

President's Evaluation Report for 2013-14

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I Introduction

Each year the Senate Administrative Policy Committee conducts evaluation of the University President as per Senate Procedure 503.1.1 which says

Regular evaluation of the President of Michigan Technological University by the faculty and staff encourages open communication, healthy exchange of information, and a shared responsibility for university direction. This procedure allows respondents to provide input and feedback to the leadership of the university.

The survey was conducted using Survey Monkey, an application that resides on servers external to Michigan Tech. to ensure greater confidentiality and anonymity of the survey respondents. Links were provided for the following documents on the entry page of the survey. The documents are given in Appendix A.

1. Self-evaluation report from President Mroz.
2. Letter from the Chair of Board of Control Steve Hicks, emphasizing the importance of the survey.
3. Executive team milestones for the year.
4. Bio-data of the executive team.
5. Organization chart for the university.

This year, four surveys were simultaneously launched on March 17th at 1:00 A.M and were open until March 27th at 1:00 A.M. The same instrument was used for the four constituencies: faculty, professional staff, represented staff, and administrators. Last year the administrator group included members of the University executive team; Department Chairs and Associate Deans were included in the faculty group. This year the Department Chairs and Associate Deans were moved into the administrators group and members of the executive team who are being evaluated by the survey were not included in the survey. Thus, the difference between the administrators group of last year and this year must be kept in mind when comparing results of last year and this year. The faculty group being large enough would not be significantly affected by the reduction of the Department Chairs and Associate Deans. The number of invitations sent and responses received for this and last year are shown in Table 1.

Table 1: Invitations Sent and Responses received

	Faculty		Professional Staff		Represented Staff		Administrators		Total	
	2012-2013	2013-2014	2012-2013	2013-2014	2012-2013	2013-2014	2012-2013	2013-2014	2012-2013	2013-2014
Invitations Sent	444	418	545	572	324	294	17	33	1330	1317
Survey Completed	197	183	281	264	134	119	10	15	622	581
Response	44.4%	43.8%	51.6%	46.2%	41.36	40.5%	58.8%	45.5%	46.8	44.1%

Table 1 shows that this year there was a small decrease in the number of responses in each of the groups. More troubling is the fact that nearly 55% of Michigan Tech. employees are not participating in the survey each year. Some recommendations are made later in the report to address this problem.

II Survey instrument format

Appendix B shows the survey instrument. The design of a survey instrument is to elicit a response without prejudicing the respondent with the wording of the questions. Thus, no opinion and skipping the question by a respondent is an indicator of a poor survey question. Using this principle, the number of people who skipped and the number of people who filled no opinion were added and the percentage response for each question was calculated in the last year's survey. Those questions that showed high percentage of no response were either removed or reworded. Input was also sought from the Michigan Tech. community with the help of Senators. In addition, the comment windows after each scaled question were removed for two reasons. First, there were many one line comments that were essentially re-stating the scaled response in words. Second, the enormous number of comments had a lot of duplications in which important information was getting diluted. There are still comment windows in the current survey but now these are at the end of all the scaled questions. No personal information was saved or recorded. The comments were captured in a common bin for each constituency and numbered for ease of reference. The response to scaled questions and comments will be analyzed in later sections of this report.

Table 2 shows the range of percentages of skip and no opinion for last year and this year. The table shows a dramatic decrease in percentages across all groups except the administrators which is a reformulated group as described in the previous section. Thus, this year's survey had a slight decrease in the number who completed the survey but a greater number who expressed their opinions.

Table 2: Range of percentage of skip and no opinion.

	Faculty	Professional Staff	Represented Staff	Administrators
2012-13	16.8%-59.4%	13.5%-59.4%	22.4%-61.9%	0-20%
2013-14	5.5%-13.6%	8.5%-19.6%	8.8%-23.1%	0.0%-21.2%

III Analysis of response to scaled questions.

Scaled response was sought using the following scale:

1. Strongly Disagree (*SD*)
2. Disagree (*D*)
3. Neutral (*N*)
4. Agree (*A*)
5. Strongly Agree (*SA*)

The notation in the brackets are the number of respondents who choose the particular response. The average for each question was calculated as follows.

$$Average = \frac{1 \times SD + 2 \times D + 3 \times N + 4 \times A + 5 \times SA}{SD + D + N + A + SA}$$

The first 17 questions were issue related questions in the evaluation of the executive team. Appendix C are the copies of the spreadsheet showing the original data and the calculations from it.

Table 3 shows the number of questions in which the executive team got an average greater than 3, less than 3, and the maximum and minimum average for each group. The table shows that faculty are the most critical group in their evaluation of the executive team.

Table 3: Analysis of averages for executive team

	Faculty	Professional Staff	Represented Staff	Administrators
Number of averages above 3	4	15	12	14
Number of averages below 3	13	2	5	3
Maximum Average	4.02	4.13	4.01	3.87
Minimum Average	2.2	2.92	2.49	2.67

Table 4 shows the top five averages in each group. Faculty did not have 5 averages above 3. The question numbers on the survey instrument and the corresponding statements are also given in Table 4.

Table 4: The five top averages above 3 in each group when available

Average	Faculty
4.02	5. The executive team has created an environment in which research is valued.
3.41	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.18	14. The executive team creates an inclusive environment where individual differences are respected and supported.
3.1	7. The executive team has developed structures (practices) that promote professional development.
Professional Staff	
4.13	5. The executive team has created an environment in which research is valued.
3.76	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.59	4. The executive team has created an environment in which teaching is valued.
3.55	14. The executive team creates an inclusive environment where individual differences are respected and supported.
3.47	7. The executive team has developed structures (practices) that promote professional development.
Represented Staff	
4.01	5. The executive team has created an environment in which research is valued.
3.62	4. The executive team has created an environment in which teaching is valued.
3.59	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.54	7. The executive team has developed structures (practices) that promote professional development.
3.38	6. The executive team has created an environment in which committee service in the university is valued.
Administrators	
3.87	5. The executive team has created an environment in which research is valued.
3.73	15. The executive team creates an environment in which I feel safe voicing my opinions.
3.67	14. The executive team creates an inclusive environment where individual differences are respected and supported.
3.53	13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
3.53	4. The executive team has created an environment in which teaching is valued.

Table 4 represents respondents strongest agreement that the executive team is doing well and should continue doing. It highlights the following.

- All groups agree that the executive team has created an environment in which research is valued.
- All groups agree that the executive team works to ensure the active recruitment of a diverse faculty, staff and student body.
- Faculty, professional staff, and administrators agree the executive team creates an inclusive environment where individual differences are respected and supported.

- Faculty, professional staff, and represented staff agree the executive team has developed structures (practices) that promote professional development
- Professional staff, represented staff, and administrators agree the executive team has created an environment in which teaching is valued.

Table 5 shows the lowest averages below 3 for each group. Professional staff and administrators group did not have five averages below 3.

Table 5: The five lowest averages below 3 for each group when available.

Average	Faculty
2.2	17. The executive team has created an IT environment that meets my work needs.
2.59	10. The executive team is transparent in the university budgeting process.
2.61	2. The executive team provides a high quality package of fringe benefits.
2.72	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.
2.72	11. The executive team does a good job recruiting the right people.
Professional Staff	
2.92	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.
2.98	12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person.
Represented Staff	
2.49	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.
2.71	12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person
2.84	15. The executive team creates an environment in which I feel safe voicing my opinions.
2.87	1. The executive team has created an environment in which my contributions are fairly compensated.
2.97	2. The executive team provides a high quality package of fringe benefits.
Administrators	
2.67	17. The executive team has created an IT environment that meets my work needs.
2.93	3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.

Table 5 represents respondents strongest view about the executive team not doing well. These are the top concerns of each group that the executive team should make it a priority in addressing. It highlights the following.

- The fairness in allocation of salaries and benefits (question 3) are a source of concern in all four groups.
- The IT environment that meets the work needs is a most concerning issue for faculty and administrators.
- Both the professional staff and represented staff are concerned that promotion and advancement opportunities are not awarded to the most qualified person.
- Both faculty and represented staff are concerned about the quality package of fringe benefits.

Table 6 shows the averages for the executive team. Each individual of the executive team has an average either above 3 or close to it. But the average response to the statements “The executive team has earned the confidence of the faculty and staff” and “The executive team's overall performance was excellent over the past year”, shows lower averages than the individual averages in all four groups.

Table 6: Executive team Averages

	Faculty	Professional Staff	Represented Staff	Administrators
Glenn Mroz	2.98	3.72	3.32	3.33
Max Seel	3.38	3.65	3.45	3.93
Dave Reed	3.27	3.80	3.44	3.86
Les Cook	3.05	3.60	3.34	3.14
Ellen Horsch	2.74	3.25	3.07	3.07
Dale Tahtinen	3.19	3.55	3.31	3.21
Dan Greenlee	3.16	3.69	3.45	4.00
Confidence in team	2.67	3.37	2.94	2.87
Team performance	2.73	3.39	2.97	2.87

Table 7 shows the President's averages. All groups beside faculty agree with the statements. Faculty disagree most that the President is a practitioner of shared governance, in incorporating feedback in strategic planning, and incorporating the results of past surveys. Nor do they agree that he is open and responsive to alternative ideas and criticisms.

Table 7: President's Averages

Question	Faculty	Professional Staff	Represented Staff	Administrators
28. The President has demonstrated excellent leadership skills discharging his duties to the University community.	3.15	3.81	3.43	3.79
29. The President has effectively communicated with the University community his vision and explanation of his actions.	3.14	3.82	3.57	3.47
30. The President has effectively communicated his efforts in explaining the key issues facing the University community at state and national forums.	3.36	3.96	3.62	3.93
31. The President is open and responsive to alternative ideas and criticism from the University community.	2.78	3.60	3.31	3.27
32. The President is a strong practitioner of shared governance with the University community and seeks ways and opportunities to incorporate feedback into strategic planning.	2.62	3.56	3.33	3.27
33. The President's overall performance was excellent over the past year.	2.98	3.72	3.32	3.33
34. The President and the executive team have made changes based on the survey results in the past and communicated these changes to the University.	2.69	3.22	3.06	3.07

IV Analysis of Comments

There were eight comment windows in the survey instruments for the following questions.

