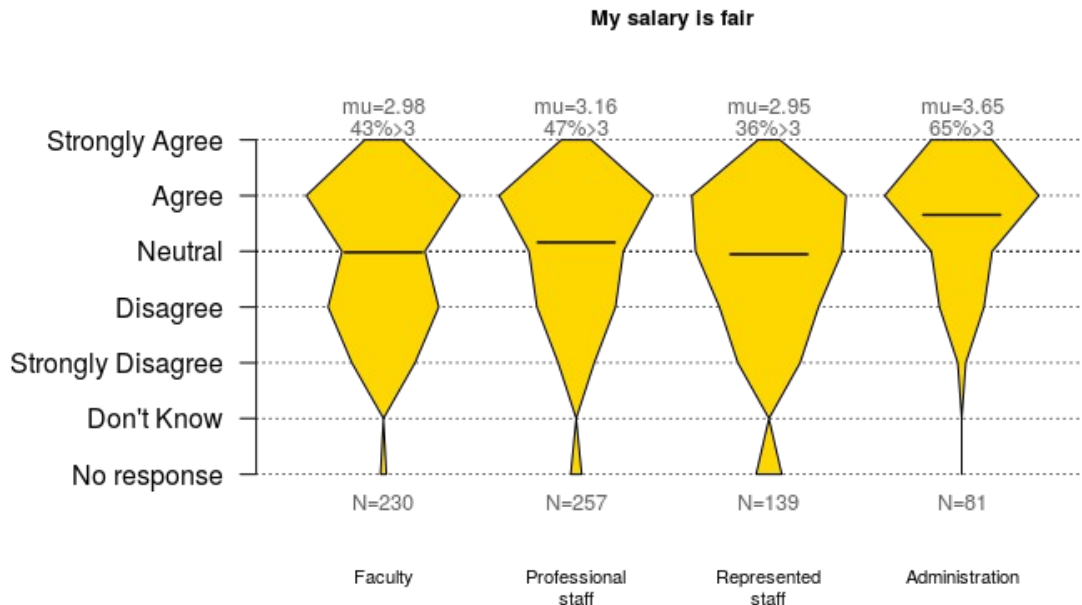


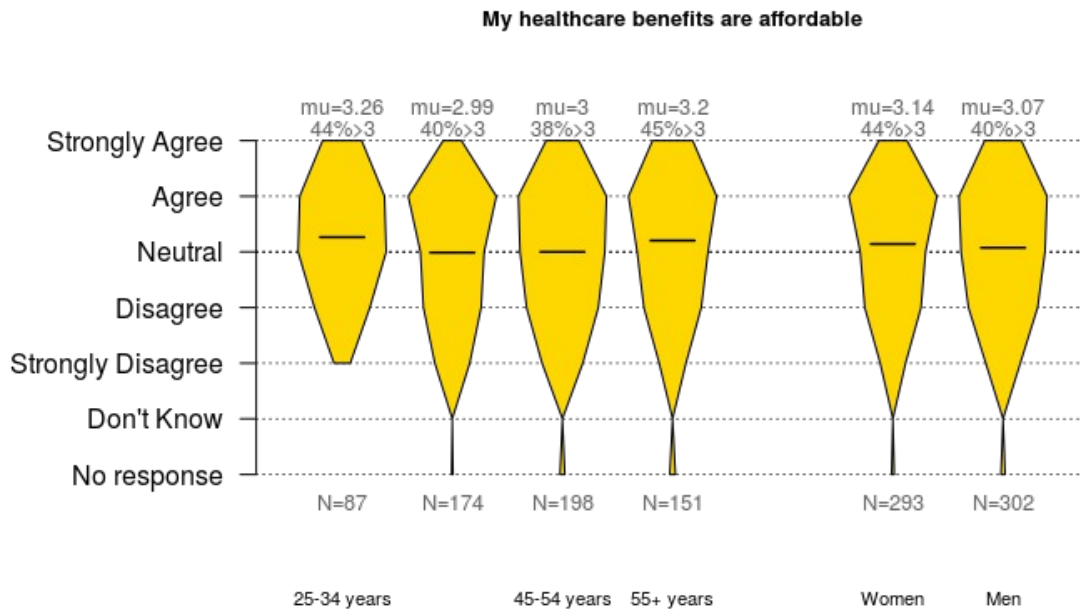
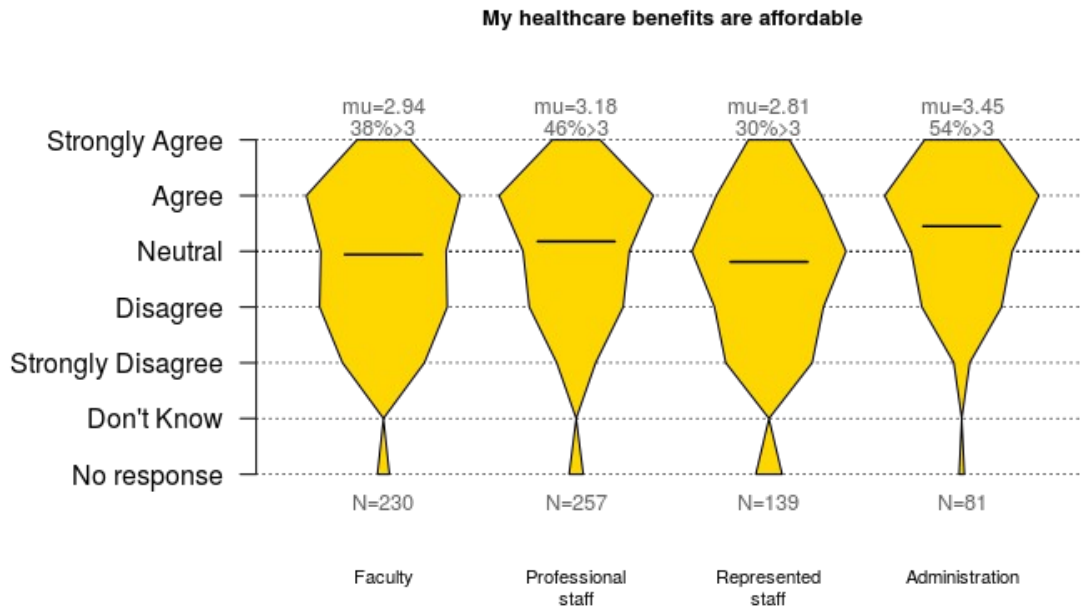


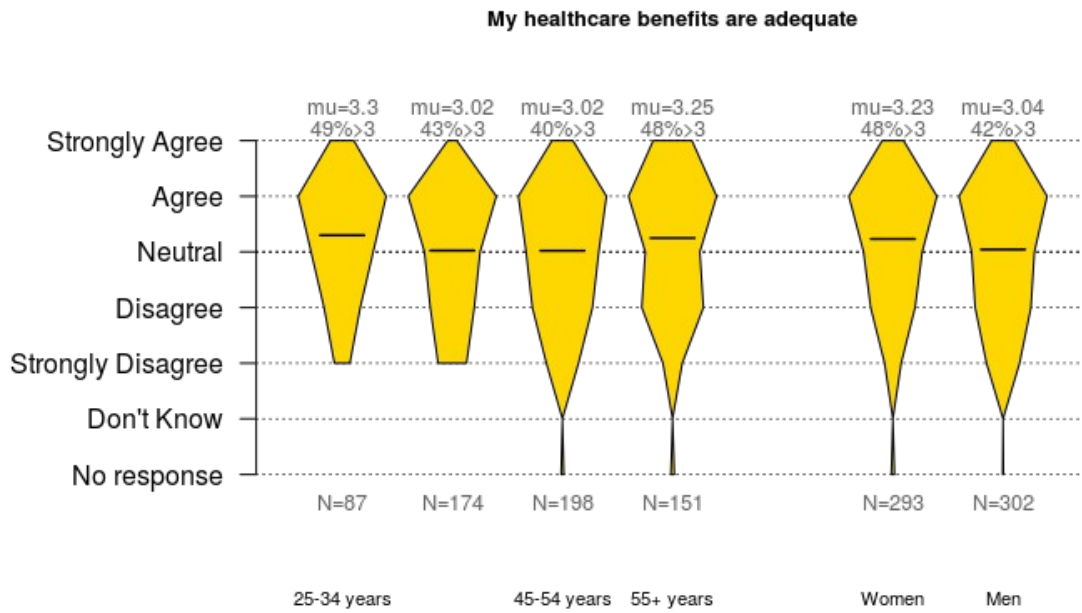
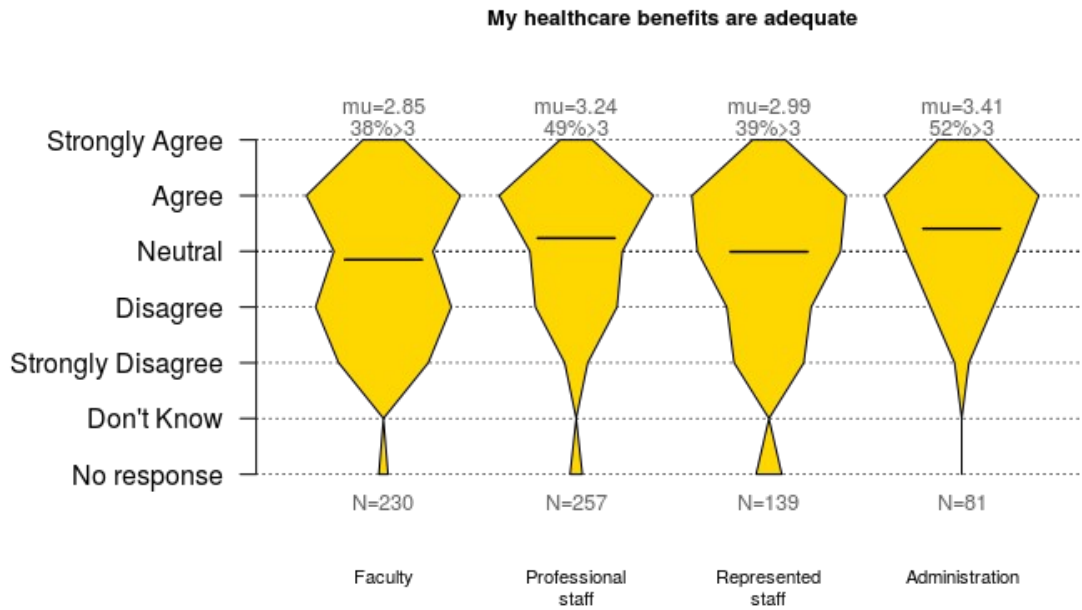


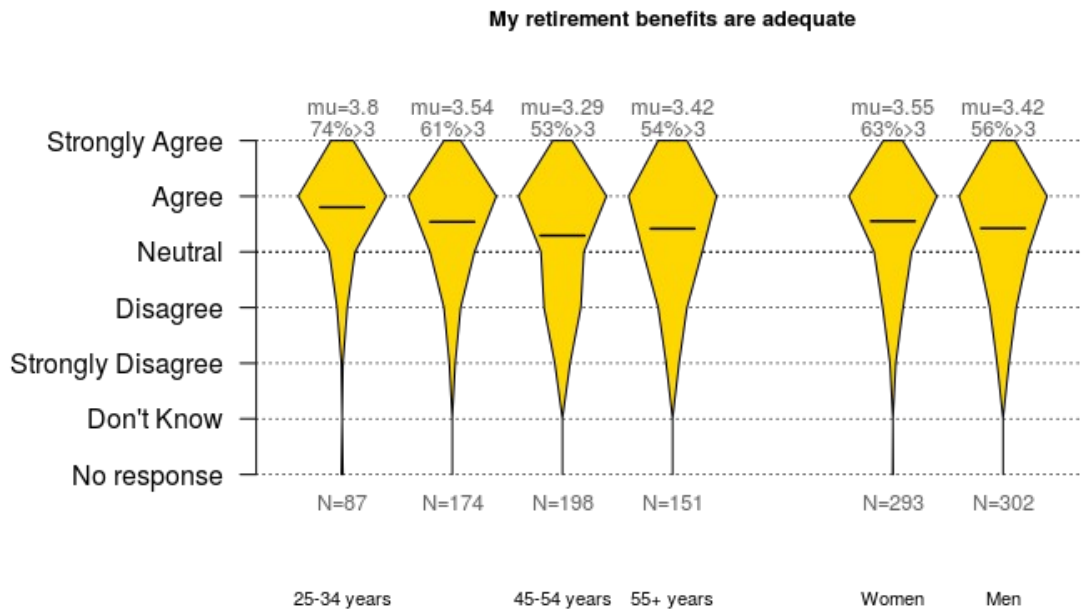
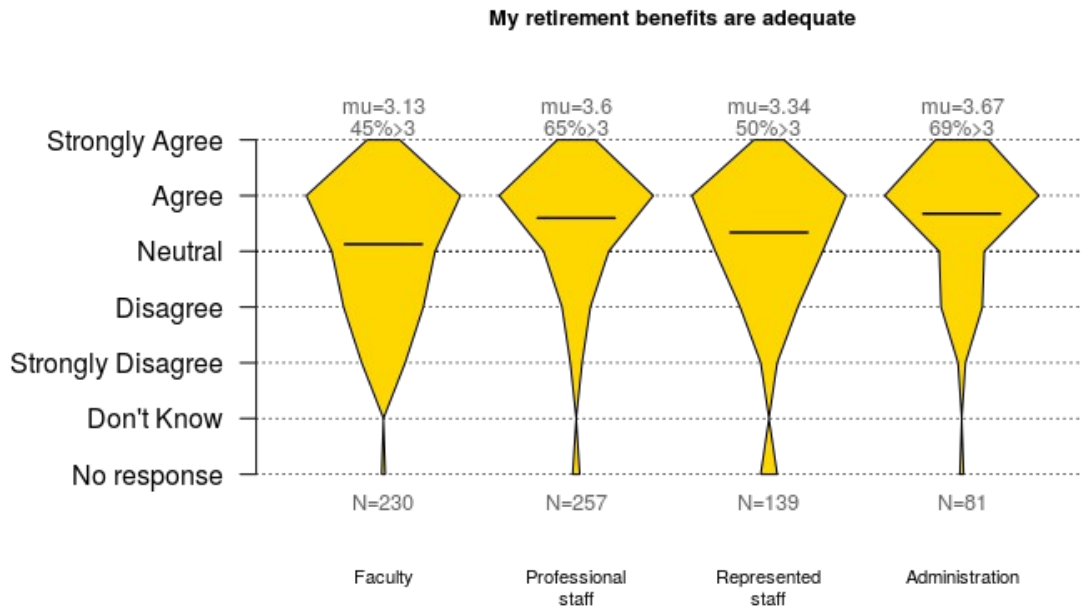


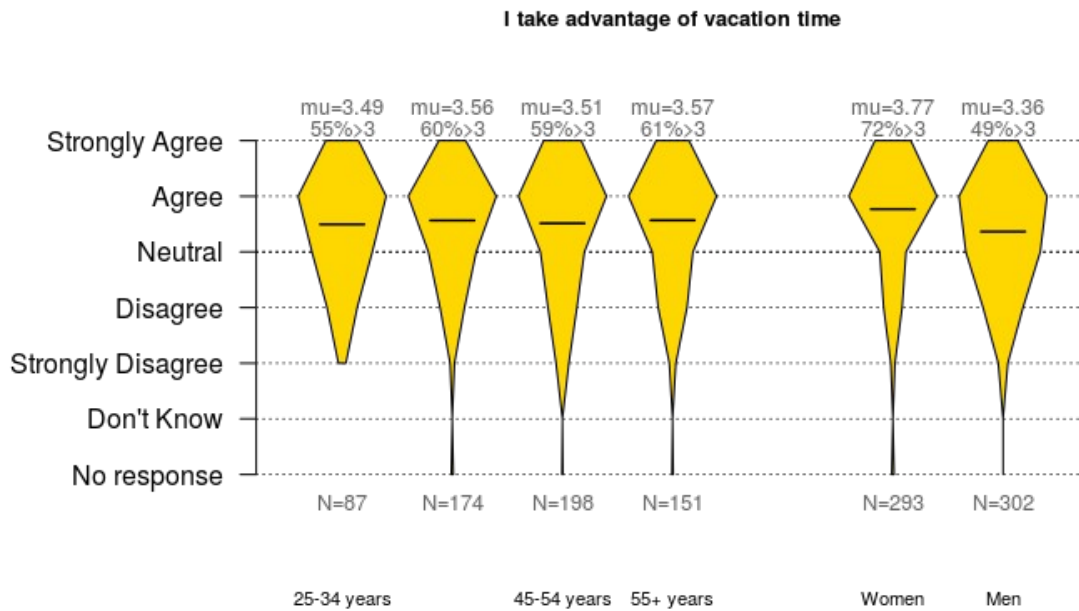
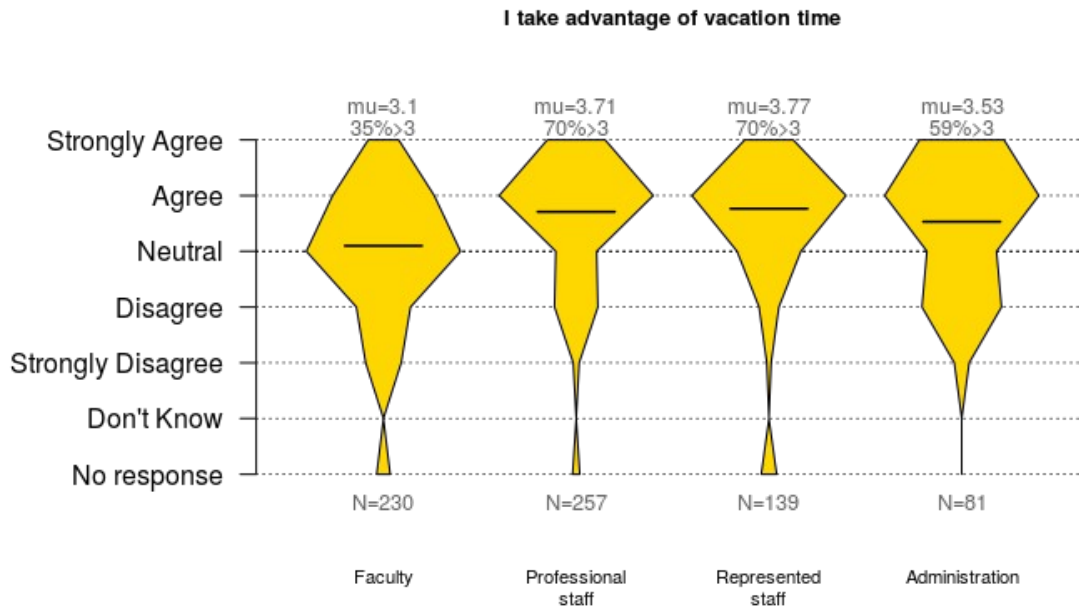