Q26: Comment on what the executive team has done will and should continue doing.

Q27: Comment on what the executive team should change or improve upon.

- Q35: Comment on what the President has done well and should continue doing.
- Q36: Comment on what the President should change or improve upon.
- Q37: Comment on what you would like to see the President and executive team to do with the survey results.
- Q38: Do you enjoy working at Michigan Tech?
- Q39: Do you feel optimistic about the future of Michigan Tech?
- Q40: What type of education or training would you like to have available to you so that you can advance in your career?

For each group and each question, the comments were collected in a common bin. Table 8 shows the number of comments for each question for each group. Some comments were one line comments that said nothing, but the committee did not edit these out in counting.

Table 8: Number of comments

	Faculty	Professional Staff	Represented Staff	Administrators	Total for Question
Q26	43	42	12	7	104
Q27	66	55	24	10	155
Q35	28	32	10	5	75
Q36	37	26	8	7	78
Q37	41	29	14	3	87
Q38	85	95	25	6	211
Q39	83	70	28	8	189
Q40	40	75	34	2	151
Total Comments	423	424	155	48	1050

For all groups the number of comments for improvement by the executive team and the President exceeds the number of comments to continue doing things they do well¹. These comments provide the administration a rich source of perspective in how to improve the university.

The comments were examined by the evaluation committee and its synopsis highlights some of the important trends for each question below. Sometimes a trend seen in comments on one question also had comments in another questions, probably by the same respondents. The numbers given for a trend consist only of comments given for the question.

The synopsis of a trend is followed by examples of representative comments. As a single comment may have reflected several issues, only words pertaining to the synopsis are highlighted.

As per the evaluation procedure, all comments are sent to the President and the Board of Control and not released publicly. To aid the President and the Board of Control, the following notation is used to identify the representative comments. The letter F, PS, RS, and A refers to the groups Faculty, Professional Staff, Represented Staff, and Administrators, respectively. The number following the letter refers to the comment number in the comment bin.

Q26: Comment on what the executive team has done well and should continue doing.

Only two trends were detected on what the executive team is doing well and should continue.

1. There were 19 comments that the executive team has communicated well with faculty and staff. Some examples of the comments are:

1. One small exception is of represented staff in the case of the President.

- “Continue to communicate details of long term strategic vision so we can align our own initiatives accordingly to support these efforts.” (PS5).
 - “I appreciate the campus forums as an opportunity to stay current with how we are doing overall.” (PS23)
 - “I appreciated the opportunity for faculty and staff to voice their opinions about the health care options, and the keeping of the PPO option.” (F2).
2. There were 16 comments that the executive team has done well with balancing the budget. Some examples of the comments are:
- “The university’s finances are in the black, and that is a good thing. I think contact with State decision makers is good. I think outreach to alumni is good.” (F19)
 - “Strategic planning, proper budgeting, and strong representation within state and nationally are important and should be continued.” (F42).
 - “The executive team has done a great job with the University budget and sharing that information with students, faculty, and staff.” (PS20).

Q27: Comment on what the executive team should change or improve upon.

There were 6 trends detected in comments on what the executive team needs to change.

1. There were 34 comments that question executive team appointment of IT leaders. Comments are strongly worded about the qualification of IT leaders, their decision making, their management of personnel, and the poor working environment. Some examples of the comments are:
 - “Restructure IT. There are many good, hard-working people in the IT department, but we cannot continue to have so many problems. IT seems to act unilaterally without understanding the needs for teaching and research. The management needs more oversight, so that they don't make so many poor decisions. They should not be allowed to shut down teaching computer labs without first understanding the impacts, or try to install a new university-wide server over a short holiday break (when many students and faculty actually have time to do research) without any margin for dealing with unforeseen problems. Perhaps important decisions should be vetted through a campus advisory committee consisting of faculty, students and staff.” (F2)
 - “The situation regarding IT is absolutely abysmal. There is no shared governance regarding IT; we have a dictatorship in the basement of the EERC and the services that we receive are declining steadily. There is absolutely no excuse for this.” (F37)
 - “...Why does the University keep rewarding such bad and unethical behavior? ... and has made working in iT one of the worst places on campus to work. ...” (PS25)
 - “The IT situation is awful. We don't trust the higher ups in IT, their plans evolve in convoluted (circuitous) ways and too fast, yet regular maintenance and support can be woefully lacking...” (A6)
2. There were 32 comments on erosion of benefits, particularly in health care and parking costs.
 - “Our benefits are not getting better; they are getting worse. I really think we should have better health insurance and also be able to have more options to choose from. The deductibles seem to be getting higher and higher, and we seem to have to pay more out of pocket expenses...” (F21)
 - “How can an employee feel respected when employee must pay for parking at their place of employment?” (PF44)
 - “...should work on getting rid of high deductibles for our health care or eliminate the deductibles completely...” (RS23)
3. There were 32 comments for more frequent two-way communications with constituencies and the general public have to be established for better shared governance.

- “Communication with faculty about the issues that affect them. More chances for shared governance.” (F4)
 - “My only suggestion is more education to the faculty and staff concerning what the University’s strategic plan is, and what resources are allocated against the plan for it to come to fruition. Also, what are the measures of performance and effectiveness when evaluating initiatives/goals of the strategic [sic] plan.” (A4)
 - “Need better marketing and communication efforts to promote our work...” (PS19)
4. There were 31 comments for greater emphasis on the academic mission.
 - “...Academic department budgets tend [sic] to run on a shoe string, yet there seems to be examples of wasteful spending across staff and administrative departments. In addition, tuition and cost of support service and auxiliaries keep going up. Where is the money going? It would be interesting to see how the incoming university resources are being distributed across faculty and administrative state departments...” (F15)
 - “Passing down unfunded mandates and directives to the academic units and on to individuals is making the work environment toxic. Do your jobs and let the faculty and staff focus on what they are responsible for.” (F49)
 - “There are several significant academic and infrastructure needs (chemistry labs, wireless, etc.) that need focused attention and funding. The team needs to gather information about these issues and find funding to address them directly.” (PF29)
 5. There were 22 comments on administrative appointments and distribution of resources.
 - “...Nor is there much change in administrators at all levels. This creates a culture in which loyalty to administration is valued more than loyalty to the university...” (F23)
 - “Nepotism, secrecy, political agendas, and unfair distribution of resources continue to be a problem at MTU. The administration continues to make decisions that split the campus community, create animosity between staff, faculty and administration, and do not reflect a common goal for all.” (PS 34)
 6. There were 19 comments on salaries, promotions, and fairness in it.
 - “Compensation for staff - virtually no merit raises = no incentive.” (PS13)
 - “I think the executive team needs to realize that the people that actually take care of the day to day tasks on campus are the ones that are completely forgotten about...” (RS21)

Q35: Comment on what the President has done well and should continue doing.

There were 23 comments on the President’s ability to communicate effectively inside and outside the university.

- “He represents the University well both externally and Internally. He encourages people to think "out of the box" when it comes to making decisions.” (P7)
- “He is a strong leader who communicates well”. (P13)
- “The President effectively conducts open forums prior to every board meeting and answers questions congenially. These forums are one-way communication events. The forums inform faculty and staff of the content going to the Board of Control from the executive team immediately prior to the meetings.” (F11)
- “Represent the university to the state legislature.”(F12)
- “He is a good speaker and shares his ideas and actions well.”(R9)
- “Communication and do more of it. Rather (or in addition to) these large forums where the same things are repeated, some smaller-group meetings with mid-level management and senior faculty would be a nice venue to discuss focused topics before they get to the proposal/ decision stage.”(A5)

Q36: Comment on what the President should change or improve upon.

There were 9 comments on the need for the President to improve shared governance. Some examples are

- “I would like to see more transparency in decision making...”(F1)
- “There is no real shared governance with the faculty.” (F13)
- “The attitude regarding shared governance is terrible, and has been declining steadily...” (F21)
- “Shared governance is crippling this university...”(A1)

Q37: Comment on what you would like to see the President and executive team to do with the survey results.

All groups had some comments that reflected cynicism but the large number of concrete suggestions were amazingly similar. Example comments from each group are given below.

- “Come up with a list of action items that they will execute after each survey.” (F14)
- “Share the results with all stakeholders and present a plan of action based on the results.” (F25)
- “It doesn't matter....nothing will happen. This is a window dressing exercise.” (F40)
- “...Ask the faculty and staff to submit suggestions for a plan of improvement based upon the survey results. Craft a plan around those suggestions in a very public manner....(PS3)
- Prioritize the items for improvement.....and communicate the plan of action on how they plan to tackle the input received. ...”(PS22)
- “... It seems as if last survey results were totally ignored. ... Did anything change? Not that we're aware of...so sad!!” (RS5)
- “... I'd also like to see what specific plans the President and executive team has for making changes that are suggested. ...”(RS10)
- “The best way would be to have a forum to discuss some of the important comments (good and bad ones) and provide some feedback. This would show openness and transparency within the governance of the university.” (A2)
- “... Maybe pick X significant things from the compilation of this survey (analogous to the Portrait) and then update us on the progress (dashboard like) towards these changes. ...”(A3)

Q38: Do you enjoy working at Michigan Tech?

This question had two parts, a straight yes or no answer followed by a comment window to answer why or why not? Table 9 shows the number of yes and no. As numbers show all respondents enjoy working at Michigan Tech. by a large majority.

Table 9: Number of yes or no for question 38.

	Faculty	Professional Staff	Represented Staff	Administrators
Yes	130 (71%)	235 (89%)	109 (91.6%)	14 (93.3%)
No	41 (22.4%)	19 (7.2%)	6 (5%)	1 (6.7%)
Skips	12 (6.6%)	10 (3.8%)	4 (3.4%)	0
Total	183	264	119	15

All respondents did not answer the second part of this question. The comments to this question were divided into three groups. Unqualified yes, unqualified no, and the rest which consisted of qualified yes or non-sequitur comments.

Table 10: Comments division to question 38

	Faculty	Professional Staff	Represented Staff	Administrators
Unqualified Yes	39	62	21	5
Unqualified No	13	14	4	0
Rest	33	19	11	1

1. Some examples of unqualified yes are given below.
 - “I do enjoy working here. It's a quaint place, but it's a beautiful location and is nice except during the long winters. ...”(F6)
 - “The people - faculty, staff, and (most times) the Administration. and of course, the students- who take their work seriously.” (F9)
 - “Absolutely. Work with a great group of people. Have the support of the units on campus in making my visions a reality. Amazing!!!!” (F29)
 - “The area is a great place to live and raise a family. MTU offers me a decent career and the ability to live here.” (PS8)
 - “Good job, worthwhile doing.” (PS20)
 - “I love my department, I love working with the students, the fringe benefits are fair, and opportunities for learning every day are unbeatable.” (PS29)
 - “I find it to be a very welcoming environment which supports the continuation of learning and bettering oneself.” (RS4)
 - “I like my job and the people I work with.” (RS8)
 - “Because I believe that Tech is one of the best engineering schools in the country and we need to keep it that way.” (A4)
2. Some examples of unqualified no are given below.
 - “Our compensation, especially our benefits, are terrible and get cut EVERY year.” (F7)
 - “I feel incredibly over-worked and see that my colleagues do as well. I think that what I'm asked to do has increased greatly while compensation has not. ...”(F13)
 - “The morale of the university is extremely low right now, good faculty is leaving Michigan Tech or is not encouraging colleagues to apply to Michigan Tech.” (F26)
 - “People have low morale here.”(PS11)
 - “The environment does not welcome outside opinions, it does not recognize mistakes or embrace solutions. In general, the running of the University relies significantly on outdated modes and ideas. MTU is about 25 years behind the rest of the country.” (PS14)
 - “I once was a proud MTU employee. Now, this is just a job. I feel the administration does not respect my contributions so my performance has scaled back to just above the minimal necessary to keep my job.” (PS33)
 - “do not trust my coworkers or supervisor; my service and contributions to the university go unappreciated and unrecognized. Constantly lulled into a false sense of security, led to believe that I'm doing a good job then get severely criticized for previous shortcomings that were corrected long ago. I am weary of the petty politics and hypocrisy.” (RS5)
 - “The pay is too low and advancement has been difficult.” (RS32)
3. Some examples of qualified yes or non-sequitur comments.

- “Yes, as a result of the joys in working with students, the executive team is totally disconnected from university day to day operations! I never see any of them on campus! Go talk to the students, ask them about their computer labs???” (F58)
- “I am close to retirement.” (F79)
- “For the most part but too much goes on behind closed doors concerning people's positions. We are not included in decisions make concerning our own.” (PS37)
- “Yes and No; I enjoy the atmosphere of the learning community as well as interaction with the students. There are many hardworking and sincere people here. I don't like the nepotism, favoritism, and untoward treatment of employees who may have a criticism (especially of the executive team). It has become a sort of "either you are with us or you are against us atmosphere.” (RS2)
- “Yes, but it is a hard place to work. The campus has a very spartan feel, and there is a cynicism and coldness across the campus community. The Senate creates an atmosphere of suspicion and anger which is very unhealthy. I have never worked at a vocational college, but Michigan Tech has that feel. ...” (A2)

Q39: Do you feel optimistic about the future of Michigan Tech?

This question had two parts, a straight yes or no answer followed by a comment window to answer why or why not? Table 11 shows the number of yes and no. As numbers show, all respondents are optimistic of the future of Michigan Tech. by a large majority which is only little less than the answers to question 38.

Table 11: Number of yes or no for question 39

	Faculty	Professional Staff	Represented Staff	Administrators
Yes	108 (59%)	220 (83.3%)	90 (75.6%)	10 (66.7%)
No	64 (35%)	31(11.7%)	22 (18.5%)	5 (33.3%)
Skips	11 (6%)	13 (4.9%)	7 (5.9%)	0
Total	183	264	119	15

Once more the responses to this question were divided into three groups. Unqualified yes, unqualified no, and the rest which consisted of qualified yes or non-sequitur comments.

Table 12: Response to question 39

	Faculty	Professional Staff	Represented Staff	Administrators
Unqualified Yes	18	34	15	3
Unqualified No	48	12	9	2
Rest	17	24	4	3

1. Some examples of unqualified yes are given below.
 - “Overall Michigan Tech does quite well in past years.” (F5)
 - “1. Great support 2. Aggressive hiring over the past 5 years 3. More shift towards research” (F49)
 - “We are in much better shape in terms of programs and facilities than our competition.” (F63)
 - “Michigan Tech "walks the walk." We ARE preparing students to create the future, so we will be a significant force in shaping that future.” (PS2)
 - “Students keep coming here, if they didn't see value they wouldn't.” (PS12)
 - “I think it is heading down a solid path to future sustainability and growth.” (PS22)

- “Michigan Tech has been here since 1885 and with it's constant evolution, it will be here for another hundred.” (RS5)
 - “Michigan Tech has always survived. Even though sometimes it's been through creative accounting, on paper Michigan Tech looks good.” (RS21)
 - “All messages seem to be right, and the commitment to hire over the last few years is remarkable. I have received a lot of positive feedback from the students regarding the change.” (A4)
2. Some examples of unqualified no are given below.
- “The Michigan Tech administration persists in its narrow approach to education for its students and privileges science and engineering programs to the detriment of other aspects of a student's education. This will prove to be a disadvantage in the increasingly competitive environment for universities.” (F1)
 - “The administrative climate is very inward looking. They have starting believing their own hype. Controlling the narrative is the prime mover in this administration. When changes driven from outside hit us as expected, then we will go though a severe retrenchment.” (F18)
 - “Administrative actions do not follow the plans or statements. Shiny new buildings do not result in research productivity or necessarily in increasing reputation. I am watching what is being done, more than listening to what is being said.” (F60)
 - “Bad ideas are championed, mistakes are not acknowledged, enforcement of many policies is a problem.” (PS8)
 - “You keep rewarding bad behavior.” (PS43)
 - “Moral is low, quality is down, and there seems to be a lot of focus on spinning the story rather than consistent results/facts.” (PS46)
 - “I see too much waste and mismanagement. Tuition rates keep rising so rapidly only the rich will be able to afford to come.” (RS1)
 - I questions some of the people put in charge of certain areas, and I also think it is extremely top-heavy. You seem to expect the people that deal with the actual work to do more with less, while the people at the top earn more with more help. A place can't continue to function that way for long. (RS27)
 - Lack of vision. Lack of a plan. Lack of significant philanthropic funds. Lack of real, meaningful support for the academic units. (A8)
3. Some examples of qualified yes or non-sequitur comments.
- The institution has sufficient inertia to survive the executive team. (F8)
 - My future or just the future? I do not look at the future of Tech offend if any. (PS18)
 - University's are like a rolling ball.....no matter what happens to Administration or the State or the Governor or the Faculty and Staff....good or bad....quick or on-going.....the sheer size of the ball keeps it rolling....for better or worse. (PS57)
 - I feel optimistic about the future of Michigan Tech, but have been discouraged about working at Tech. The dollars look good and the research is fantastic, but the atmosphere is lacking. (RS3)
 - Provided we keep the undergraduate programs strong and build upon them. (A5)

Q40: What type of education or training would you like to have available to you so that you can advance in your career?

There were some positive and some negative comments about opportunities provided by Michigan Tech. for education and training. There were a wide variety of requests. Two trends are described below.

1. There were 18 comments on request for more travel funds for conferences and workshops by faculty and professional staff. Some examples are given below.
 - “Travel funds Support international travel Support for attending international conferences” (F2)

- “Ability to travel to receive job-related training as opposed to blanket-trainings that do not meet my job needs.” (PS21)
2. There were 33 comments for education and training with the bulk of comments in Professional and Represented staff.
 - “I would need more experience teaching in order to advance from research scientist to teaching professor.” (PS7)
 - “Release time or more resources in our area to allow the use of the existing tuition benefits to pursue MS degree.”
 - “I would like to have flex time back so I can take classes and get my masters as I already have a bachelors. I am not currently using my education in my position even though I am still making the payments. I feel that earning my masters may make me more appealing to potential employers at MTU and outside the community.” (RS2)
 - “Bring back the Associates Degree.” (RS20)
 - “Formal leadership training programs.” (F24)
 - “Managing dept. budgets Advancement activities for chairs Use of technology in teaching and administering depts.” (A2)

V Conclusions

Conclusions are drawn from the survey in this section of the report which forms the basis of the list of recommendation in the next section.

1. Table 1 showed that nearly 55% of employees did not fill in the survey. If the objective of the survey is for the employees to provide input and feedback to the leadership of the university so that we can create a better university, then it should be of great concern that nearly 55% of employees feel some form of alienation in the work environment to not participate in the improvement of the university. It is incumbent upon all to understand the causes of this alienation and work to re-engage these alienated individuals to work for the well being of the university.