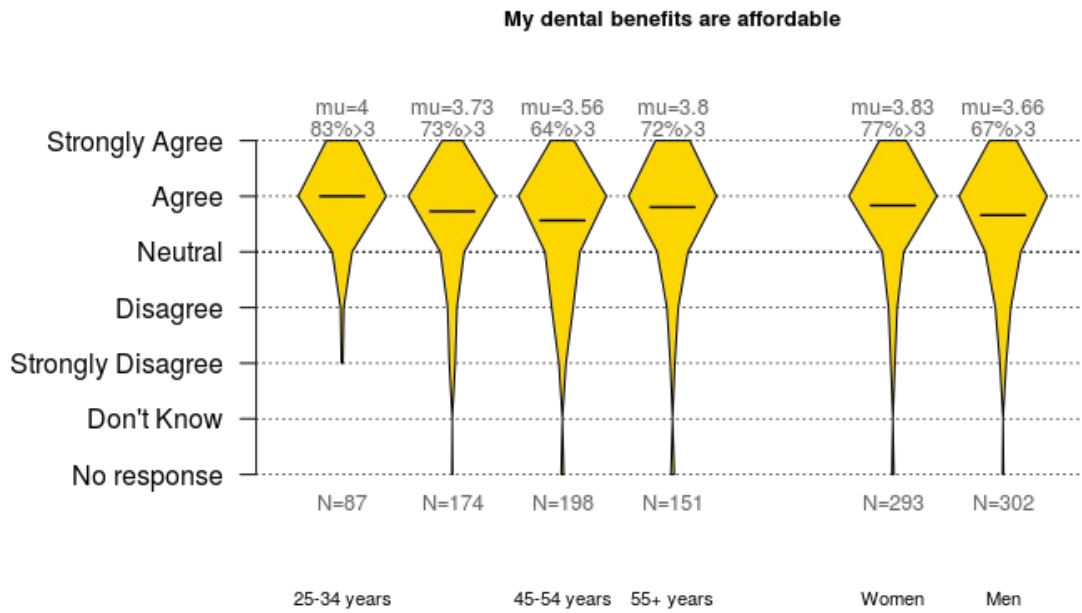
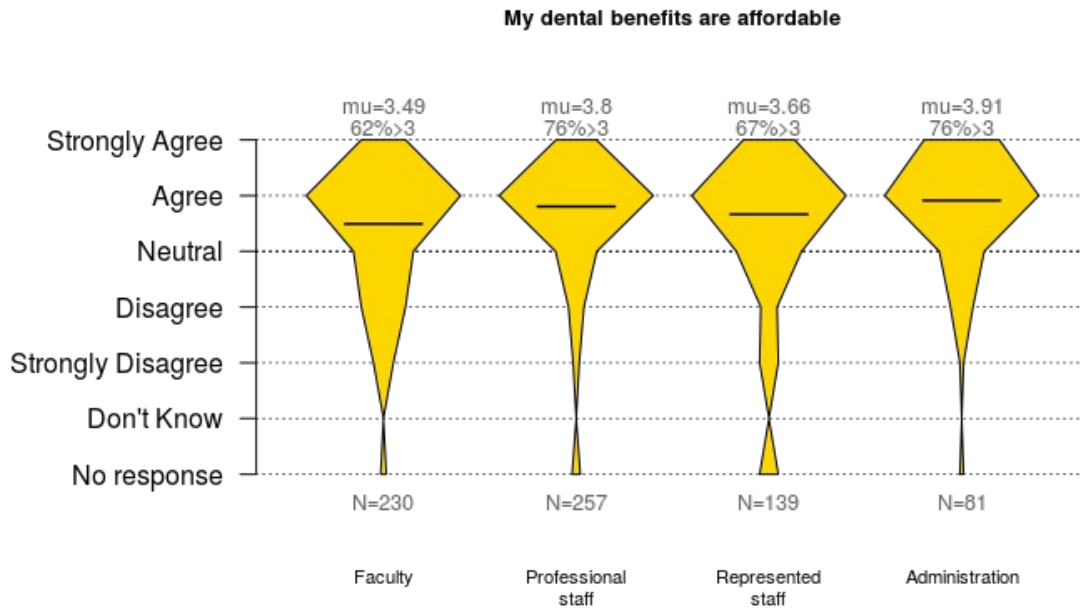


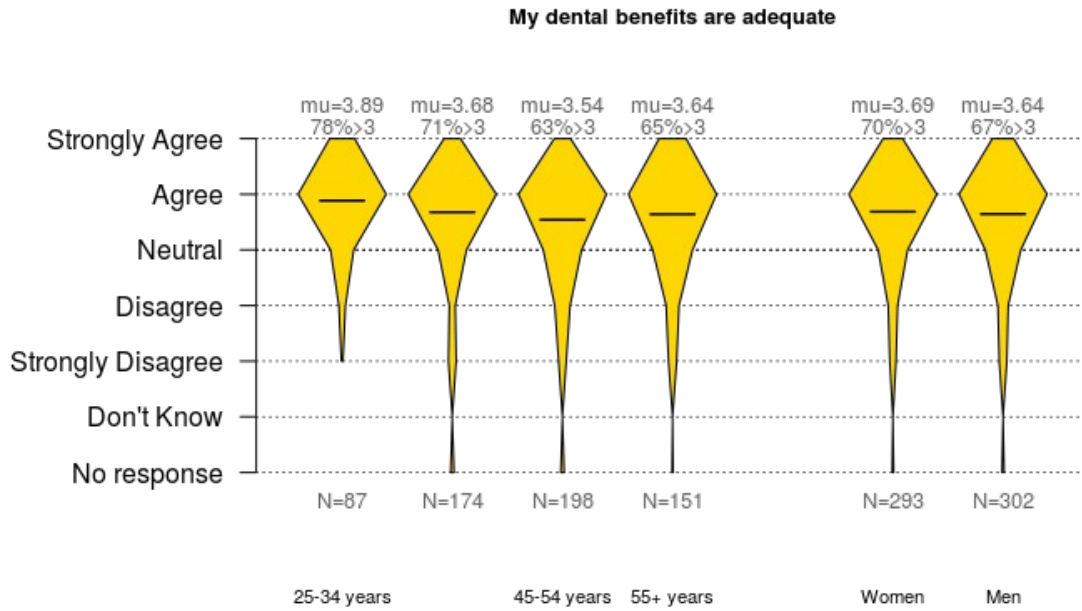
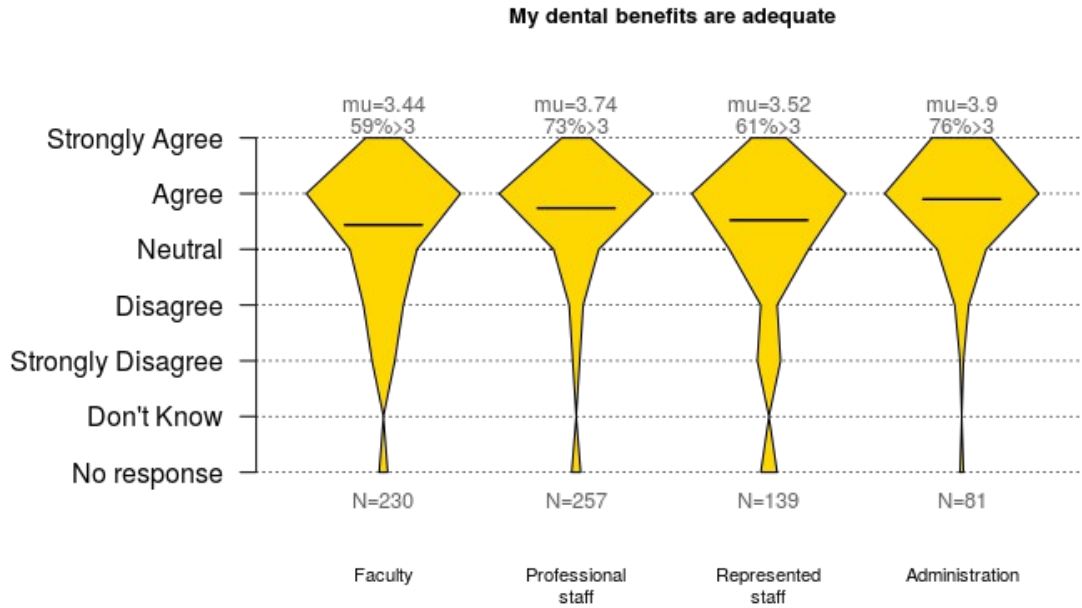


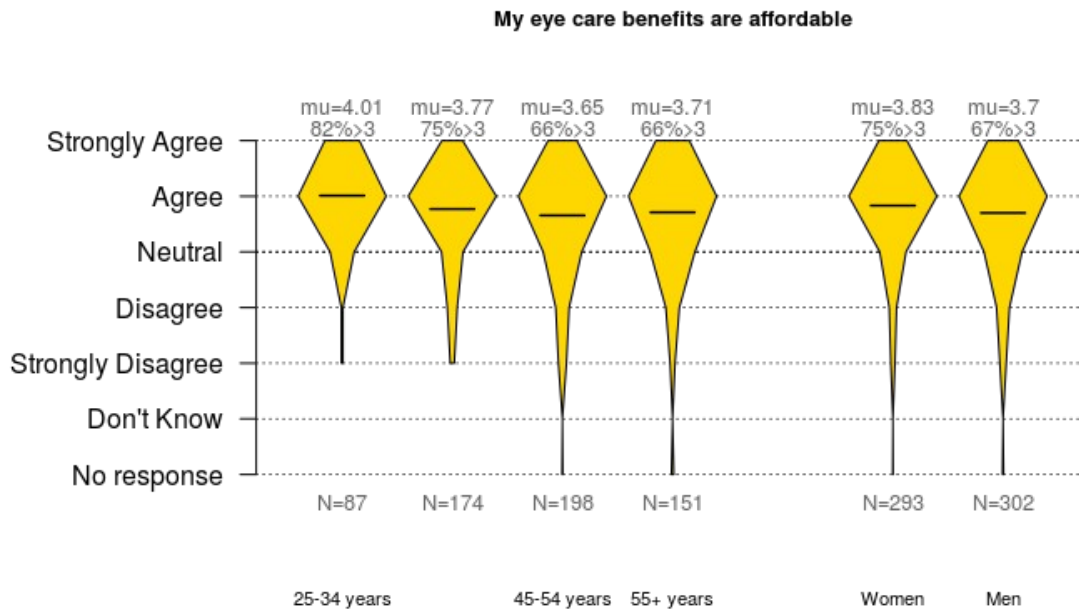
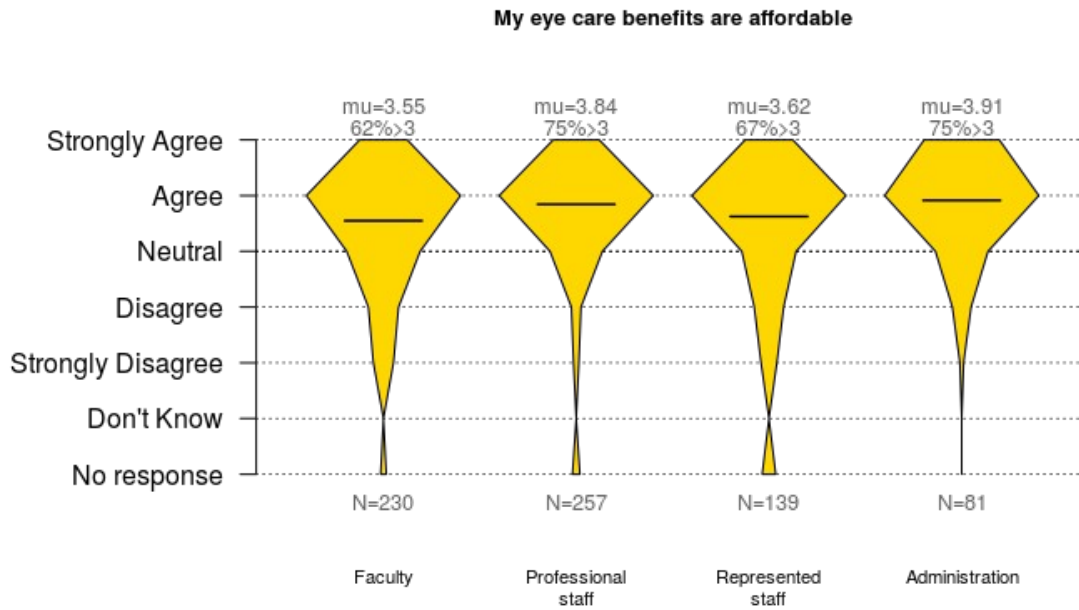


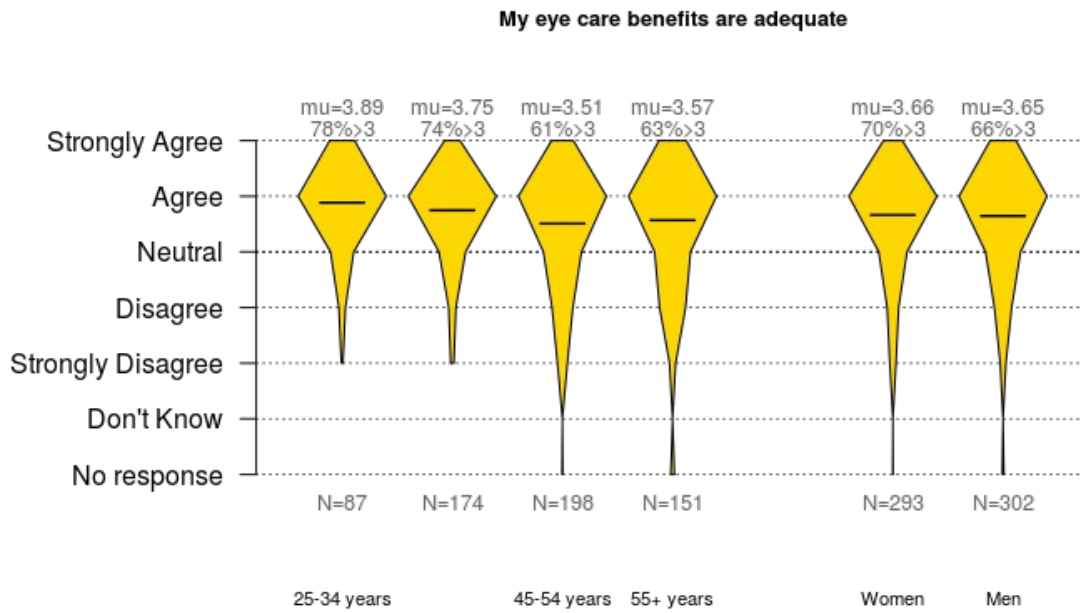
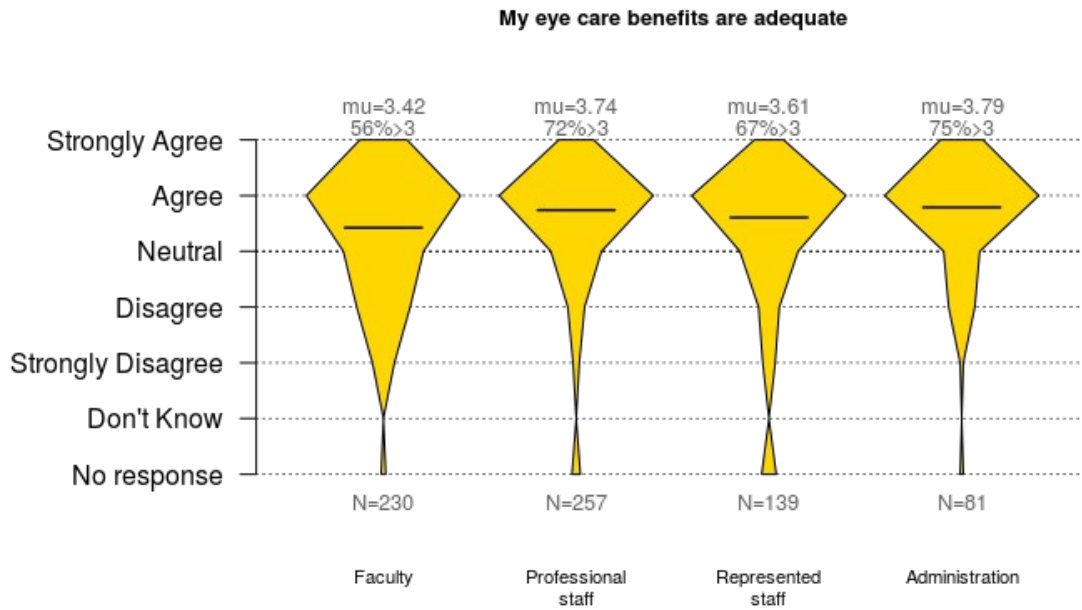


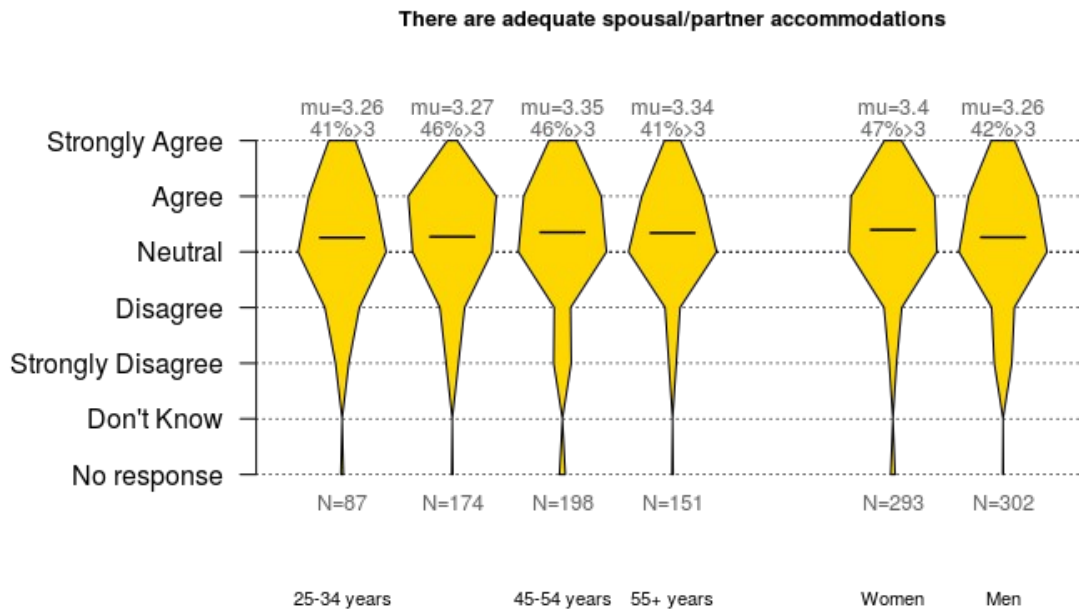
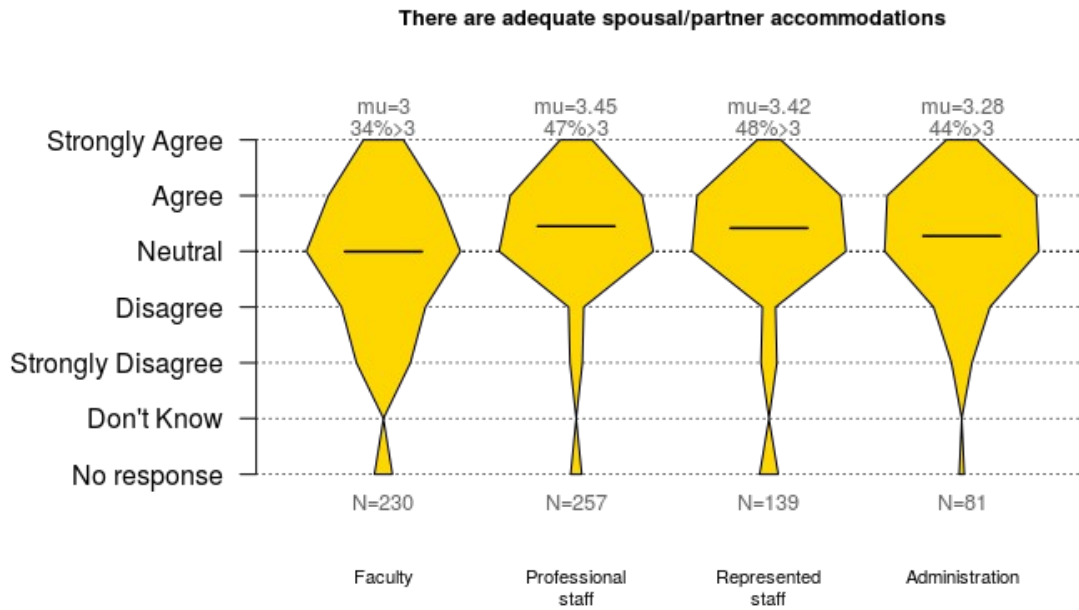


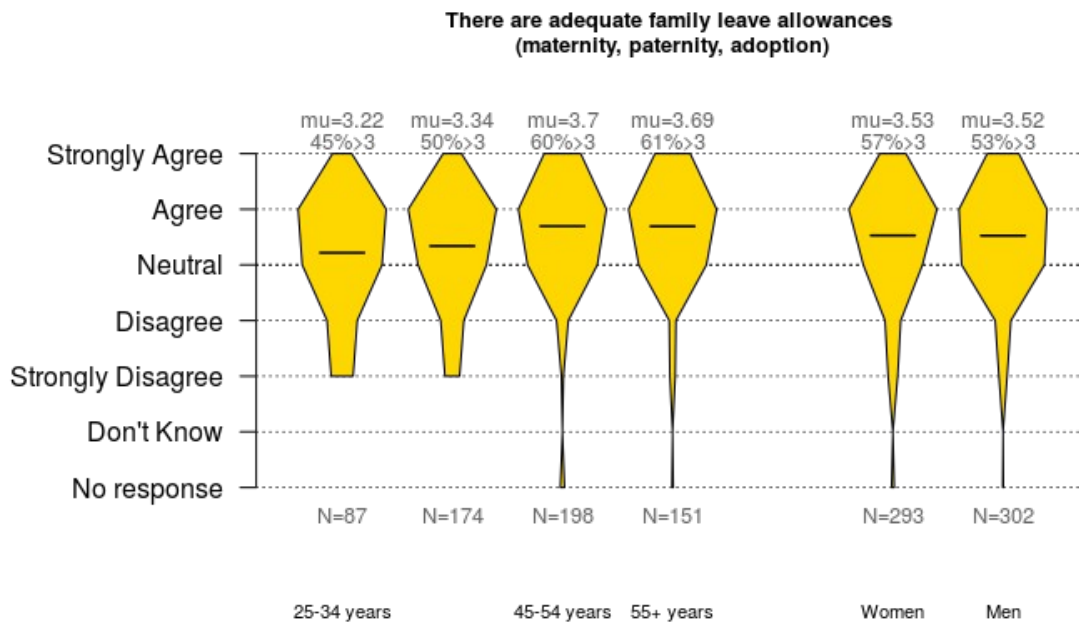
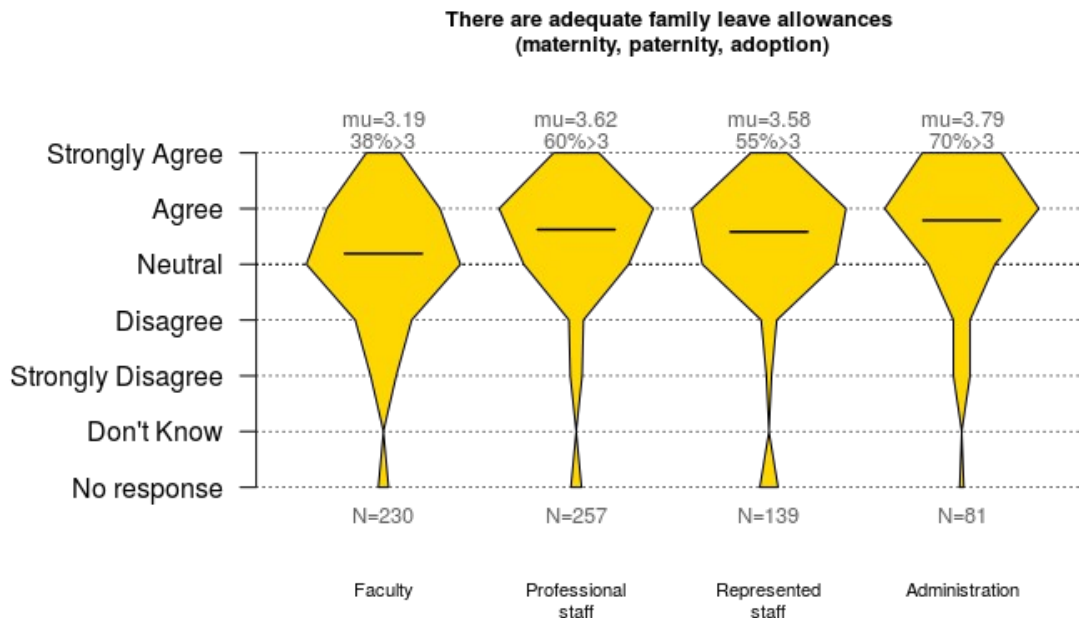


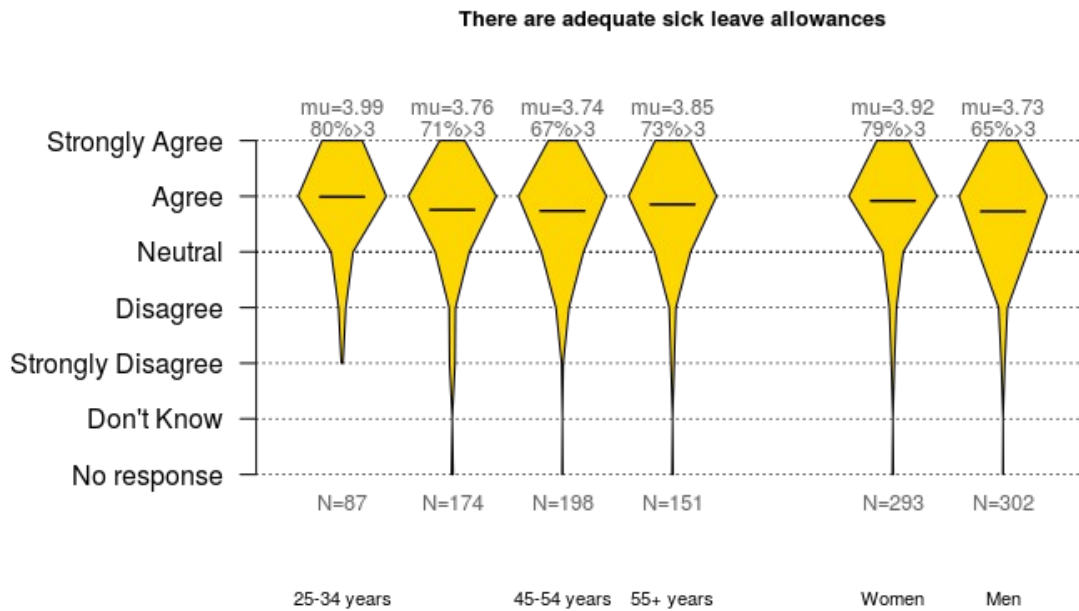
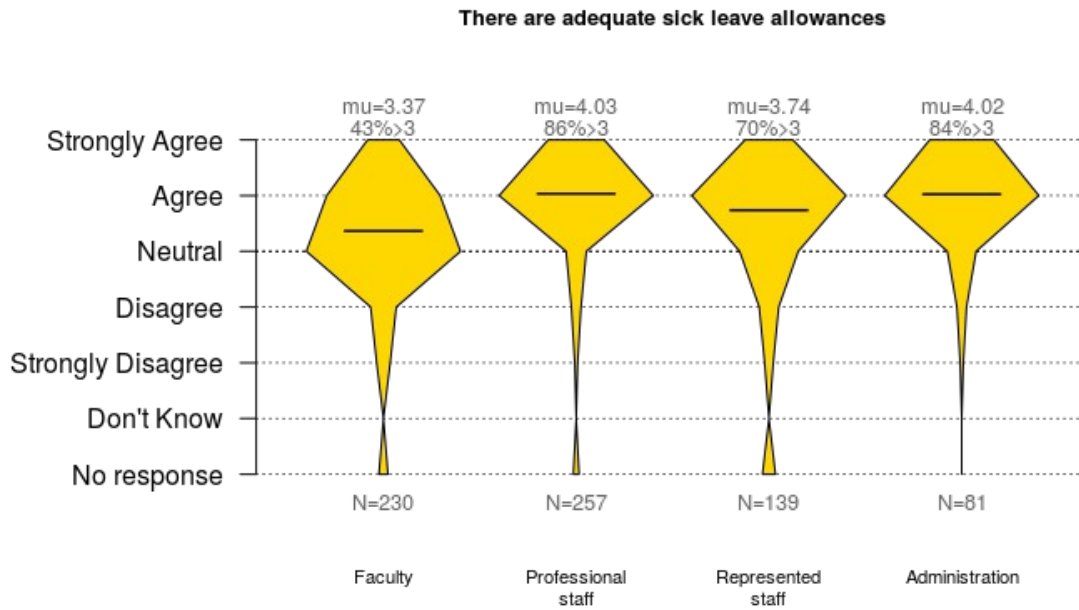


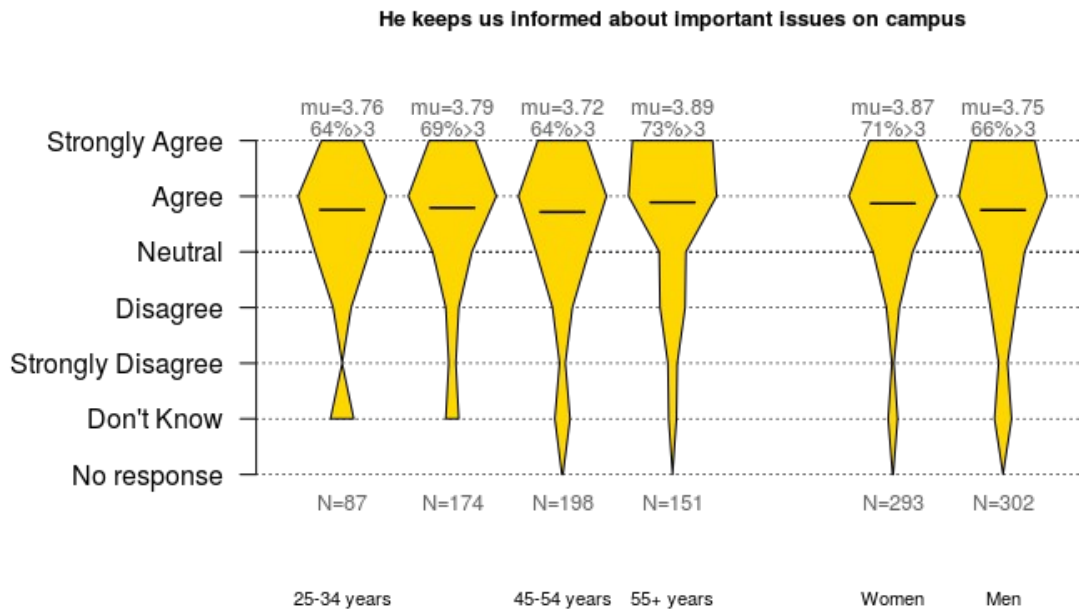
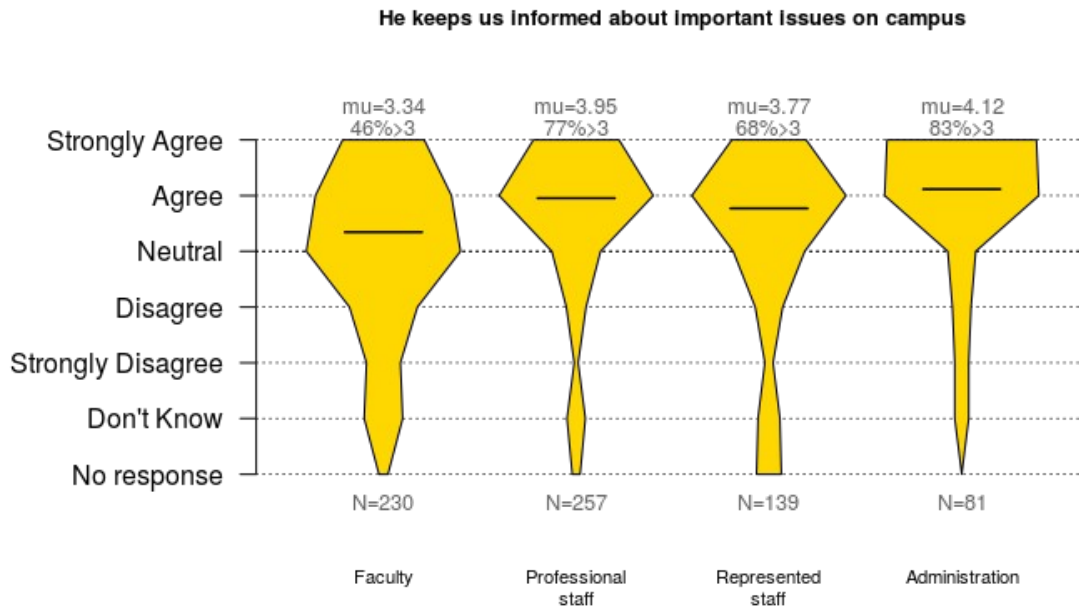


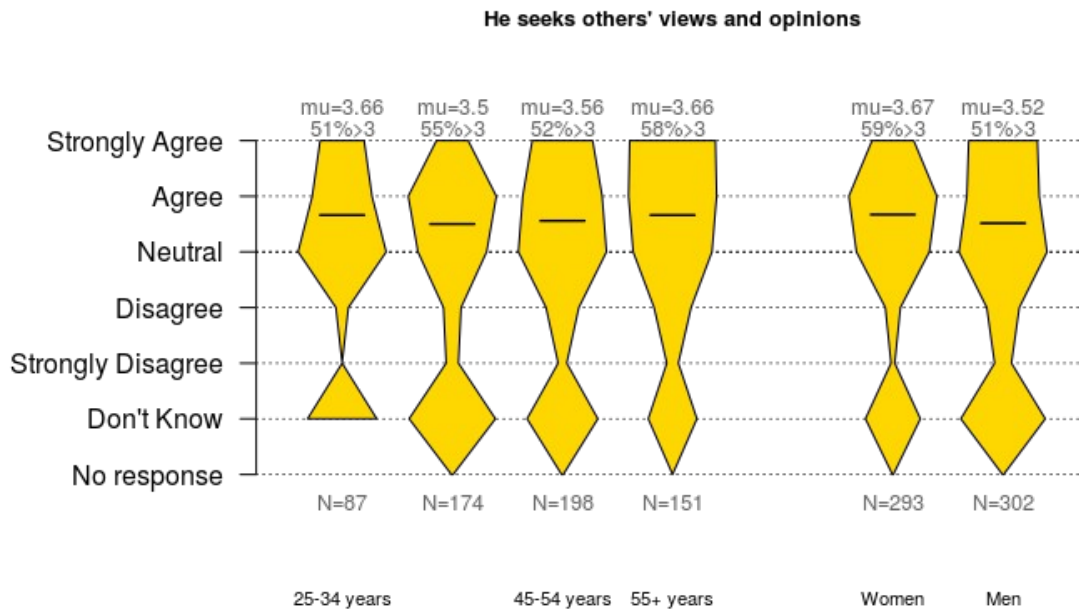
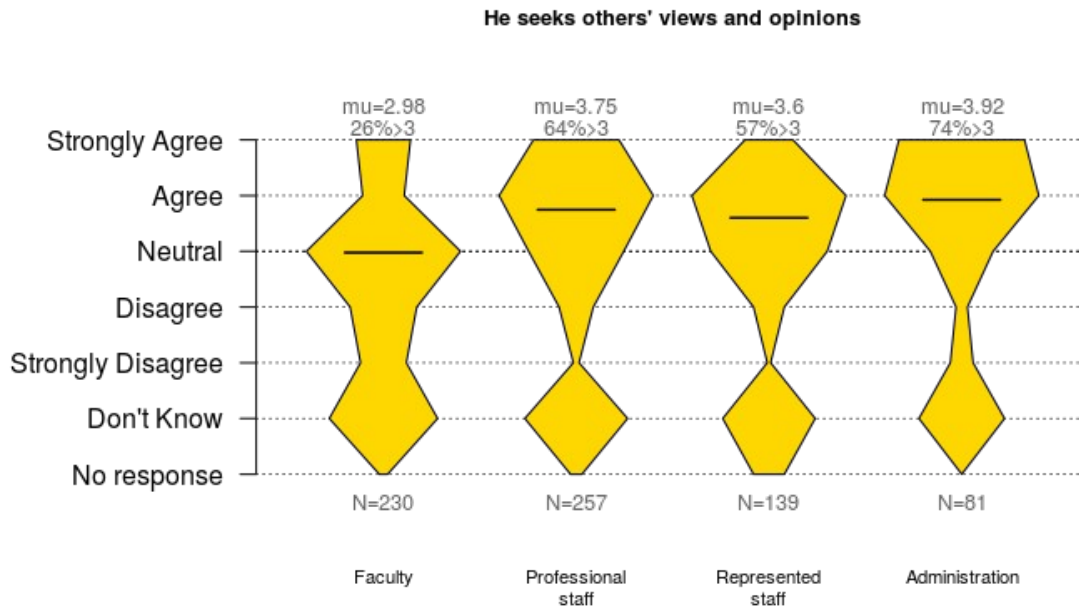