- (i) The respondents are near unanimous (see comments following question 37) in suggesting that the executive team creates a list of action items based on this survey and inform Michigan Tech. employees of this list. This will complete the loop in the process of continuous improvement and the action more than words will address the cynicism regarding the value of this survey.

- (ii) The Senators should try to identify the issues troubling their constituents by talking to them. These issues can be made part of the next annual survey to quantify their concerns and give voice to their unhappiness. If there are issues of interest to one group but not to the others, then it can be accommodated by having slightly different survey instruments for each group.

2. All four groups express dissatisfaction with fairness in the allocation of salaries and benefits within the university, with professional and represented staff giving the executive team its worst scores. Whether the unfairness is a perception or reality, it needs to be addressed as it has a demoralizing impact on the Michigan Tech. community.

- (i) The salaries of all employees are on the web and thus all members of the unit can know of the salary increases if they want to. Thus if increases are given to some individuals without adequate explanation to the unit, then even if the salary increases are justified, it will create a perception of unfairness that is detrimental to the functioning of the unit. The individual that we may be trying to retain with a salary increase may leave from the poor work climate in the unit.

(ii) Given the wide spread belief that there is unfairness in salary allocation, it is time to evaluate the strategy of trying to retain individuals with large salary increases. Do these individuals stay or leave anyway after a few years? Is the cost the institution pays in terms of perceived unfairness off set by the performance of the individuals? Study of data for the past 20 years can answer these questions. If the study validates the strategy, then it should be released (without names) to the Michigan Tech. community to counter the unfairness perception.

3. Faculty gave the executive team its worst score on the IT environment (see Table 5). The comment section on what the executive team should change also shows some of the strongest expression of emotions. If there is an issue of anger and low morale as indicated by many comments, then this will not be fixed by the proposed new IT structure announced by President Mroz. The low moral and anger in IT personnel will manifest itself in myriad ways that will continue to rile the Michigan Tech. community. Described are two actions that could address the problem.

(i) Under a normal process, an individual takes their grievance to the Ombuds. We believe the IT situation calls for a more pro active stance. The executive team should direct the Ombuds to conduct confidential one-on-one interview with the IT employees and make a recommendation to the executive team. The executive team should provide appropriate resources to the Ombuds for conducting one-on-one interviews. The executive team then should announce its decision based on the Ombuds recommendation.

(ii) The IT personnel form one of the largest group of Professional Staff on campus and are constituents of the Senate. The Senate should develop an annual review process of IT leadership the way it did for academic leadership so that the problems can be addressed at an early stage rather than rock the entire campus.

VI List of Recommendations

1. The executive team creates a list of action items that is distributed to all employees of Michigan Tech. with updates given periodically on the progress of accomplishment.
2. The Senate needs to identify the issues that should be addressed in the next annual survey of the President and if warranted then slightly different survey instruments should be designed for each group.
3. Unit administrators should clearly explain the reasons for salary increases given to individuals to dispel the perception of unfairness in salary and benefit allocations.
4. A study over 20 years should be conducted to determine if the strategy of retaining exceptional individuals by giving a large salary increase works. The result of the study should be released to dispel the perception of unfairness in salary and benefit allocations.
5. The Ombuds should conduct confidential one-on-one interview with the IT employees and make a recommendation to the executive team whether there is a morale problem in IT and the causes of it.
6. The Senate should develop an annual review process of IT leadership the way it did for academic leadership.
7. Issues on which the President or the executive team got an average below 3 for any group should be examined seriously and made part of the action list referred to in recommendation 1 that would be sent to Michigan Tech. community.

VII Acknowledgement

The Senate Administrative Policy Committee gratefully acknowledge the work of Ms. Judi Smigowski, the Senate Administrative Assistant for her work in conducting the survey and delivering the tabulated results the same day the survey ended.

Appendix A Documents linked on entry page of survey

Personal Statement of President Mroz

Thanks for taking time to read this statement in advance of completing the evaluation of the president. This survey has been conducted by the University Senate each year beginning with my first partial year as president in 2004. Survey results (both quantitative and qualitative) are carefully considered each year as we evaluate progress of the university toward long term goals, as well as evaluating the short range (5 year) goals, strategies and tactics that serve to advance our higher aspirations. Without a doubt, each person taking the time to respond to this survey has a unique vantage point in what they think of the progress of the university resulting in a broad range of ideas for moving forward. This evaluation serves as a way to evaluate current efforts and/or advance new ideas. Of these, some are easily adaptable and adoptable; some are not when weighed against other priorities as well as fiscal and political realities. All are considered.

These past years have not been easy; State Fiscal agencies showed cuts to Higher Education budgets in Michigan of near 20% in current dollars, and 40% when adjusted for inflation. But because of our plan, our planning process, and our annual evaluation of progress including the evaluation of the president, we made an explicit decision to not sacrifice the long term mission and development of Michigan Tech to pander to current day constraints, whatever they might be. As a result, we continue to grow as a research university of consequence and you can see evidence of that in forums but more importantly, in the daily celebration of the accomplishments of the students faculty and staff in the media as well as our own publications like Tech Today and the Research Magazine.

This year, we begin the three year evaluation of the five year plan so it is appropriate to begin to gather information for that process in this evaluation, I have included the following background documents for your consideration:

<http://www.mtu.edu/stratplan/portrait/>

https://www.banweb.mtu.edu/pls/owa/strategic_plan2.p_display

<http://www.admin.mtu.edu/urel/dashboard/>

I've also attached a file of the Executive Team Milestones for 2014.

**EXECUTIVE TEAM
MILESTONES FOR FY 2014**

Dashboard

Result

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Meet or exceed enrollment target of <ol style="list-style-type: none"> A. Undergraduate: 5,700 B. Graduate: 1,357 C. Females: 25% 2. Increase ACT average to 26.4 3. Secure \$50.9M in new sponsored program awards. 4. Graduate 68 PhDs. 5. Increase endowment value to \$100M. | <p>5,617</p> <p>1,359</p> <p>25.9%</p> <p>26.7</p> |
|---|--|

Academic Initiatives

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Revise General Education program. 2. Implement assessment program. 3. Develop modern undergraduate mining degree. 4. Continue development of market-driven programs, including accelerated master's programs; (8 currently in place; 4 in development) 5. Implement Jackson Center for Teaching & Learning Initiative. 6. Implement recommendations of Core Facilities Task Force. | <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>In Progress</p> <p>Complete</p> <p>In Progress</p> |
|--|--|

Student Experience/Enrollment

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Redefine enrollment plan to meet/exceed enrollment targets and develop a financial aid plan/tuition structure that supports the enrollment plan. 2. Develop a plan for new retail dining outlet(s) that focus on fresh, health, organic, and sustainable foods that appeal to our 2035 target demographics of grad students, women and international students. 3. Open Wahtera Center for Student Success. 4. Create and clearly articulate a vision and purpose for MUB | <p>In Progress</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p> |
|--|---|

Information Technology

- | | |
|---|---------------------------------------|
| <ol style="list-style-type: none"> 1. Change funding model in Telecommunications from a chargeback model (generating \$3.5M in revenue from mainly internal campus users) to a generally-funded organization. 2. New Strategic Plan for IT to include computerized classrooms as well as learning spaces. | <p>In Progress</p> <p>In Progress</p> |
|---|---------------------------------------|

Capital Projects

- | | |
|---|-------------|
| 1. Define 1-5 year renovation and maintenance plan for on-campus housing. | In Progress |
| 2. RFP for Daniell Heights renovation plan. | Complete |

University-wide Initiatives

- | | |
|--|----------------------|
| 1. Develop a common business model to evaluate areas and activities for possible cost saving/productivity improvement. This could also include evaluation of outsourcing models. | In Progress |
| 2. Complete Risk Management Assessment. | Complete |
| 3. Re-engineering Banner-Human Resources. | In Progress |
| 4. Introduce Standardized Safety Training. | Complete/In Progress |
| 5. Making recent reorganization work. | In Progress |
| 6. Tobacco free campus. | Complete |

Philanthropy

- | | |
|---|-------------|
| 1. Conduct successful celebration for conclusion of campaign. | Complete |
| 2. Increase spendable dollars for financial aid, especially for females. | In Progress |
| 3. Fund special project initiatives, including alumni way, professorships, etc. | In Progress |
| 4. Develop post campaign plan for fundraising focus and development resourcing. | In Progress |

9-12-13-created
12-19-13-updated

February 20, 2014

Dr. Brian Barkdoll, President
University Senate
Michigan Technological University
1400 Townsend Drive, Houghton, MI 49931

Dear University Senate:

The Board of Control would like to express our appreciation for your efforts in evaluating the University President each year, and to the faculty and staff that take the time to complete the survey.