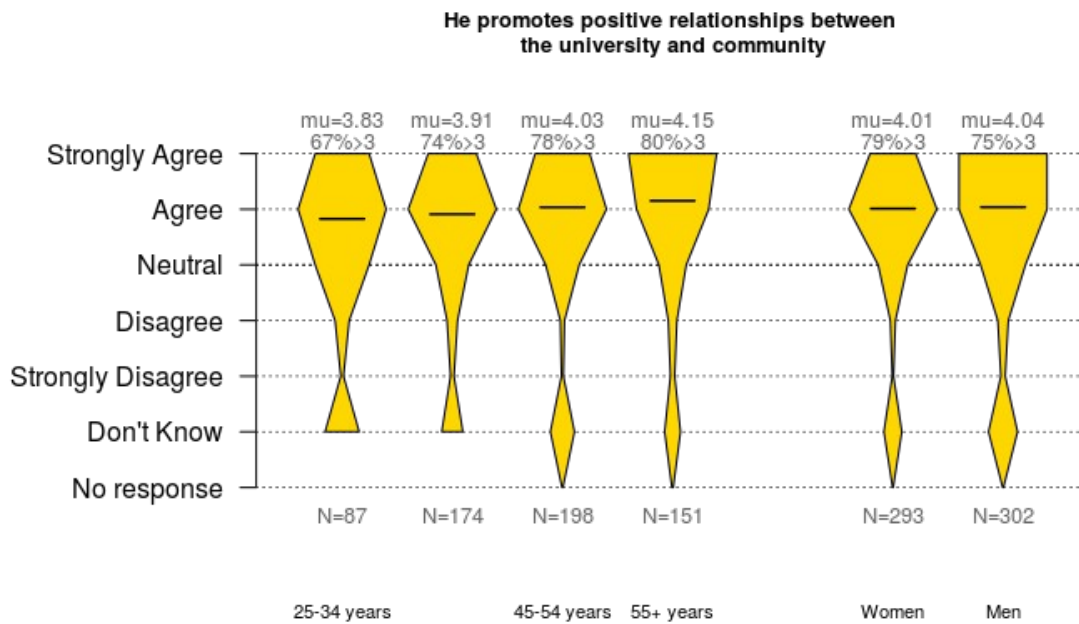
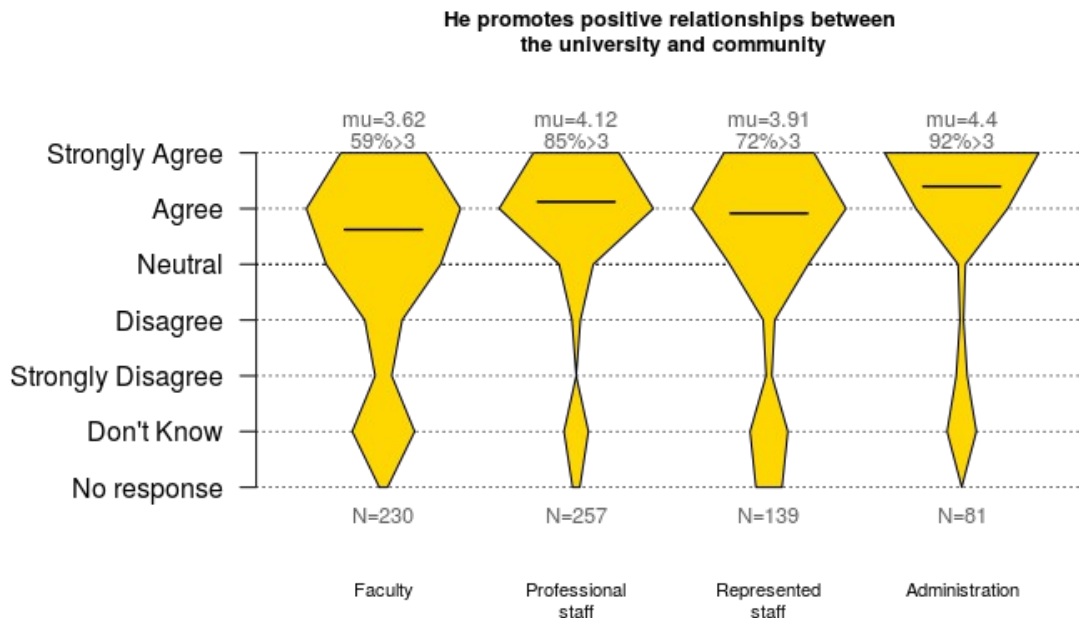


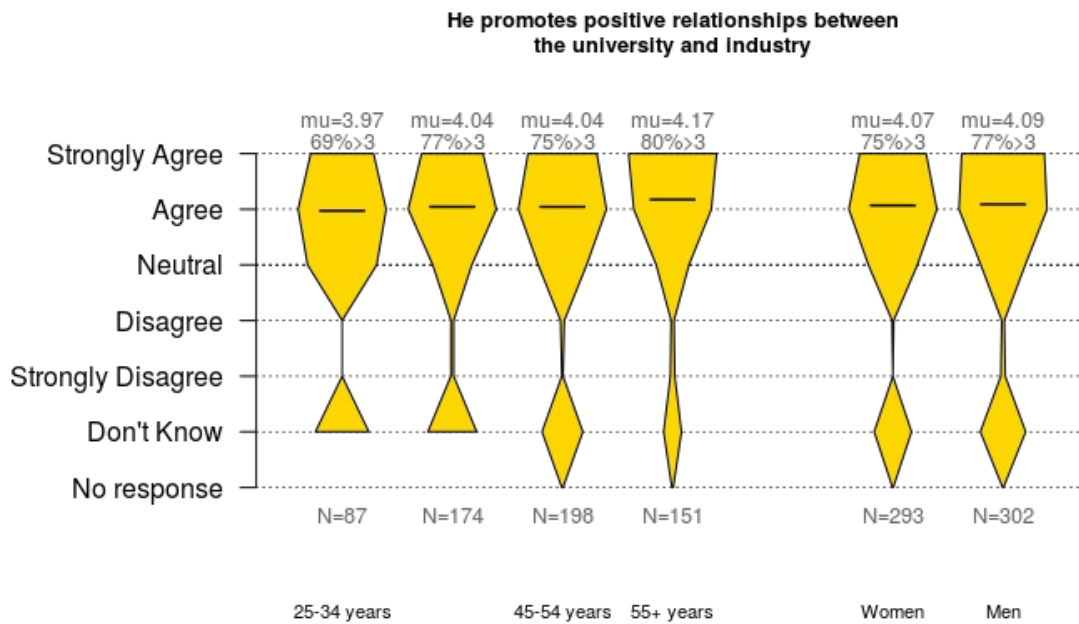
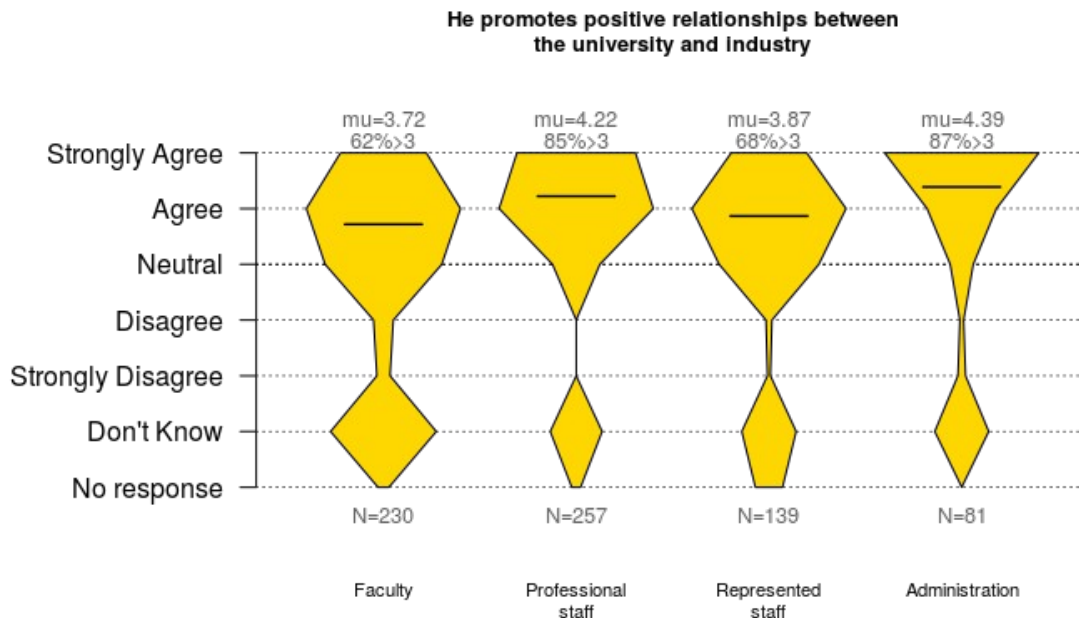


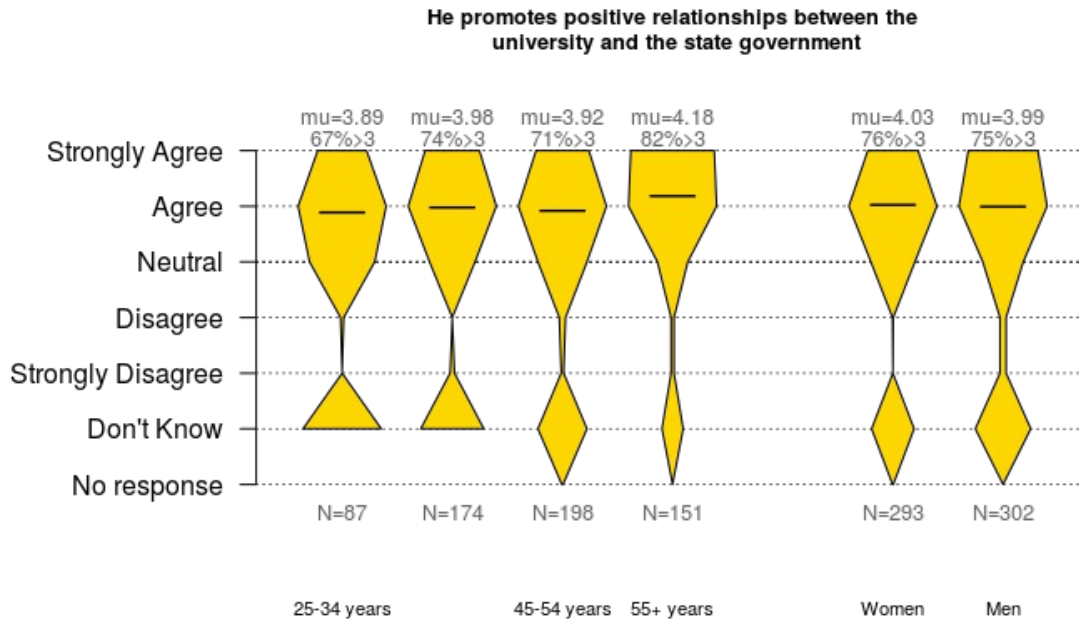
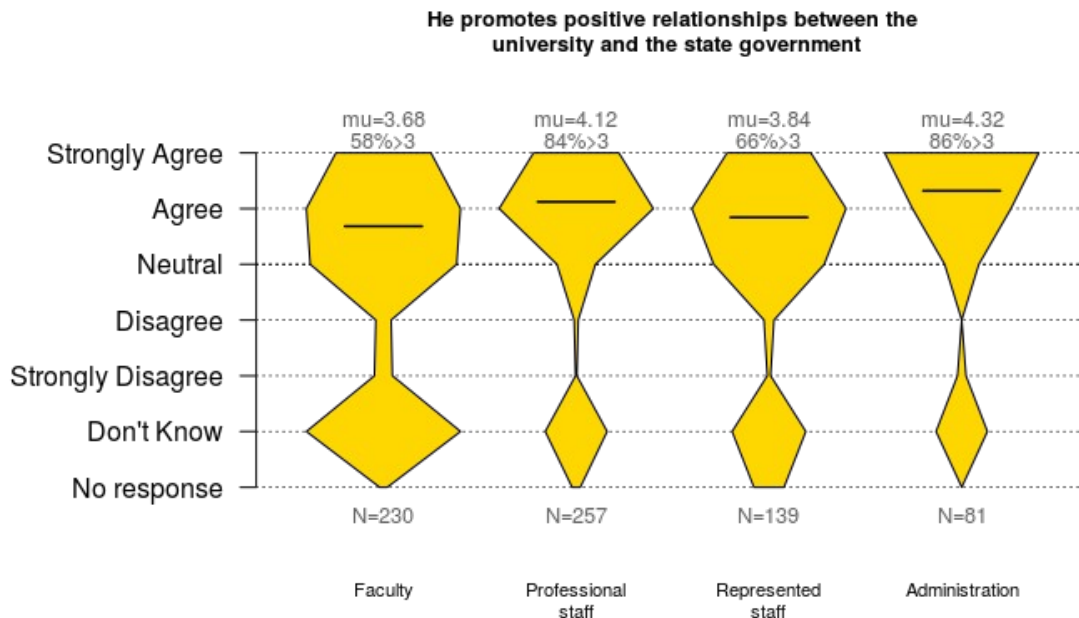


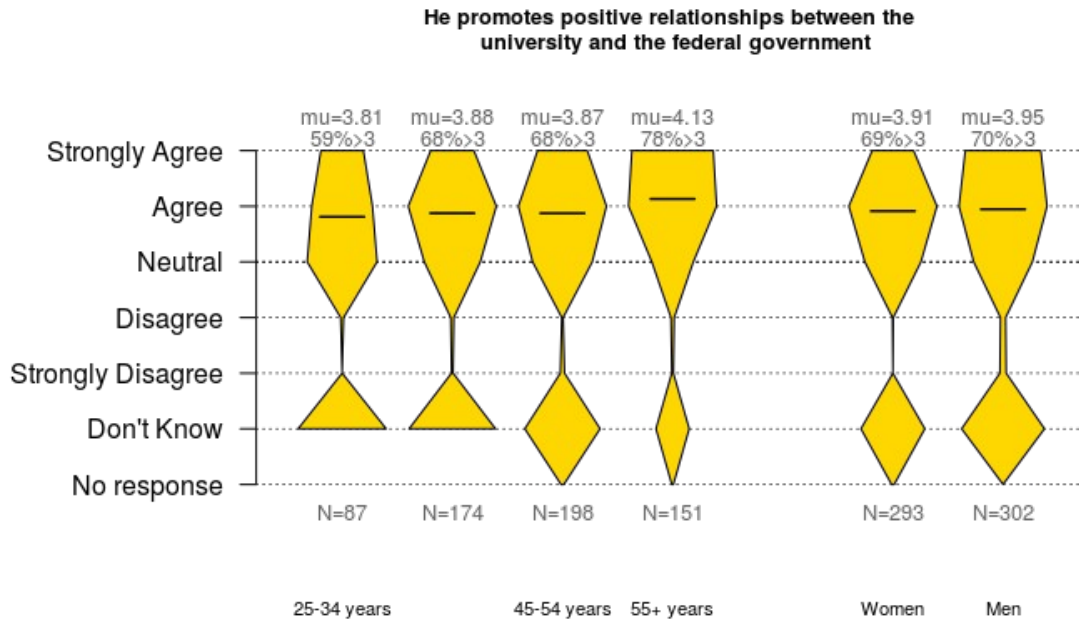
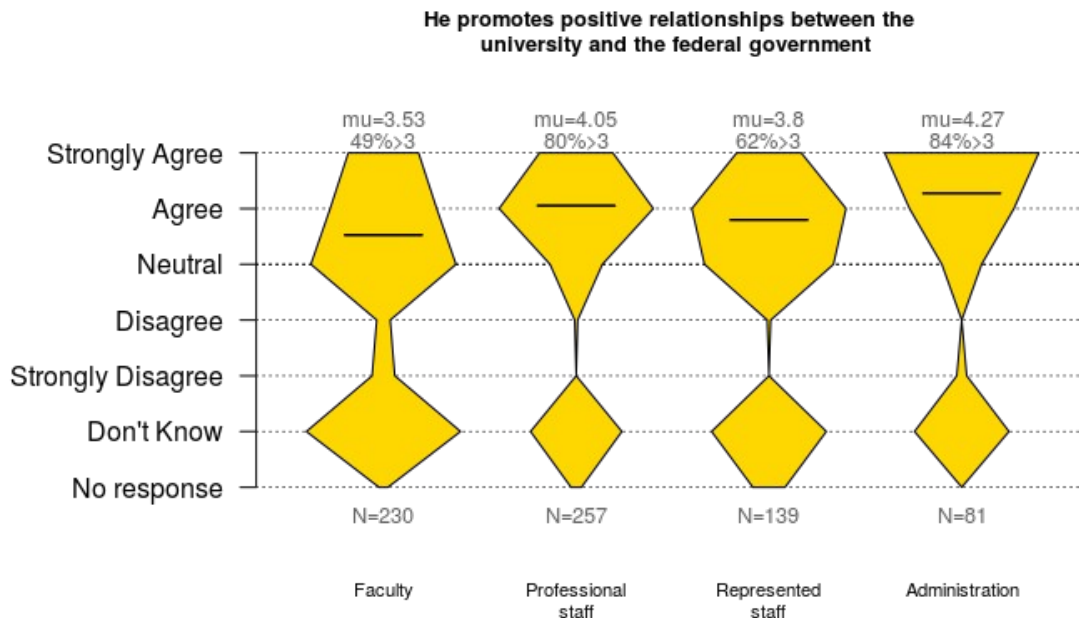