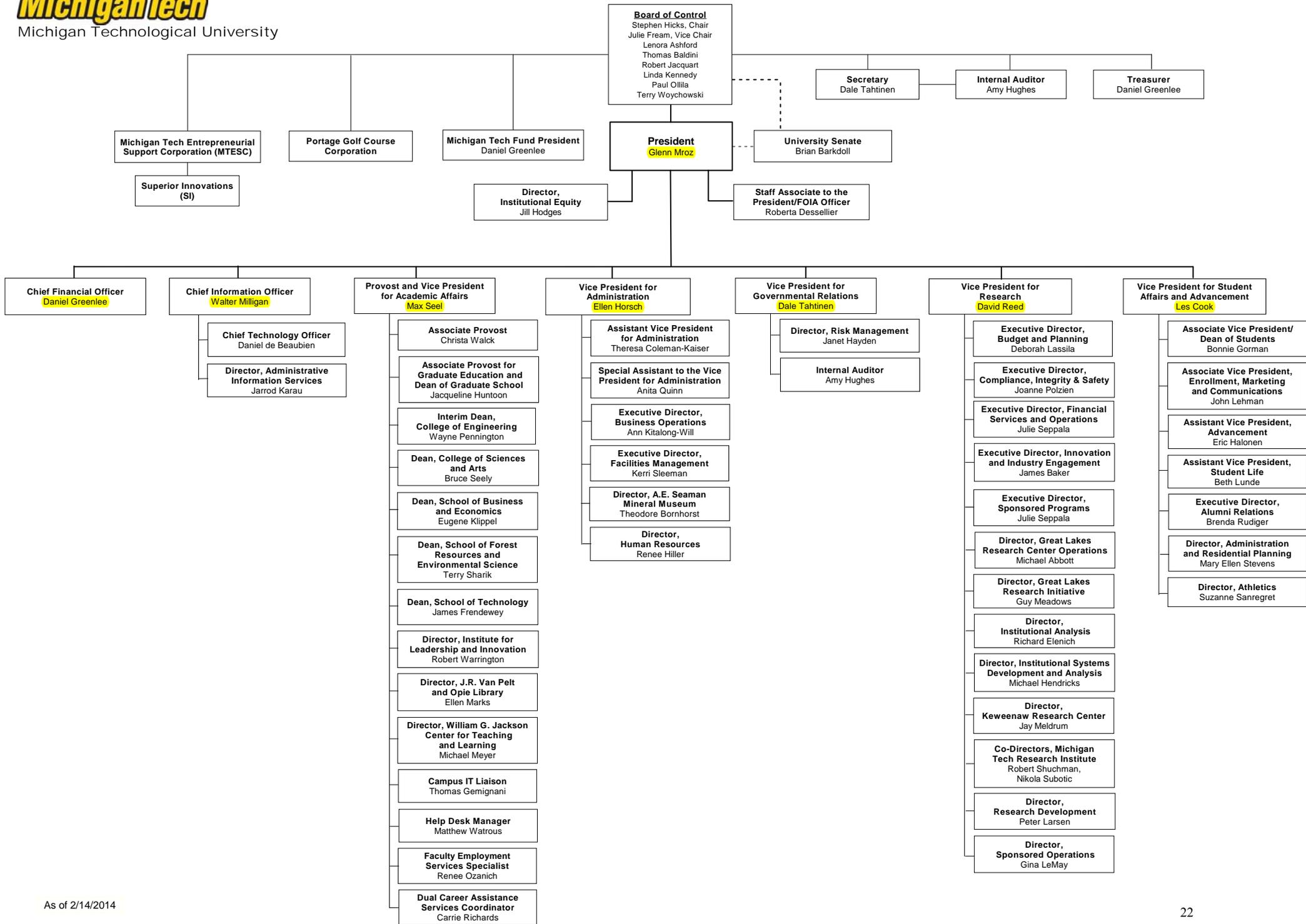
The University Senate's evaluation of the President provides valuable input to the Board, as we review the statistical results and comments and discuss the results with President Mroz. The input from the Senate's survey assists us in working together with the President in helping Michigan Tech achieve its strategic goals and vision.

The Board would like to encourage all members of the faculty and staff to complete the annual survey as it is an important tool in helping us create the future.

Sincerely,



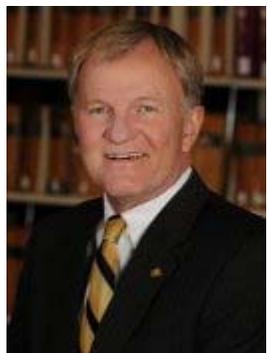
Stephen J. Hicks, Chair
Board of Control





EXECUTIVE TEAM

Michigan Tech Home > Executive Team



Glenn Mroz President

PhD, Forestry, North Carolina State University
BS, MS, Forestry, Michigan Technological University

Biography

Dr. Glenn D. Mroz became the ninth president of Michigan Technological University in 2004 after serving as Dean of the School of Forest Resources and Environmental Science for four years. He served as a faculty member in the School since 1980. Dr. Mroz earned his BS and MS degrees in Forestry from Michigan Technological University and earned his PhD in forestry from North Carolina State University in 1983.

Mroz is a member of the Citizens Research Council of Michigan, Chair of the Michigan Universities Presidents Council, and Chair of the Great Lakes Intercollegiate Athletic Conference Council of Presidents. At the national level, he is one of thirty members of the Association of Governing Boards Council of Presidents, a member of the Science Coalition, and a former member of the American Council on Education Commission on Lifelong Learning. He is also a member of the Society of American Foresters, Xi Sigma Pi, Forestry Honor Society, and Soils Science Society of America.

[\[read more\]](#)

Contact

gdmroz@mtu.edu

906-487-2200

Administration Building 500



Max Seel Provost and Vice President for Academic Affairs

PhD, Theoretical Chemistry/Computational Solid State Physics, University of Erlangen-Nuernberg
MS, Physics, Technical University of Munich

Biography

Max Seel serves as Michigan Tech's **provost and vice president for academic affairs**. As chief academic officer he has responsibility for all of Michigan Tech's academic programs and faculty, develops and implements the University's strategic hiring initiatives, and oversees general education, outcome assessment, annual curriculum review, and more.

Seel joined the Michigan Tech faculty as an associate professor of physics in 1986, coming from the University of Erlangen-Nurnberg in Germany. He became head of the Department of Computer Science in 1988 and was promoted to full professor of physics in 1989. In January of 1990 he was named interim dean, and from 1991 to 2008 he was the dean of Tech's College of Sciences and Arts. Seel was appointed to provost and vice president of academic affairs February, 2010.

Seel is a member of the American Physical Society, Sigma Pi Sigma, and Sigma Xi. He is referee for numerous journals in physics and computational chemistry. He is the author of eighty publications and has been . . .

[\[read more\]](#)

Contact

seel@mtu.edu

906-487-2440

Administration Building 503



Les Cook

Vice President for Student Affairs and Advancement
Adjunct Associate Professor, Cognitive and Learning Sciences

EdD, Educational Leadership, Brigham Young University

MS, BS, Political Science, Utah State University

Biography

Les P. Cook serves as the vice president for **student affairs and advancement** at Michigan Technological University, overseeing the areas of: **advancement, alumni relations, dean of students, enrollment, marketing and communications**; and **student life**.

Cook joined Michigan Tech in July 2003, serving as vice provost and dean of students before assuming the role of vice president. Before coming to the University, he was the associate vice president for student life at the University of the Pacific in Stockton, California.

Cook is actively involved with a number of professional and student service associations, including former vice president for the National Association of Student Personnel Administrators Region IV East. He also serves as a lead faculty member for the LeaderShape Institute and is a lifetime member of the National Orientation Directors Association, the American College Personnel Association College Student Educators International, and the Association of Public and Land-grant Universities . . .

[\[read more\]](#)

Contact

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906-487-2465

Administration Building 505



Daniel Greenlee

Chief Financial Officer (Michigan Tech)
President (Michigan Tech Fund)

BS, Business Administration, Michigan Technological University

Biography

Daniel D. Greenlee is the chief financial officer for Michigan Technological University. As CFO, he is responsible for all investments, financial reporting, and accounting functions, including travel, accounts receivable and payable, billing and cashiers, purchasing, and the property office. He also serves as chief financial officer and executive director of operations for the Michigan Tech Fund, and treasurer for the Board of Control.

Greenlee has served as CFO since 2002; he came to Michigan Tech in 1999 as the University controller. Prior to his work with Michigan Tech, he was the senior vice president and controller at D&N Bank (now FirstMerit Bank) in Hancock, where he was responsible for accounting, tax planning and preparation, risk management, profit modeling, and SEC/OTS reporting. He directed the preparation of all financial statements and worked closely with internal and external auditors.

Greenlee volunteers his time as chair of the Business Affairs Officers Committee of the President's Council of Michigan, member of the Governor's Appointed Task Force on . . .

[\[read more\]](#)

Contact

ddgreen@mtu.edu

906-487-2642

FirstMerit Bank Building 707



Ellen S. Horsch
Vice President for Administration

MA, Economics, Central Michigan University
BS, Business Administration, Michigan Technological University

Biography

Ellen S. Horsch was appointed vice president for administration at Michigan Technological University in 2004. She oversees the **A. E. Seaman Mineral Museum**, **Auxiliary Services**, Business Operations, **Facilities Management**, and **Human Resources**.

From 1991 until 2004, she was director of the university's human resources department, directing the functions of payroll, employment, faculty personnel, labor relations, compensation, classification, and benefits. From 1989-1991, she was manager of employee relations operations.

[\[read more\]](#)

Contact

eshorsch@mtu.edu

906-487-1737

Lakeshore Center



Walter W. Milligan
Chief Information Officer

PhD, MS, Materials Engineering, Georgia Institute of Technology
BS, Metallurgical Engineering, University of Cincinnati

Biography

Walter W. Milligan was named Michigan Technological University's first chief information officer in July 2006. The chief information officer has responsibility for the information technology, networking, and computing efforts on campus, as well as information security, compliance, and electronic business processes.

Milligan joined the Michigan Tech faculty as assistant professor of metallurgical engineering in 1989. He was promoted to associate professor in 1993 and professor of materials science and engineering in 1997. He was the recipient of Michigan Tech's Research Award in 2001, and has held professional positions at GE Aircraft Engines, NASA-Lewis Research Center, Carpenter Technology Corporation, Centre d'Études Nucléaires de Grenoble (France), and the Norwegian University of Science and Technology.

Milligan is currently the secretary of the board of directors of Merit Network, Inc., and is a past member of the board of directors of both ABET and the Minerals, Metals, and Materials Society.

[\[read more\]](#)

Contact

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906-487-3015

Administration Building 509A



David Reed

Vice President for Research

PhD, MS, Forest Biometrics, Virginia Polytechnic Institute and State University
 MS, Statistics, Virginia Polytechnic Institute and State University
 BS, Forest Science, University of Arkansas-Monticello

Biography

David D. Reed serves as Michigan Technological University's **vice president for research**, overseeing **sponsored programs, technology and economic development**, and **integrity and compliance** for research conducted at both the undergraduate and graduate levels.