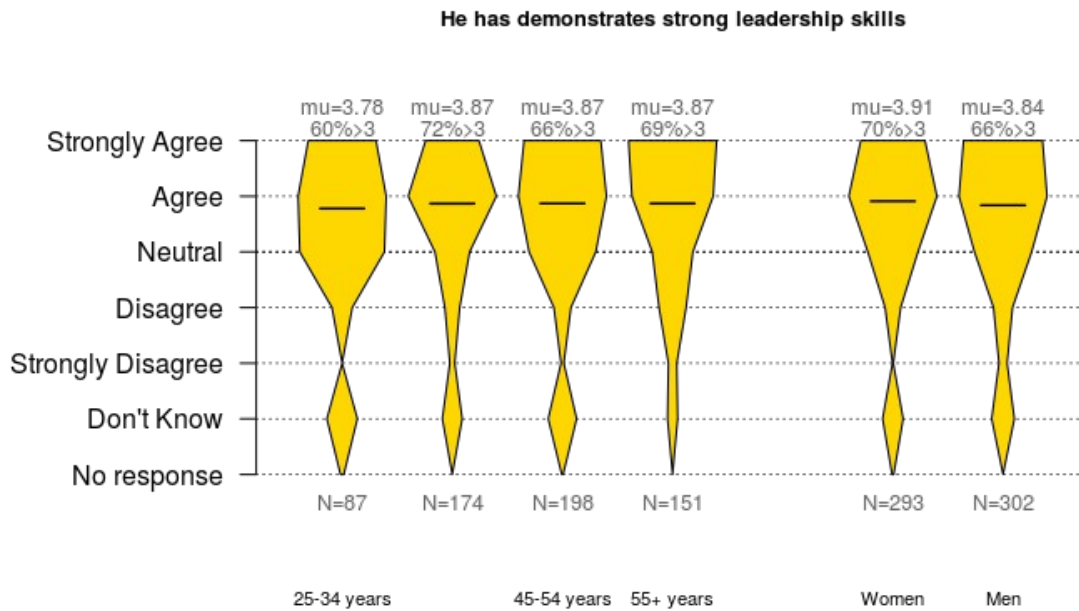
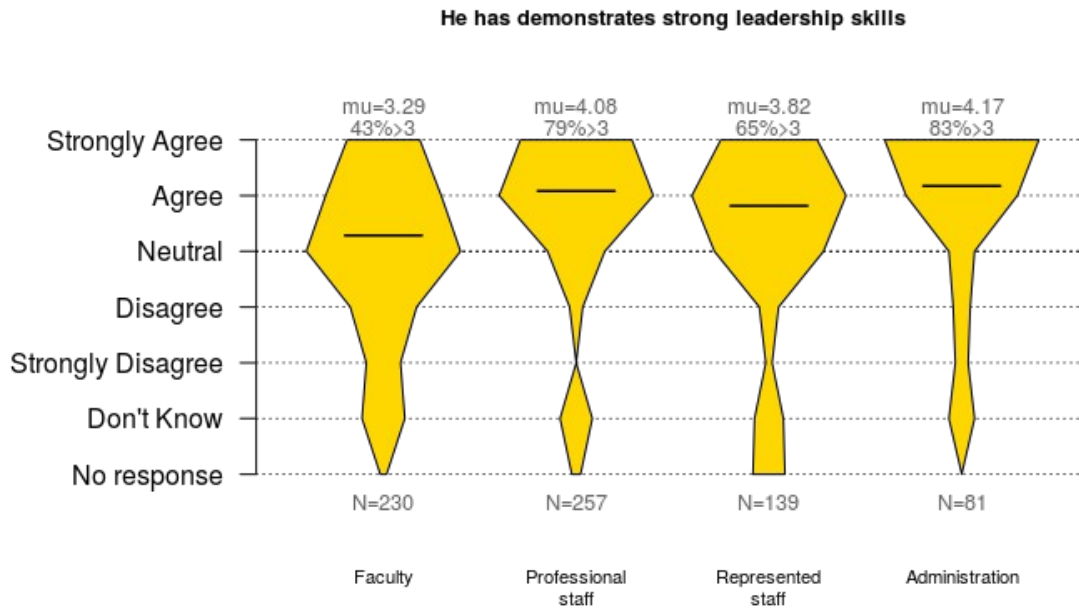


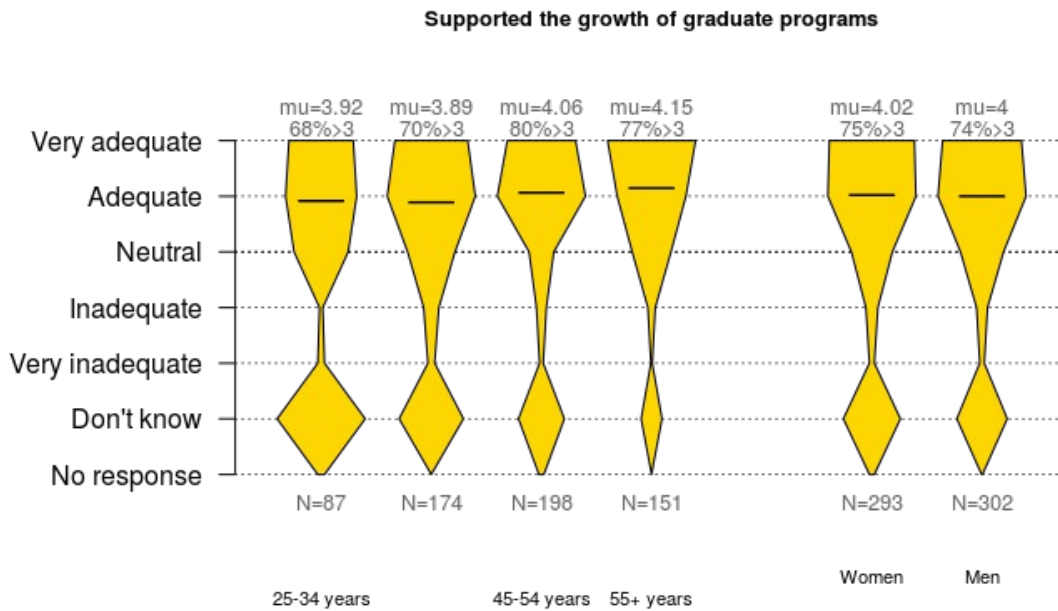
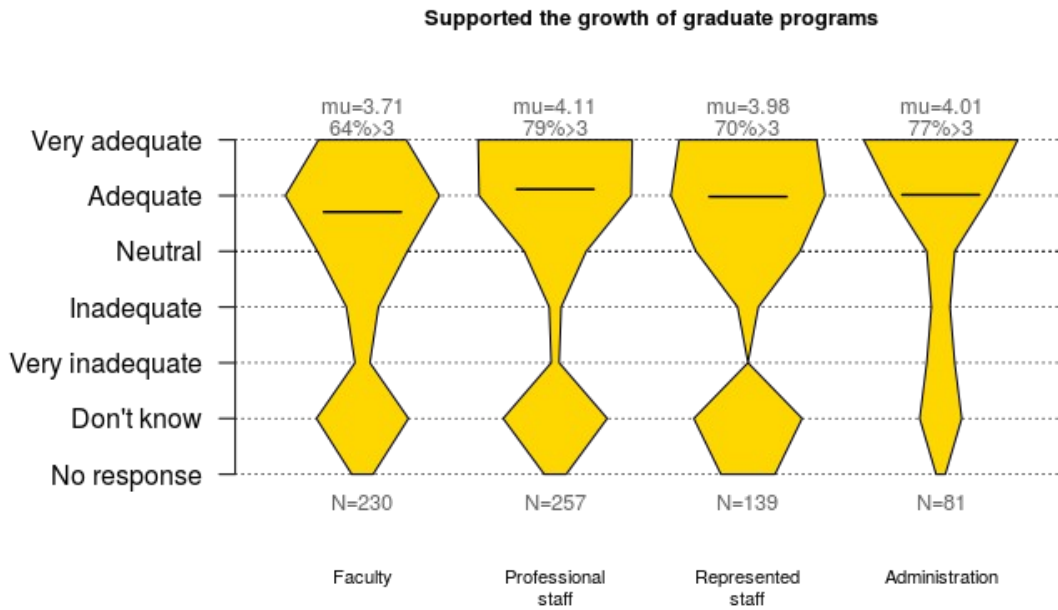


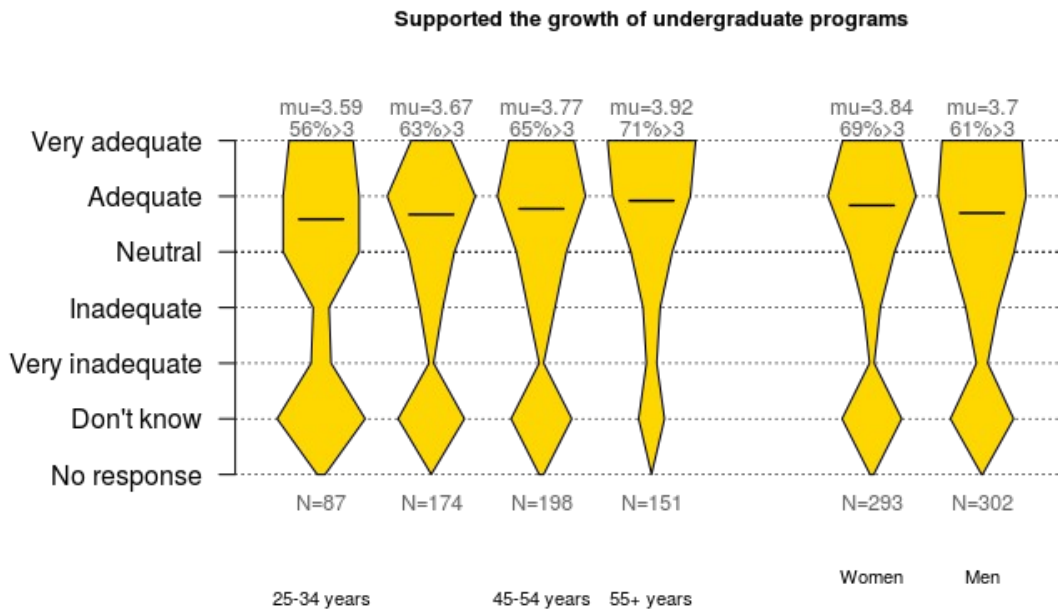
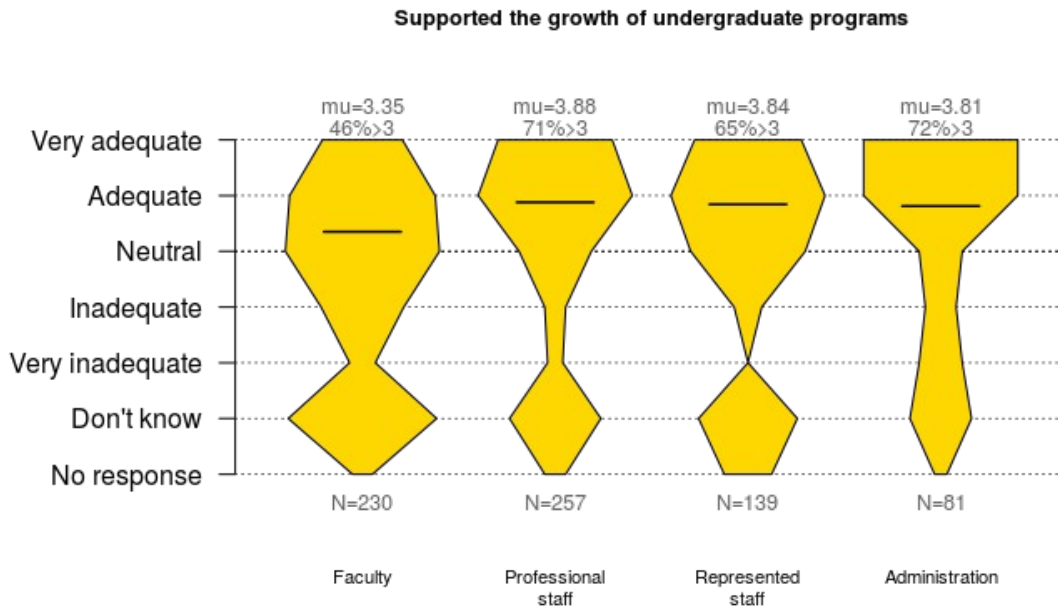


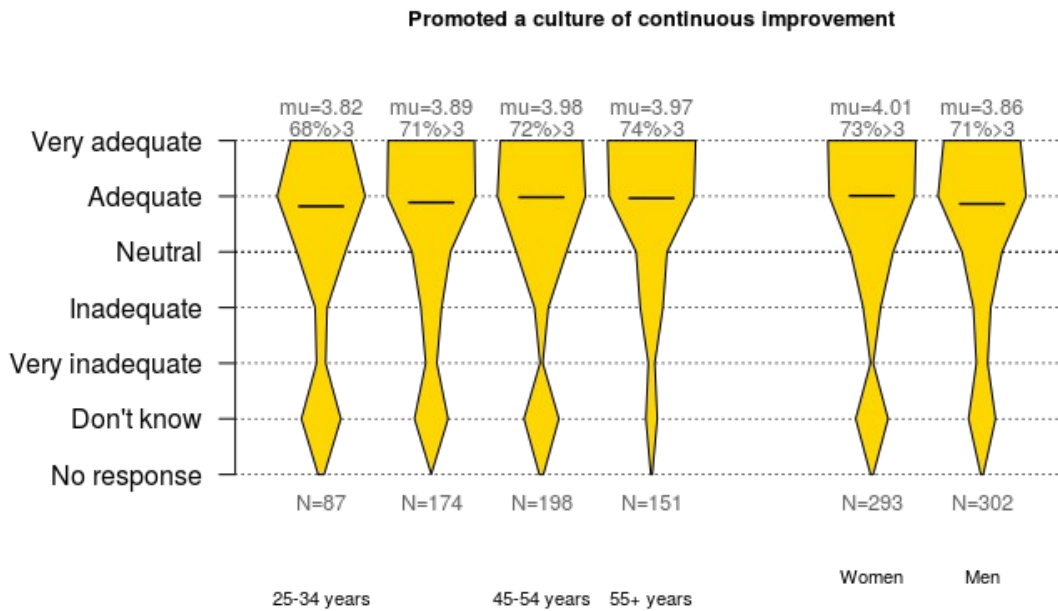
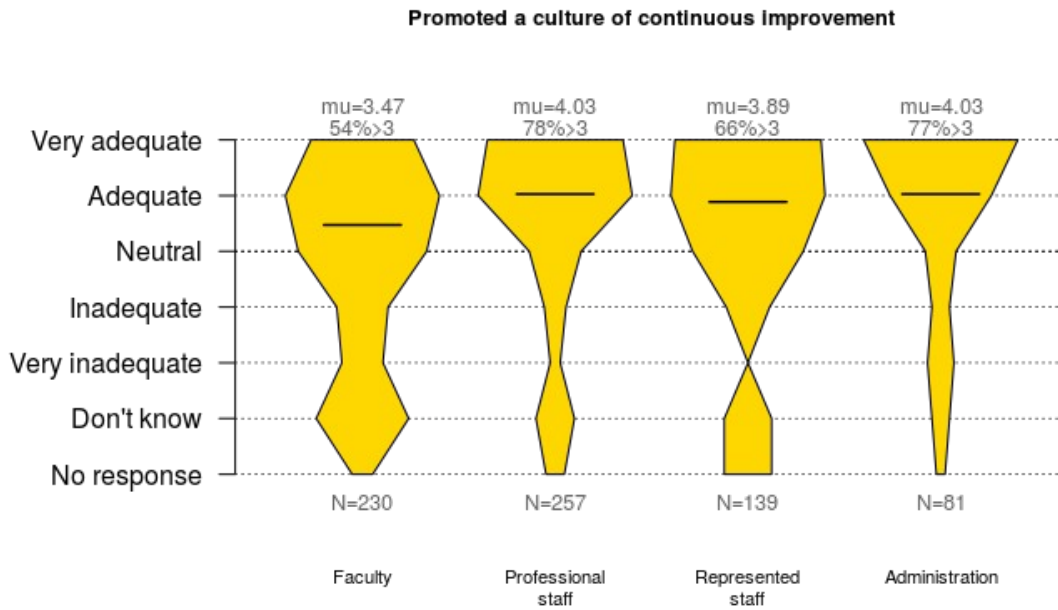


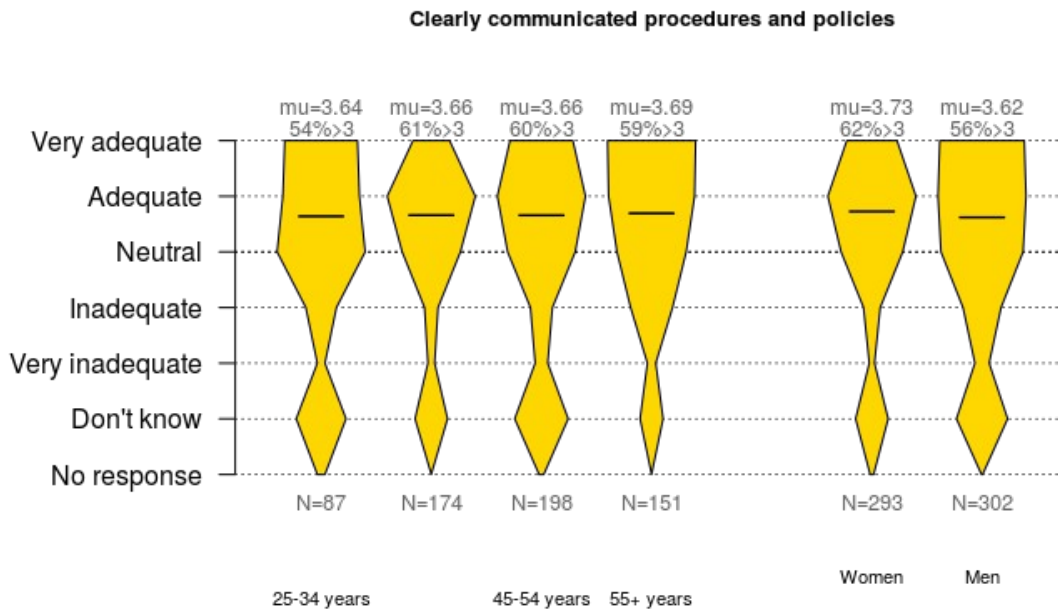
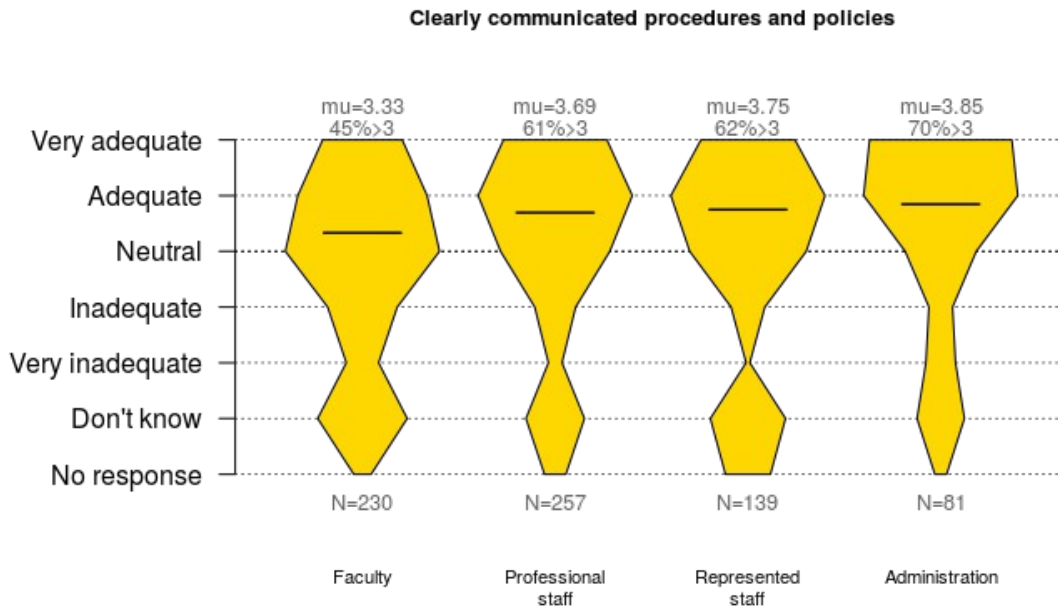