Reed is a professor in Michigan Tech's School of Forest Resources and Environmental Science and has been a principal investigator or co-investigator on more than \$9 million in externally funded research since coming to the University in 1982. His work has involved researchers from a variety of disciplines at the University as well as from outside institutions, and his many sponsors range from the National Science Foundation to Mead Paper.

Reed has received a number of recognitions for his teaching and research, including the Scientific Achievement Award from the International Union of Forest Research Organizations . . .

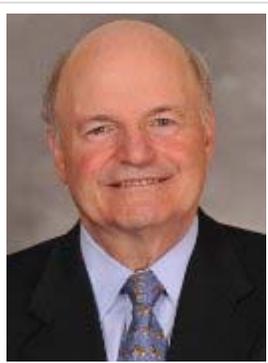
[\[read more\]](#)

Contact

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906-487-3043

Lakeshore Center 301



Dale Tahtinen

Vice President for Governmental Relations

PhD, International Politics with Specialty in Middle Eastern Affairs, University of Maryland
 MA, Government and Politics, University of Maryland
 BS, Political Science, Northern Michigan University

Biography

Dale R. Tahtinen serves as Michigan Technological University's vice president for governmental relations, overseeing internal audit functions, risk management, occupational safety and health, institutional analysis, legal matters, and governmental relations. He also serves as secretary for the University's Board of Control.

Previously, Tahtinen was president of The Tahtinen Group, an international government relations and marketing consulting firm providing clients with marketing expertise, access to increased international market share, and strategic planning.

Tahtinen has had an active career in the federal government. In 1979, he was appointed President Reagan's foreign and defense issues advisor. While a Reagan appointee, Tahtinen was deputy assistant secretary of state for international trade controls and chief negotiator for all technology transfer as it impacted national security. He also . . .

[\[read more\]](#)

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Admissions

Ph. 888-688-1885

Fax: 906-487-2125

Email: mtu4u@mtu.edu

Appendix B Survey Instrument

President's Evaluation Survey – 2013 / 2014

Purpose: This evaluation is performed by the Senate Administrative Policy Committee under Senate Procedure 503.1.1 which says

"Regular evaluation of the President of Michigan Technological University by the faculty and staff encourages open communication, healthy exchange of information, and a shared responsibility for university direction. This procedure allows respondents to provide input and feedback to the leadership of the university."

Please see the documents on the links below before entering and filling the survey.

[President Mroz Personal Statement](#)
[Milestones of the Executive Team](#)
[Chair of Board of Control Letter](#)
[University's Organization Chart](#)
[Bio-data of Members of the Executive Team](#)

Confidentiality and Anonymity: The survey is conducted using software (Survey Monkey) that resides on a server external to Michigan Tech. No identifying information (No IP addresses nor your sign-on ID) is recorded. Your comments are put in a common bin for all respondents in your group. All responses from the survey will be deleted soon after the survey is complete. There are 424 faculty, 584 professional staff, 147 represented staff, and 34 administrators (Chairs/Deans/Associate Deans) invited to participate in the survey. The large numbers of participants ensures your anonymity in each group.

Survey Details: Four surveys are being conducted simultaneously. You can see the entire questionnaire without a need to fill it in on this link [click here](#). The statistical information and comments are sent to President Mroz and the Board of Control who discuss the results. See letter from the Chair of the Board of Control on the link above. The report by the Senate Administrative Policy Committee is presented at a Senate meeting and the statistical results can be viewed by all respondents.

President Mroz responsibilities are as follows: (1) Positioning Michigan Tech as a premier technological university for the 21st Century. (2) Timely implementation of Board of Control policies (3) Effective shared governance (4) Financial viability of the University (5) Continuous improvement of the quality of learning and working environments (6) Fund raising (7) Effective relationships with government agencies and political leaders, corporations and industry leaders (8) Communication with 45,000+ alumni as well as other individuals and the general public interested in Michigan Tech (9) Institutional responses to political, social and ethical issues. His personal statement is on the link above.

Executive Team: President Mroz conducts the administration of the university using an executive team. The responsibilities of each member of the executive team can be seen on the organization chart shown on the link above. President Mroz provided the file of Executive Team milestones for this year that is on the link above.

Press NEXT to enter the survey.

Evaluation of the Executive Team

Members of the Executive Team: President Glenn Mroz, Provost & VP for Academic Affairs Max Seel, VP for Research Dave Reed, VP for Student Affairs and Advancement Les Cook, VP for Administration Ellen Horsch, VP for Government Relations Dale Tahtinen, Chief Information Officer Walt Milligan, Chief Financial Officer Dan Greenlee

1. The executive team has created an environment in which my contributions are fairly compensated.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

2. The executive team provides a high quality package of fringe benefits.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

4. The executive team has created an environment in which teaching is valued.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

5. The executive team has created an environment in which research is valued.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

6. The executive team has created an environment in which committee service in the university is valued.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

7. The executive team has developed structures (practices) that promote professional development.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

8. The executive team demonstrates sound financial planning and management.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

9. The executive team does a good job of keeping our people informed about matters that affect us.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

10. The executive team is transparent in the university budgeting process.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

11. The executive team does a good job recruiting the right people.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

14. The executive team creates an inclusive environment where individual differences are respected and supported.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

15. The executive team creates an environment in which I feel safe voicing my opinions.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

16. The executive team encourages open discussion and debate when establishing institutional goals and objectives.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

17. The executive team has created an IT environment that meets my work needs.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

18. The executive team has earned the confidence of the faculty and staff.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

19. The executive team overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

20. The Provost & VP for Academic Affairs Max Seel's overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

21. The VP for Research Dave Reed's overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

22. The VP for Student Affairs and Advancement Les Cook's overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

23. The VP for Administration Ellen Horsch's overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

24. The VP for Government Relations Dale Tahtinen's overall performance was excellent over the past year.

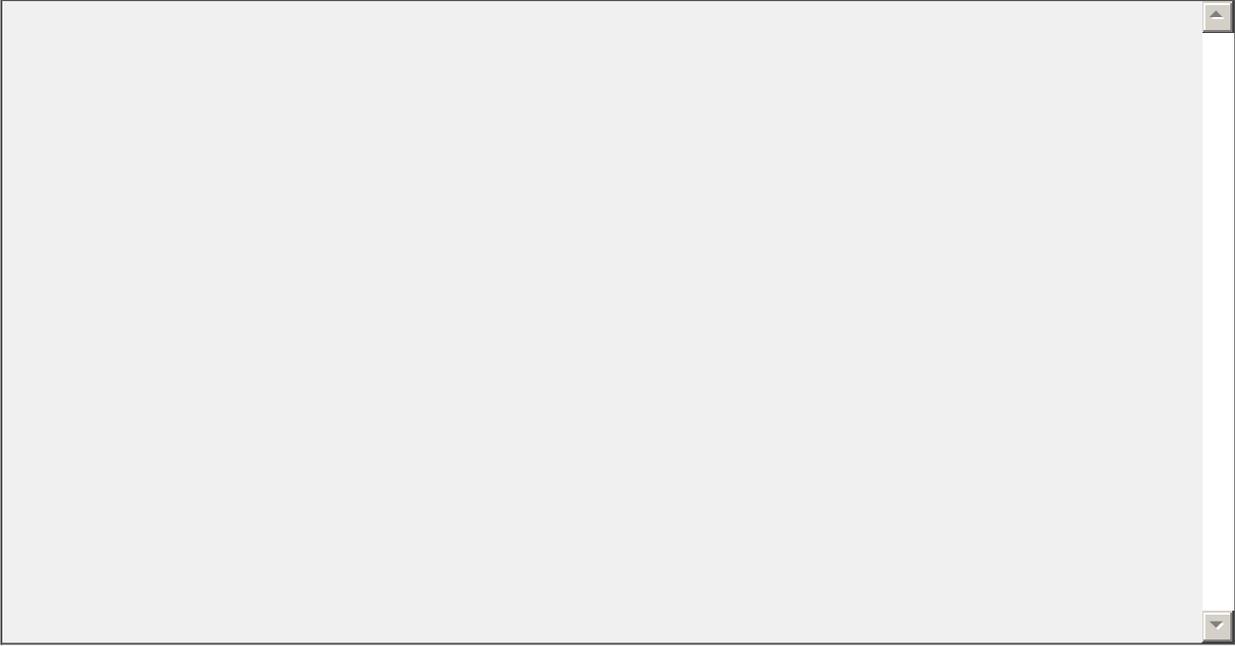
- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

25. The Chief Financial Officer Dan Greenlee's overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

26. Comment on what the executive team has done well and should continue doing.

27. Comment on what the executive team should change or improve upon.



Evaluation of the President

28. The President has demonstrated excellent leadership skills discharging his duties to the University community.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

29. The President has effectively communicated with the University community his vision and explanation of his actions.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

30. The President has effectively communicated his efforts in explaining the key issues facing the University community at state and national forums.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

31. The President is open and responsive to alternative ideas and criticism from the University community.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

32. The President is a strong practitioner of shared governance with the University community and seeks ways and opportunities to incorporate feedback into strategic planning.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

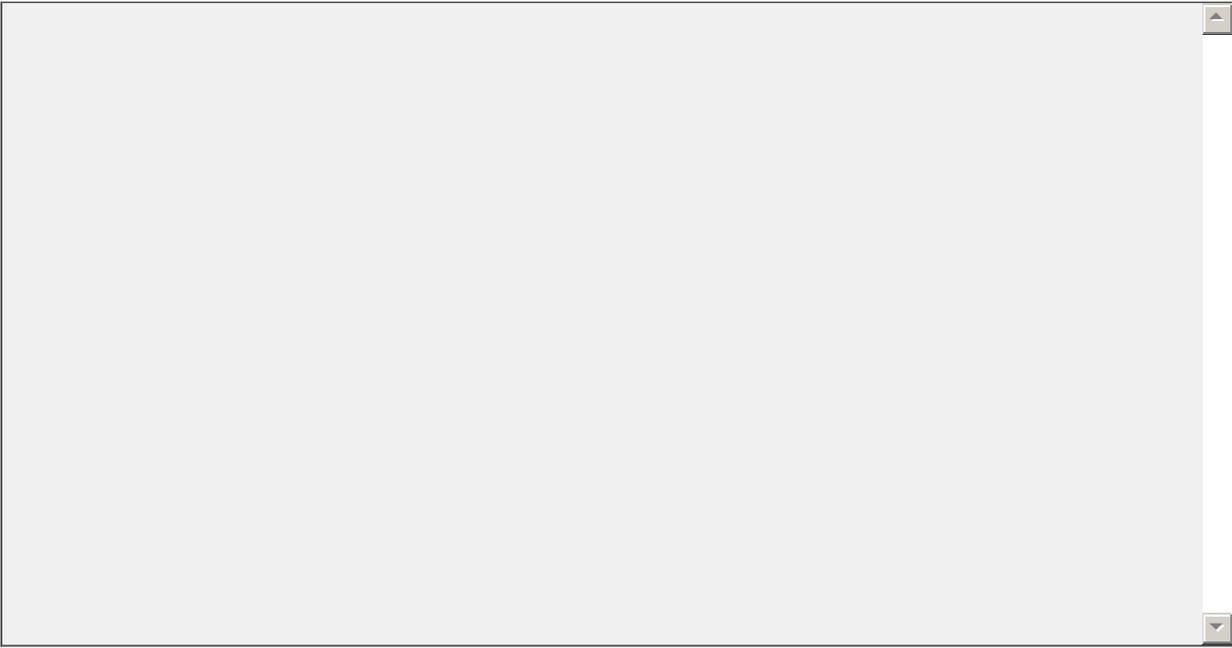
33. The President's overall performance was excellent over the past year.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

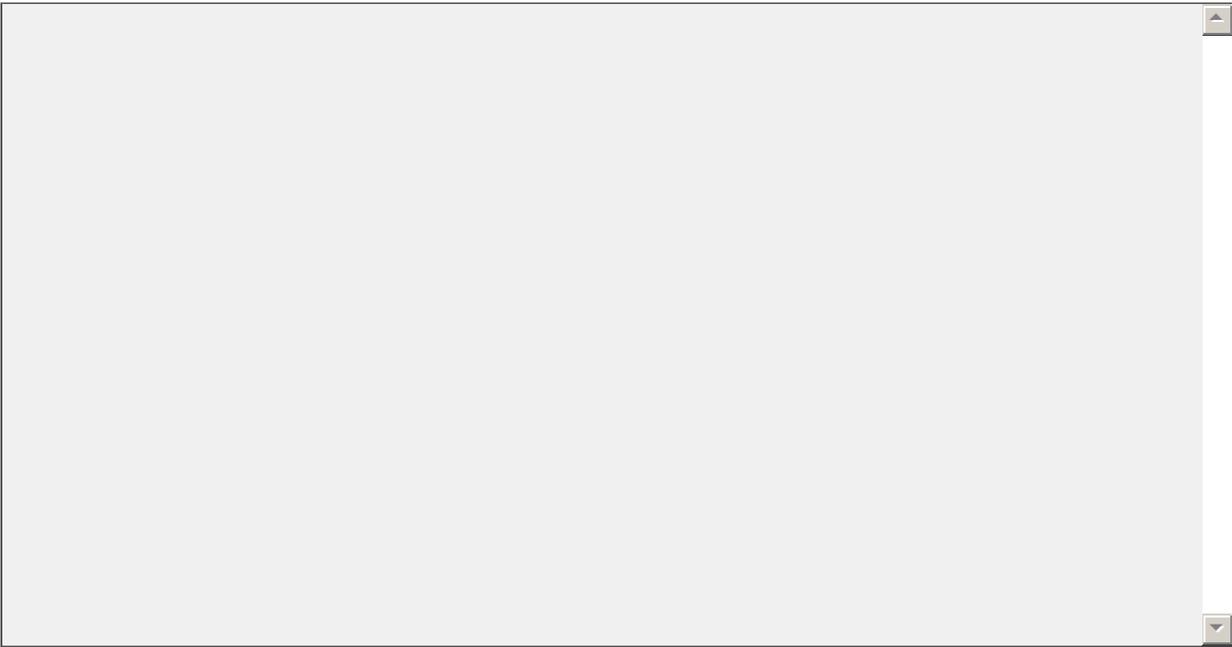
34. The President and the Executive Team have made changes based on the survey results in the past and communicated these changes to the University community.

- 1. Strongly Disagree
- 2. Disagree
- 3. Neutral
- 4. Agree
- 5. Strongly Agree

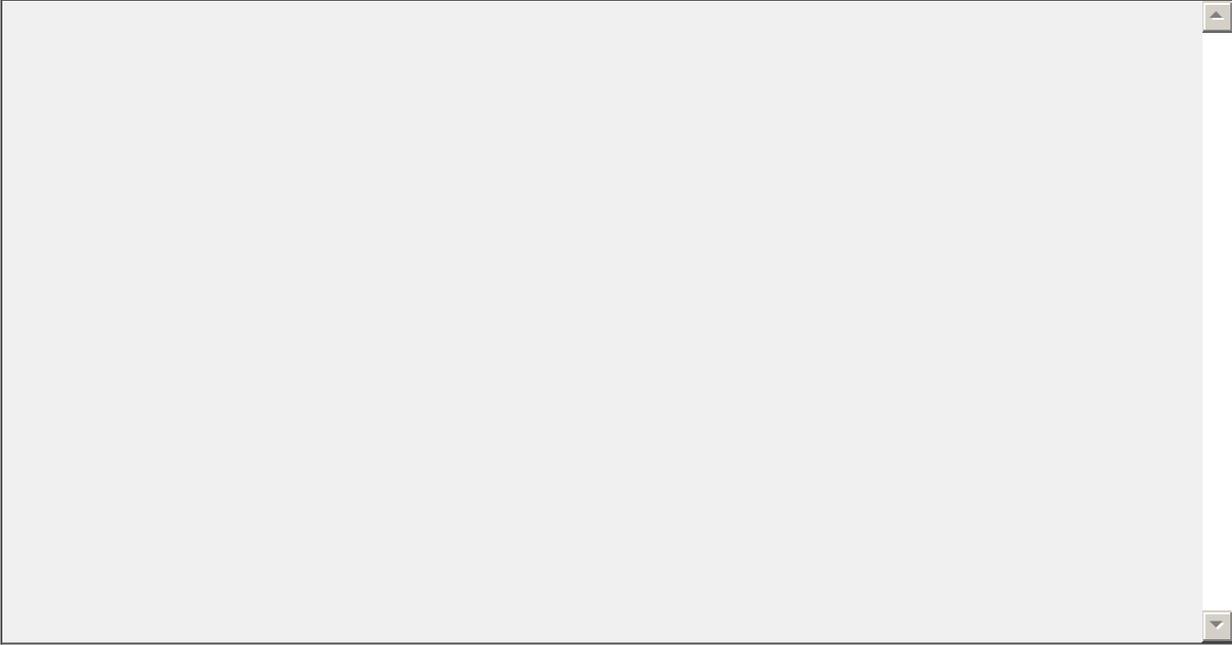
35. Comment on what the President has done well and should continue doing.



36. Comment on what the President should change or improve upon.



37. Comment on what you would like to see the President and Executive Team do with the survey results.

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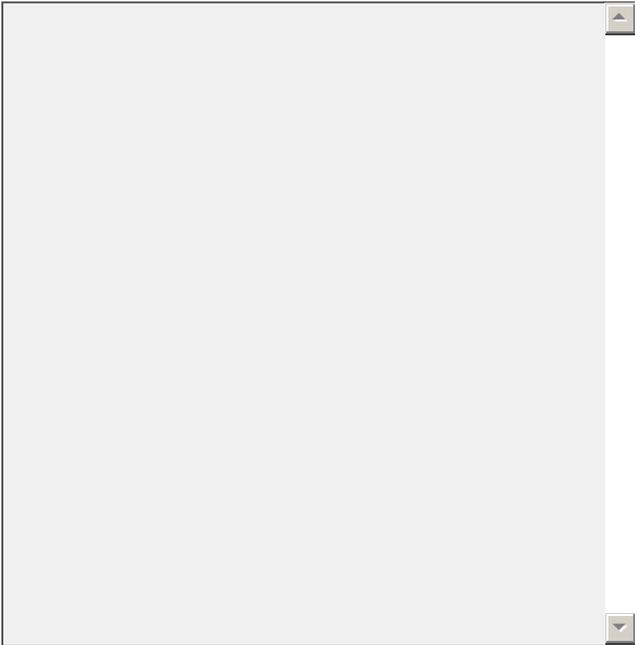
The last three questions are from President Mroz.

38. Do you enjoy working at Michigan Tech?

Yes

No

Why or Why Not?