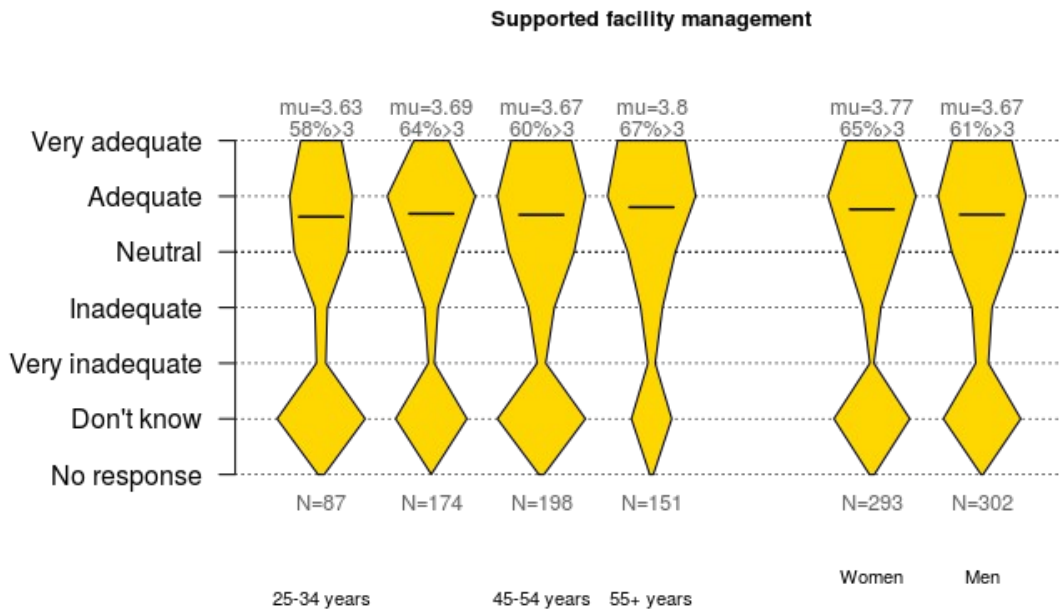
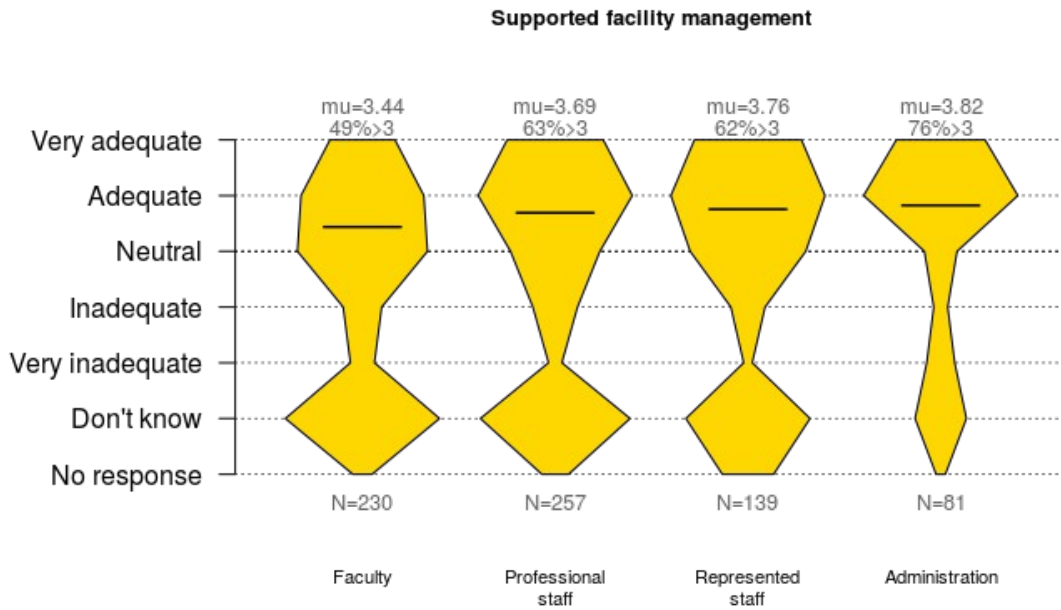


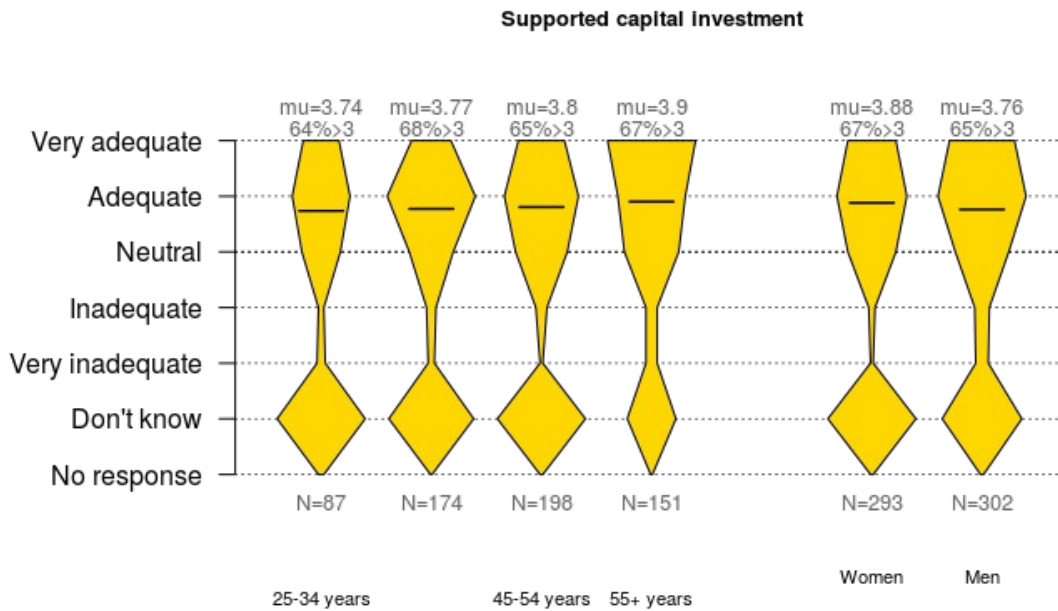
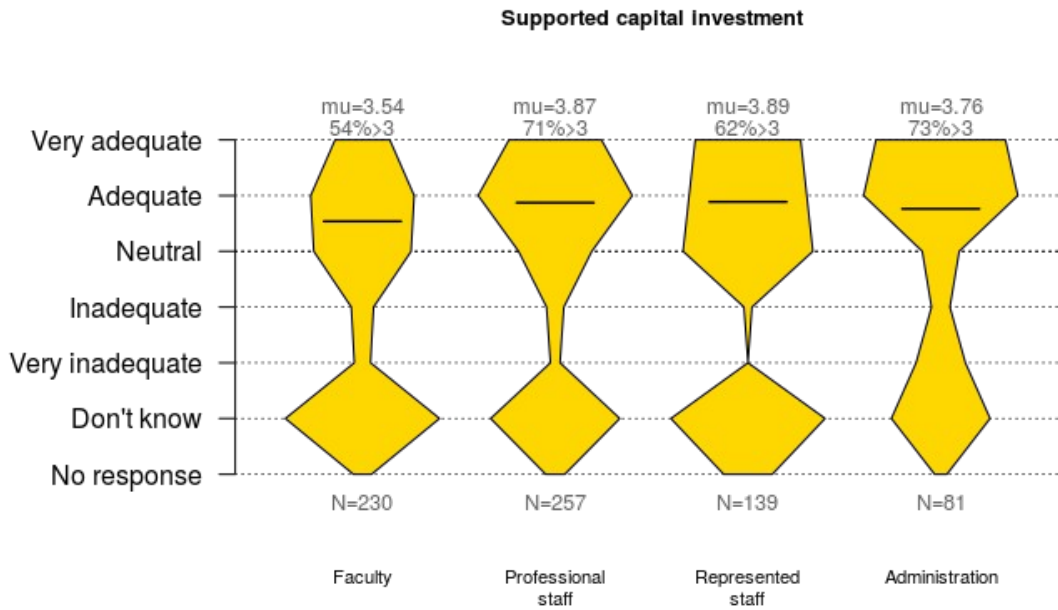


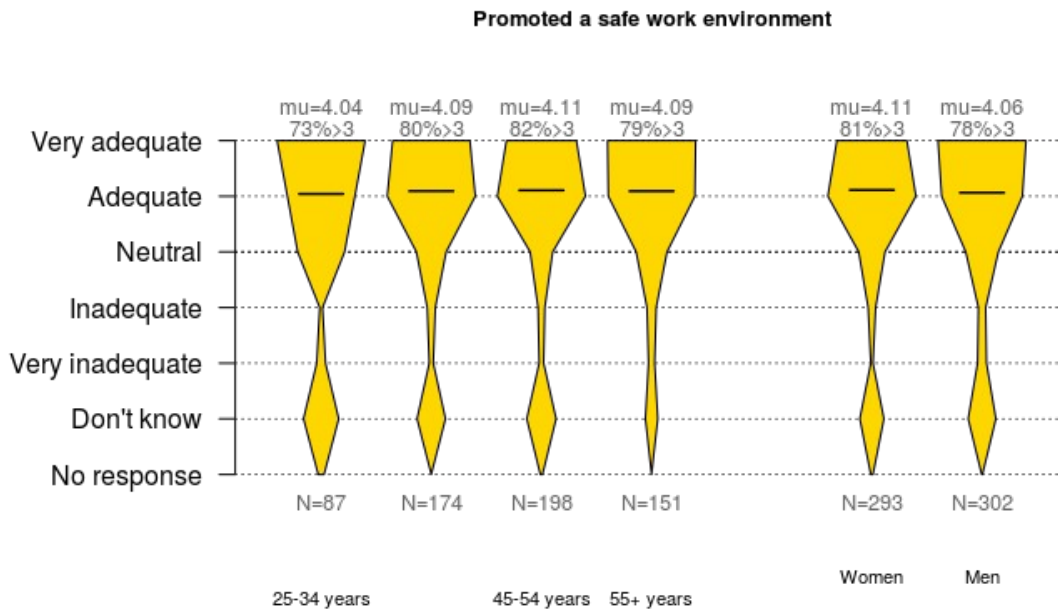
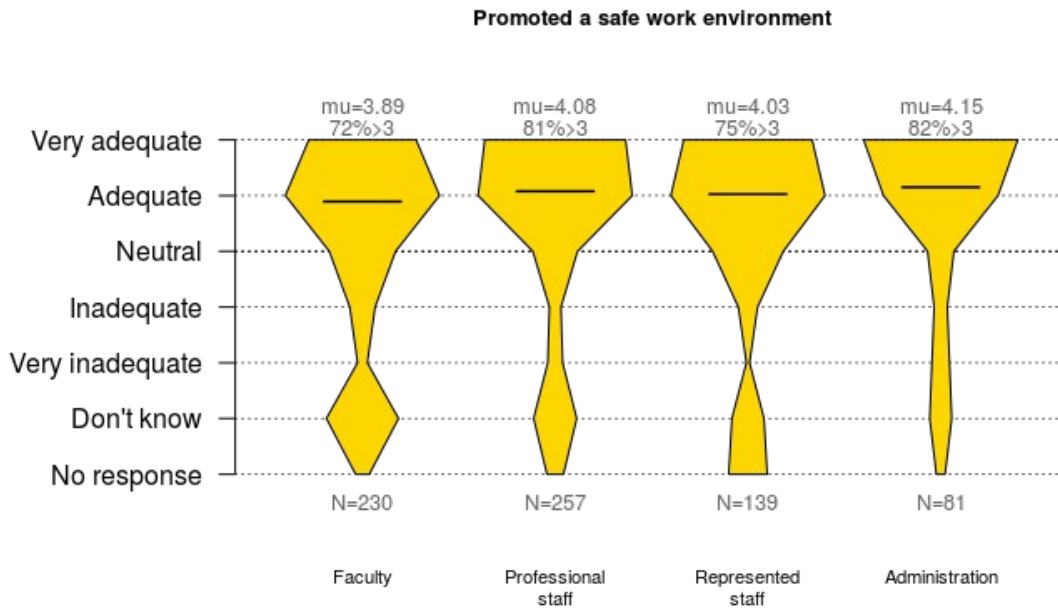


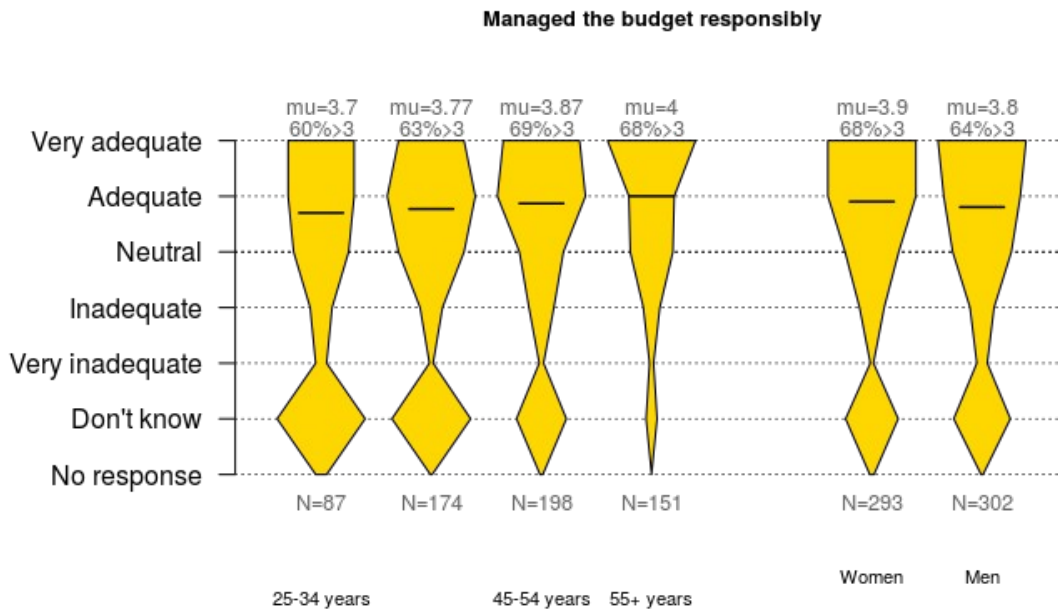
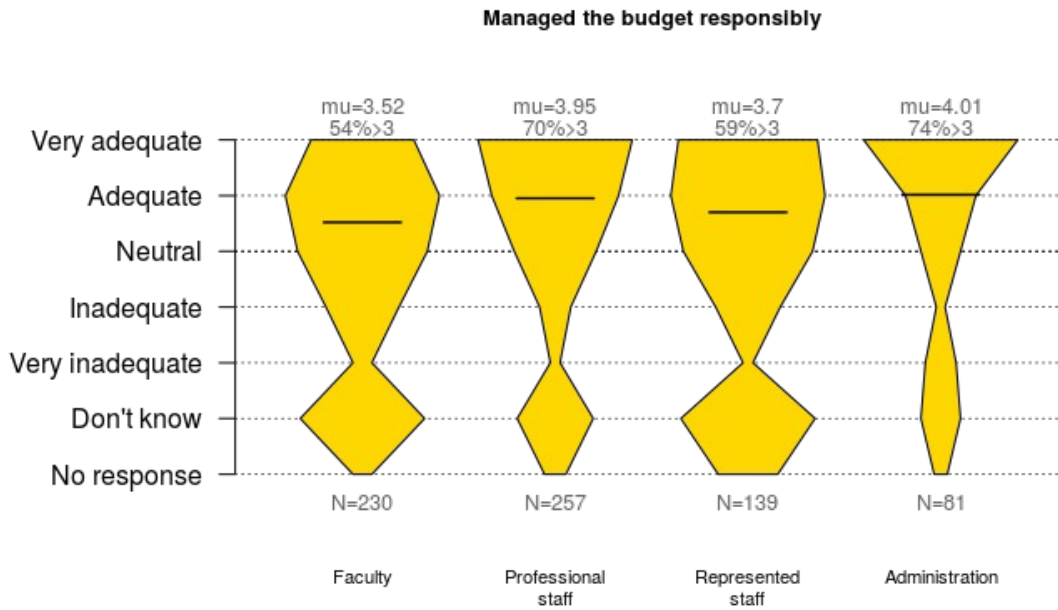


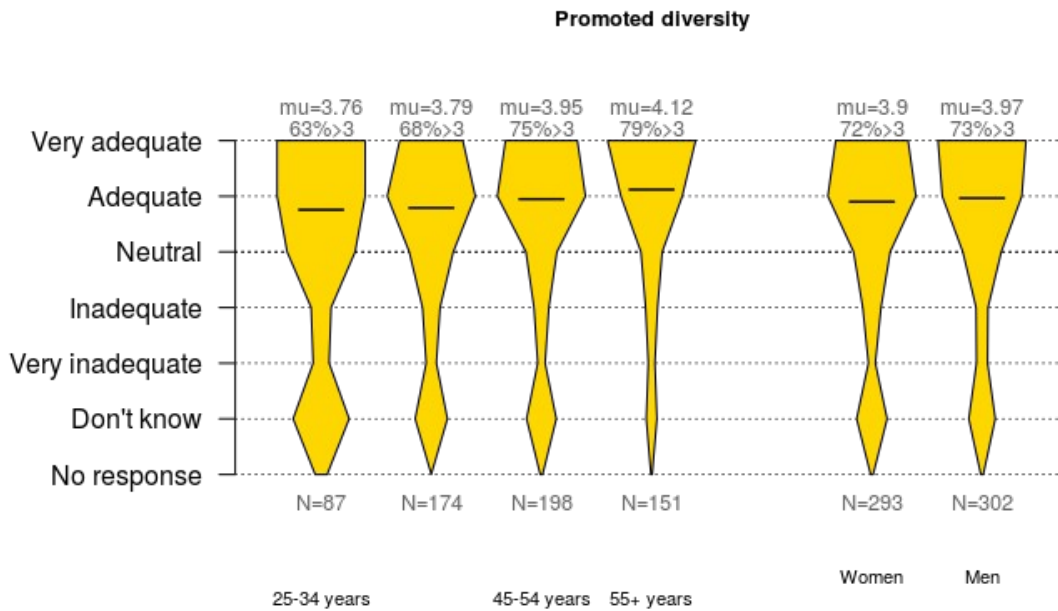
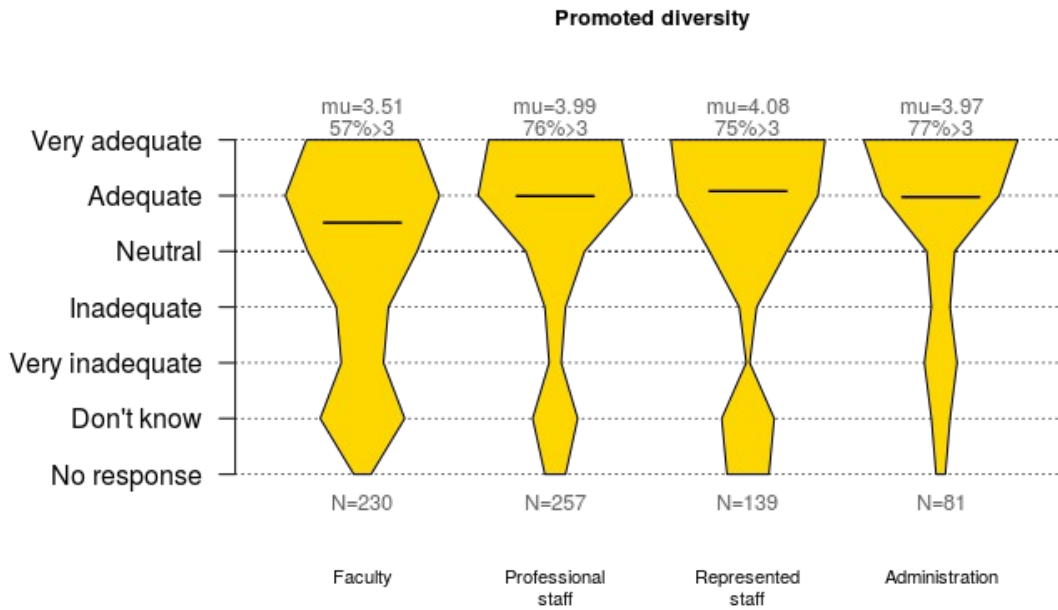


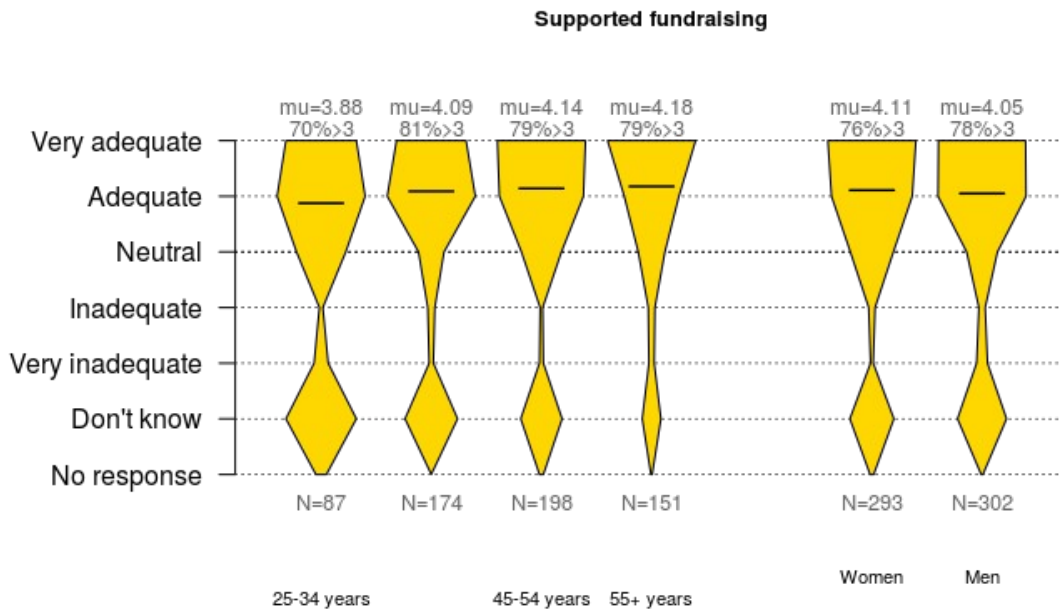
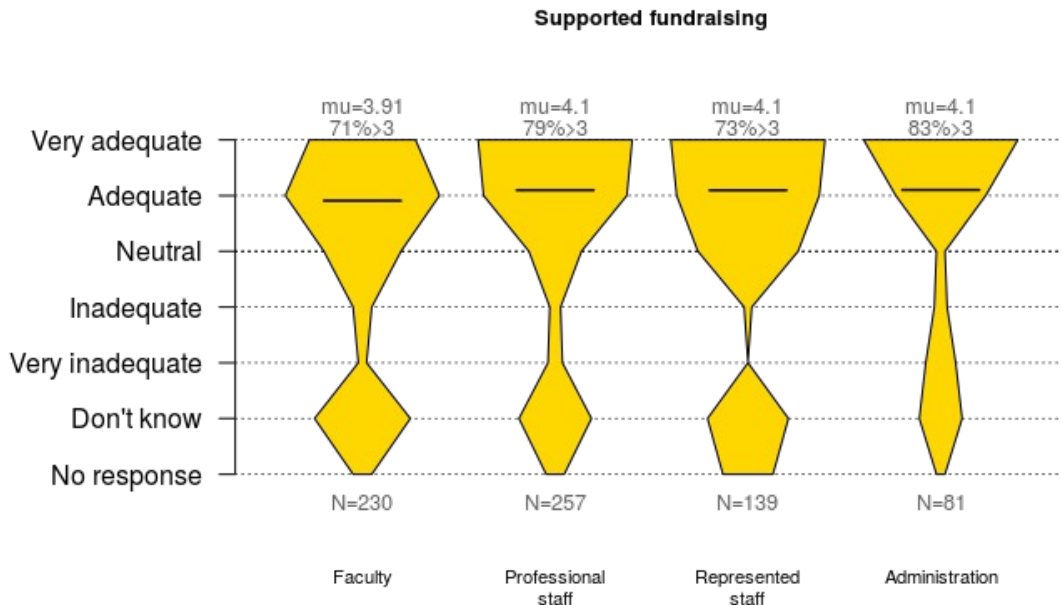


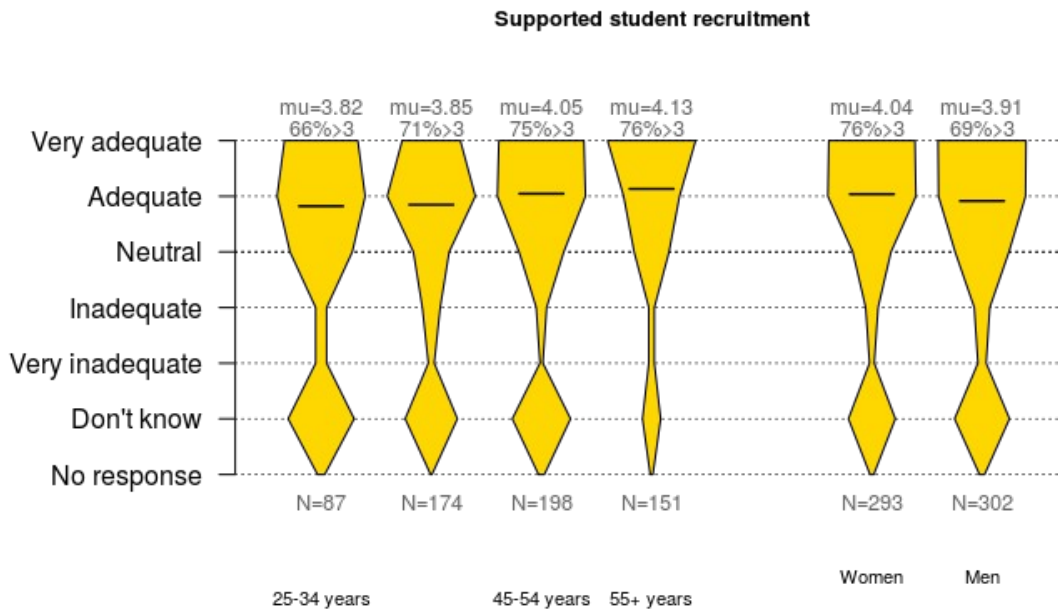
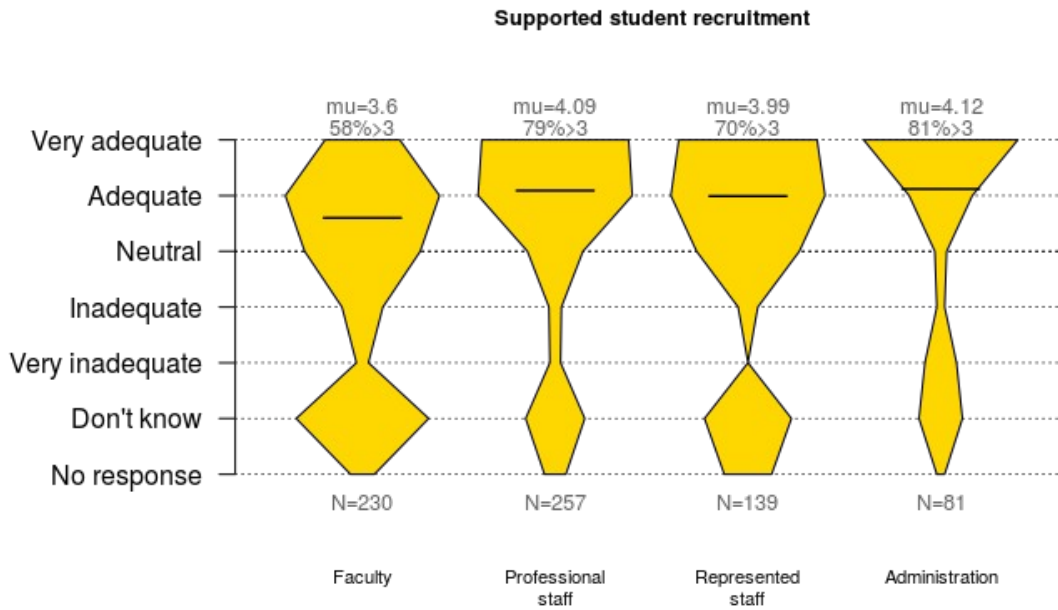


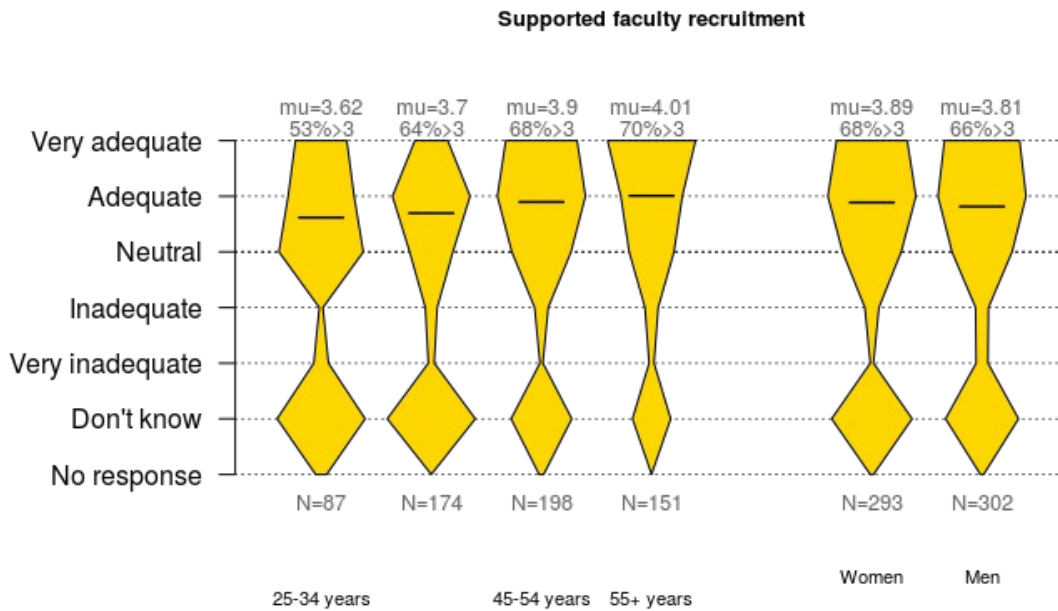
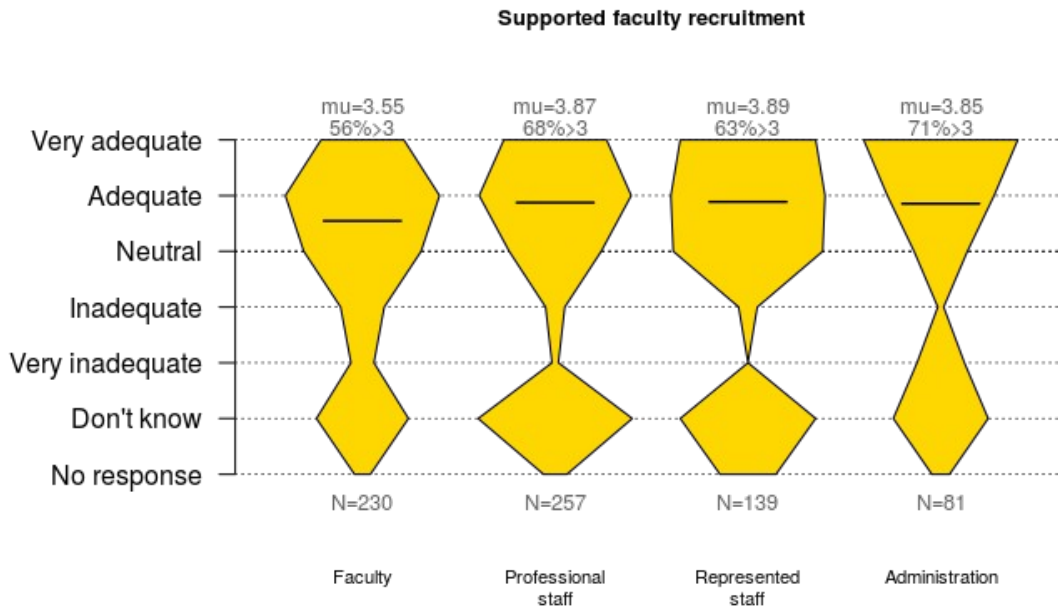


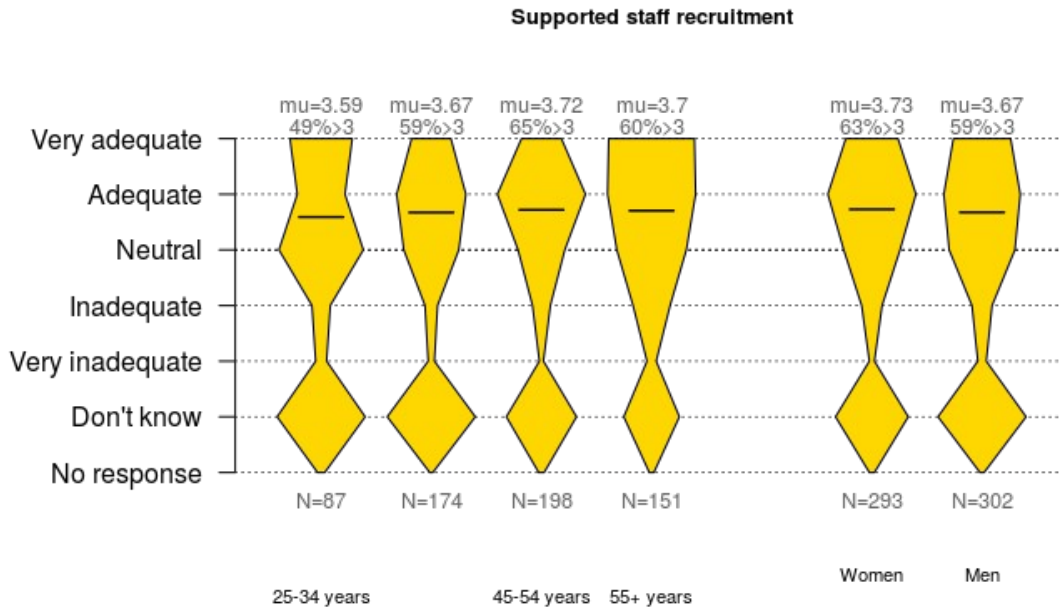
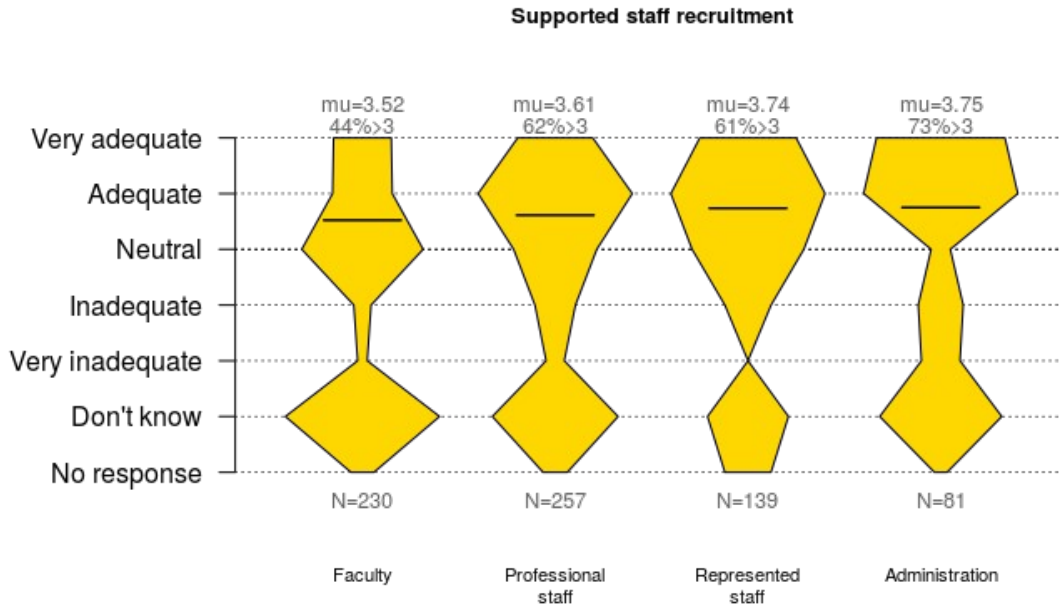


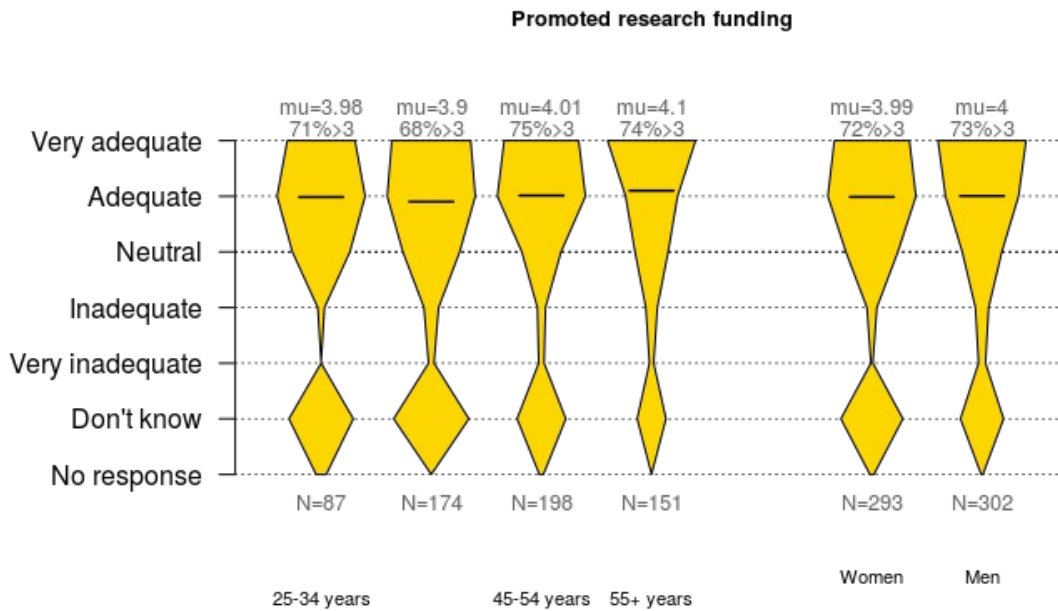
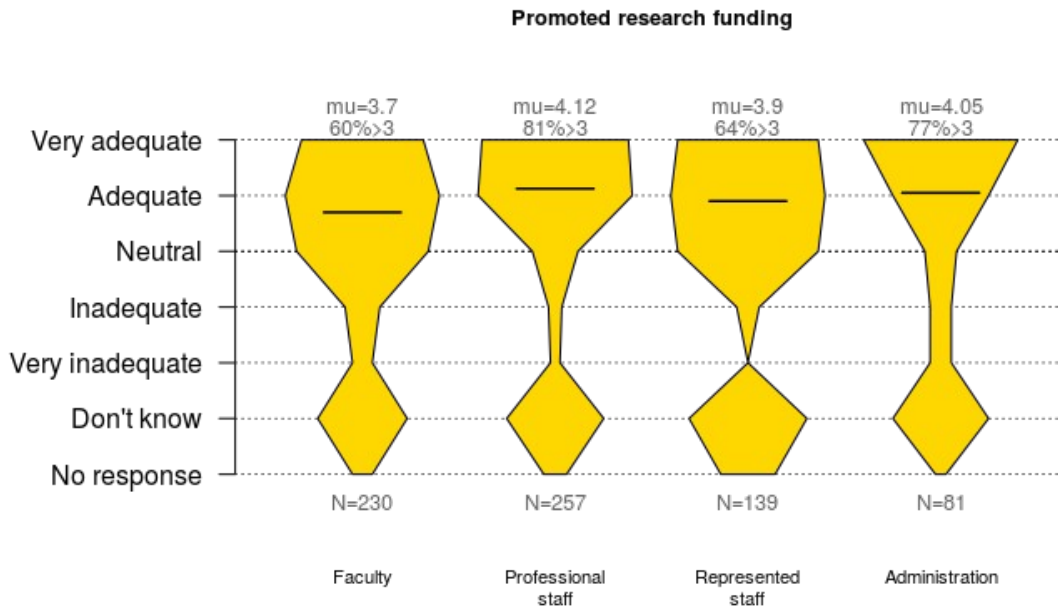


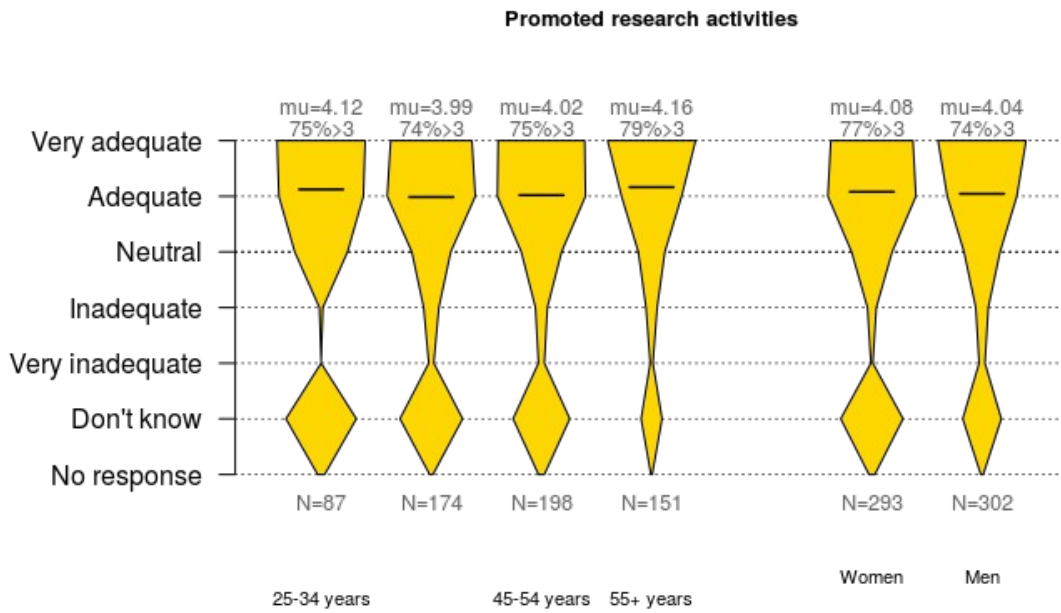
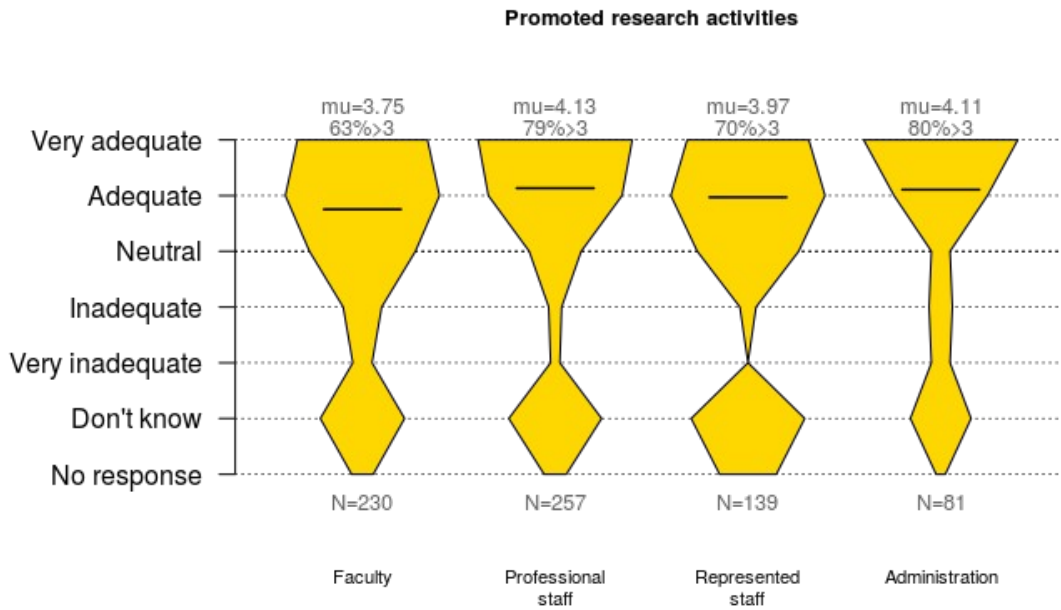


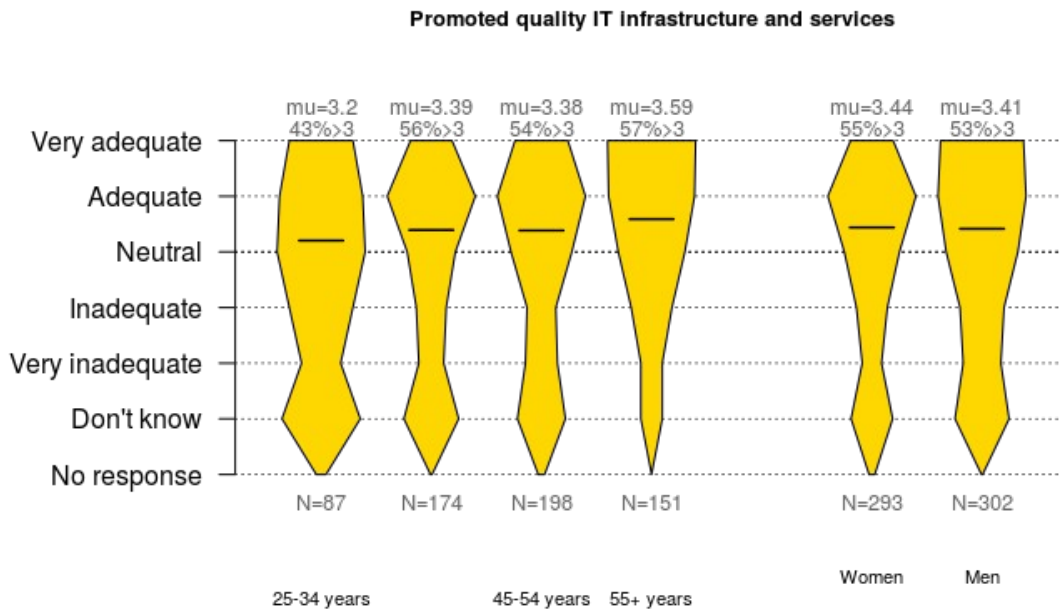
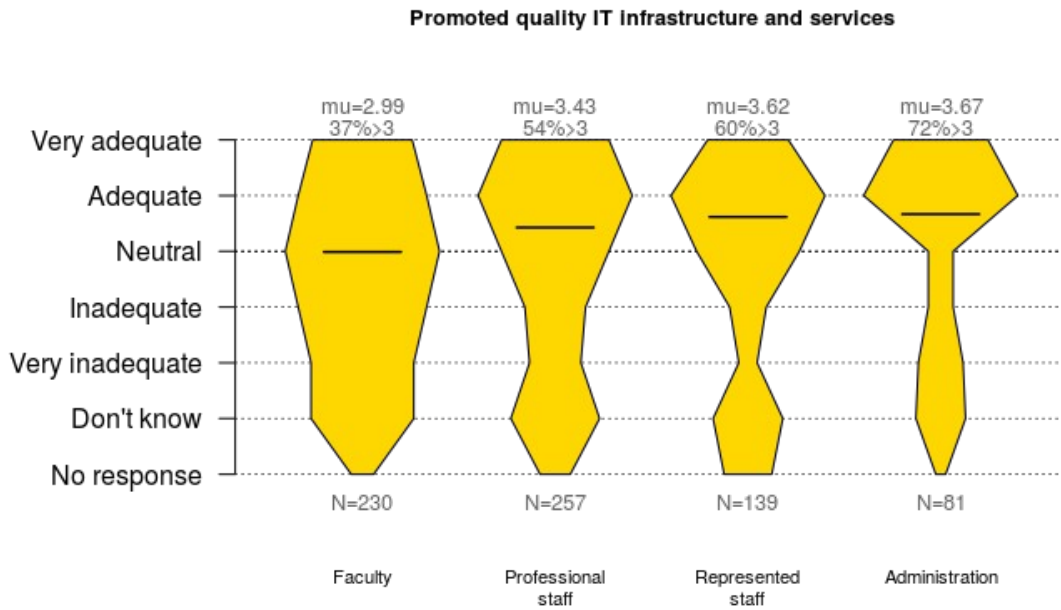


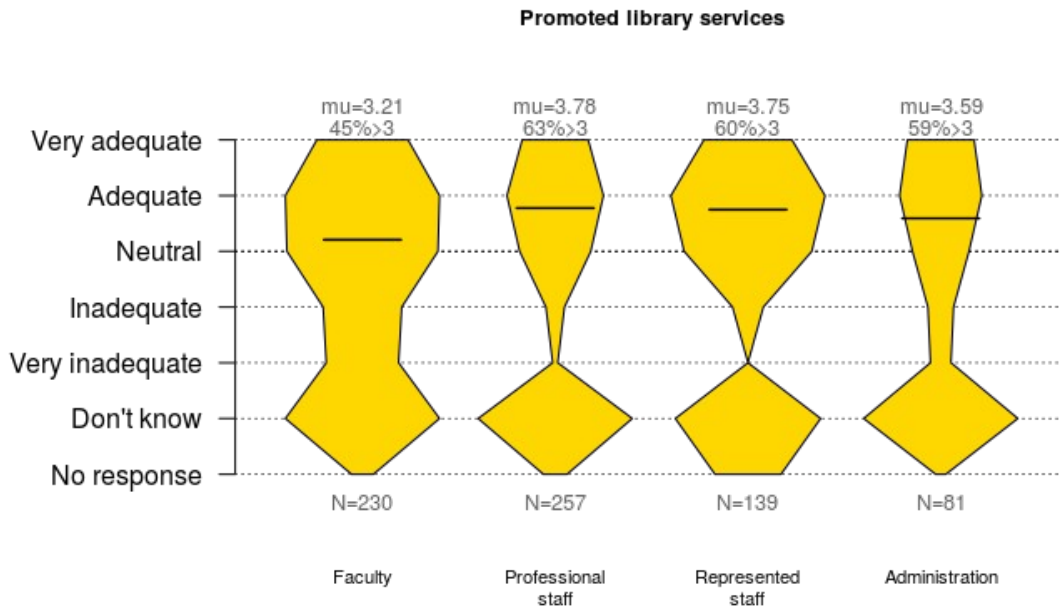












Mean responses across questions and employment status				
Question	Faculty	Prof. Staff	Repr. Staff	Admin
I 'belong' in the Michigan Tech community	3.70	3.98	3.73	4.27
I am proud to work here	3.79	4.27	4.15	4.62
My skills and knowledge are being utilized adequately	3.58	3.87	3.46	4.12
My job is secure	3.82	3.81	3.93	3.98
My work is appreciated	3.45	3.95	3.70	4.07
My workload is manageable	3.40	3.65	3.90	3.63
My responsibilities are well defined for my job	3.74	3.80	3.67	3.95
My work environment is safe	4.23	4.39	4.18	4.61
My co-workers are supportive	3.80	4.19	3.96	4.11
I have an acceptable work life balance	3.33	3.72	3.93	3.58
I have opportunities for promotions	3.27	3.02	2.85	3.34
My salary is fair	2.98	3.16	2.95	3.65

My healthcare benefits are affordable	2.94	3.18	2.81	3.45
My healthcare benefits are adequate	2.85	3.24	2.99	3.41
My retirement benefits are adequate	3.13	3.60	3.34	3.68
I take advantage of vacation time	3.10	3.71	3.77	3.53
My dental benefits are affordable	3.49	3.80	3.66	3.91
My dental benefits are adequate	3.44	3.74	3.52	3.90
My eye care benefits are affordable	3.55	3.84	3.62	3.91
My eye care benefits are adequate	3.42	3.74	3.61	3.79
There are adequate spousal/partner accommodations	3.00	3.45	3.42	3.28
There are adequate family leave allowances (maternity, paternity, adoption)	3.19	3.62	3.58	3.79
There are adequate sick leave allowances	3.37	4.03	3.74	4.03
He keeps us informed about important issues on campus	3.35	3.95	3.77	4.12
He seeks others' views and opinions	2.98	3.75	3.60	3.92
He promotes positive relationships between the university and	3.62	4.12	3.91	4.40

community				
He promotes positive relationships between the university and industry	3.72	4.22	3.87	4.39
He promotes positive relationships between the university and the state government	3.68	4.12	3.84	4.32
He promotes positive relationships between the university and the federal government	3.53	4.05	3.80	4.27
He has demonstrates strong leadership skills	3.29	4.08	3.82	4.17
Supported the growth of graduate programs	3.71	4.11	3.98	4.01
Supported the growth of undergraduate programs	3.35	3.88	3.84	3.81
Promoted a culture of continuous improvement	3.47	4.03	3.89	4.03
Clearly communicated procedures and policies	3.33	3.69	3.75	3.85
Supported facility management	3.44	3.69	3.76	3.82
Supported capital investment	3.54	3.87	3.89	3.76
Promoted a safe work environment	3.89	4.08	4.03	4.15

Managed the budget responsibly	3.52	3.95	3.70	4.01
Promoted diversity	3.51	3.99	4.08	3.97
Supported fundraising	3.91	4.10	4.10	4.10
Supported student recruitment	3.60	4.09	3.99	4.12
Supported faculty recruitment	3.55	3.87	3.89	3.86
Supported staff recruitment	3.52	3.61	3.74	3.75
Promoted research funding	3.70	4.12	3.90	4.05
Promoted research activities	3.75	4.13	3.97	4.11
Promoted quality IT infrastructure and services	2.99	3.43	3.62	3.67
Promoted library services	3.21	3.78	3.75	3.59
How satisfied were you with the President's overall performance over the past year?	3.46	4.06	3.79	4.48