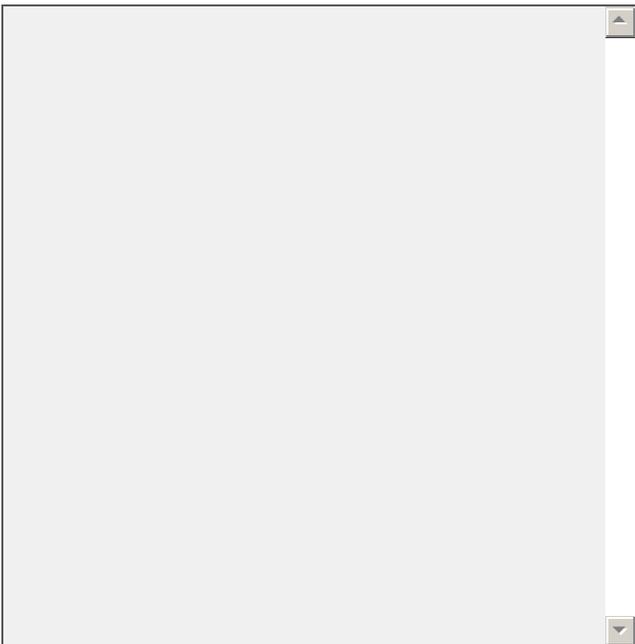


39. Do you feel optimistic about the future of Michigan Tech?

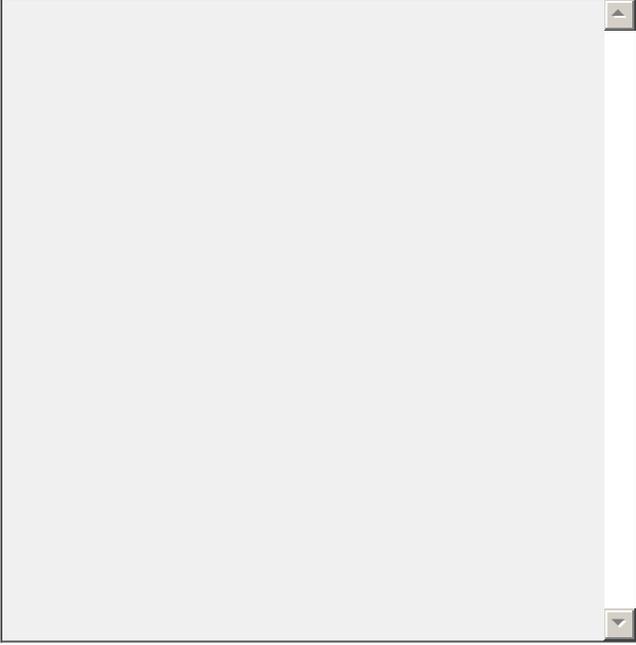
Yes

No

Why or Why Not?



40. What type of education or training would you like to have available to you so that you can advance in your career?

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**Appendix C Spreadsheet calculations from responses of
scaled questions**

Scaled response calculations

1. The executive team has created an environment in which my contributions are fairly compensated.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	27	13	12	1
Disagree	39	45	24	2
Neutral	46	75	51	2
Agree	52	102	31	9
Strongly Agree	18	26	1	1
Total Responses	182	261	119	15
Skips	1	3	0	0
Total sent	418	572	294	33
Average	2.97	3.32	2.87	3.47
%Neutral+skips	11.2	13.6	17.3	6.1

2. The executive team provides a high quality package of fringe benefits.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	38	12	5	1
Disagree	47	59	40	5
Neutral	52	79	33	0
Agree	33	91	35	6
Strongly Agree	10	20	6	3
Total Responses	180	261	119	15
Skips	3	3	0	0
Total sent	418	572	294	33
Average	2.61	3.18	2.97	3.33
%Neutral+skips	13.2	14.3	11.2	0.0

3. The executive team works to ensure fairness in the allocation of salaries and benefits within the university.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	33	27	15	1
Disagree	48	63	51	5
Neutral	49	85	33	3
Agree	37	77	17	6
Strongly Agree	13	9	2	0
Total Responses	180	261	118	15
Skips	3	3	1	0
Total sent	418	572	294	33
Average	2.72	2.92	2.49	2.93
%Neutral+skips	12.4	15.4	11.6	9.1

4. The executive team has created an environment in which teaching is valued.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	32	3	1	0
Disagree	37	18	11	2
Neutral	43	93	31	5
Agree	51	110	61	6
Strongly Agree	17	32	12	2
Total Responses	180	256	116	15
Skips	3	8	3	0
Total sent	418	572	294	33
Average	2.91	3.59	3.62	3.53
%Neutral+skips	11.0	17.7	11.6	15.2

5. The executive team has created an environment in which research is valued.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	6	1	2	2
Disagree	9	5	1	0
Neutral	23	46	25	0
Agree	82	116	56	9
Strongly Agree	62	93	34	4
Total Responses	182	261	118	15
Skips	1	3	1	0
Total sent	418	572	294	33
Average	4.02	4.13	4.01	3.87
%Neutral+skips	5.7	8.6	8.8	0.0

6. The executive team has created an environment in which committee service in the university is valued.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	32	5	2	1
Disagree	46	22	7	3
Neutral	52	106	59	6
Agree	39	109	42	3
Strongly Agree	9	16	7	2
Total Responses	178	258	117	15
Skips	5	6	2	0
Total sent	418	572	294	33
Average	2.70	3.42	3.38	3.13
%Neutral+skips	13.6	19.6	20.7	18.2

7. The executive team has developed structures (practices) that promote professional development.

Faculty	Prof Staff	Rep Staff	Admin
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Strongly Disagree	15	9	3	0
Disagree	38	32	11	4
Neutral	52	73	29	5
Agree	60	121	63	4
Strongly Agree	13	26	8	1
Total Responses	178	261	114	14
Skips	5	3	5	1
Total sent	418	572	294	33
Average	3.10	3.47	3.54	3.14
%Neutral+skips	13.6	13.3	11.6	18.2

8. The executive team demonstrates sound financial planning and management.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	29	9	8	1
Disagree	34	28	16	1
Neutral	53	76	52	7
Agree	51	107	38	5
Strongly Agree	12	35	3	1
Total Responses	179	255	117	15
Skips	4	9	2	0
Total sent	418	572	294	33
Average	2.91	3.51	3.10	3.27
%Neutral+skips	13.6	14.9	18.4	21.2

9. The executive team does a good job of keeping our people informed about matters that affect us.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	36	13	7	2
Disagree	47	41	19	3
Neutral	40	61	40	3
Agree	48	117	47	6
Strongly Agree	9	28	5	1
Total Responses	180	260	118	15
Skips	3	4	1	0
Total sent	418	572	294	33
Average	2.71	3.41	3.20	3.07
%Neutral+skips	10.3	11.4	13.9	9.1

10. The executive team is transparent in the university budgeting process.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	45	14	4	2
Disagree	39	33	16	4

Neutral	51	90	64	2
Agree	35	97	26	6
Strongly Agree	10	25	5	1
Total Responses	180	259	115	15
Skips	3	5	4	0
Total sent	418	572	294	33
Average	2.59	3.33	3.10	3.00
%Neutral+skips	12.9	16.6	23.1	6.1

11. The executive team does a good job recruiting the right people.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	30	17	2	2
Disagree	47	30	26	4
Neutral	54	89	52	4
Agree	43	105	35	3
Strongly Agree	7	18	1	2
Total Responses	181	259	116	15
Skips	2	5	3	0
Total sent	418	572	294	33
Average	2.72	3.30	3.06	2.93
%Neutral+skips	13.4	16.4	18.7	12.1

	Faculty	Prof Staff	Rep Staff	Admin	Total
Survey Filled	183	264	119	15	581
Sent	418	572	294	33	1317
% repondents	43.8%	46.2%	40.5%	45.5%	44.1%

Avearge Above & Below 3.0 [Executive Team Issues]

	Faculty	Prof Staff	Rep Staff	Admin
Above 3	4	15	12	14
Below 3	13	2	5	3
Maximum	4.02	4.13	4.01	3.87
Minimum	2.2	2.92	2.49	2.67

Executive Team Overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Glenn Mroz	2.98	3.72	3.32	3.33
Max Seel	3.38	3.65	3.45	3.93
Dave Reed	3.27	3.80	3.44	3.86
Les Cook	3.05	3.60	3.34	3.14
Ellen Horsch	2.74	3.25	3.07	3.07
Dale Tahtinen	3.19	3.55	3.31	3.21
Dan Greenlee	3.16	3.69	3.45	4.00
Team	2.73	3.39	2.97	2.87
Confidence in Team	2.67	3.37	2.94	2.87

%(Neutral+skip) On issues

	Faculty	Prof Staff	Rep Staff	Admin
2012-13	16.8-59.4	13.5-59.4	22.4-61.9	0-20
2013-14	5.5-13.6	8.5-19.6	8.8-23.1	0.0-21.2

12. The executive team creates an environment in which promotion and advancement opportunities are awarded to the most qualified person

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	35	29	12	2
Disagree	43	50	38	2
Neutral	46	91	45	4
Agree	47	68	21	6
Strongly Agree	9	17	3	1
Total Responses	180	255	119	15
Skips	3	9	0	0
Total sent	418	572	294	33
Average	2.73	2.98	2.71	3.13
%Neutral+skips	11.7	17.5	15.3	12.1

13. The executive team works to ensure the active recruitment of a diverse faculty, staff and student body.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	16	9	0	0
Disagree	20	10	7	1
Neutral	42	56	39	5
Agree	80	142	64	9
Strongly Agree	23	42	6	0
Total Responses	181	259	116	15
Skips	2	5	3	0
Total sent	418	572	294	33
Average	3.41	3.76	3.59	3.53
%Neutral+skips	10.5	10.7	14.3	15.2

14. The executive team creates an inclusive environment where individual differences are respected and supported.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	23	14	4	0
Disagree	27	21	13	0
Neutral	43	62	43	5
Agree	67	133	53	10
Strongly Agree	19	29	4	0
Total Responses	179	259	117	15
Skips	4	5	2	0
Total sent	418	572	294	33
Average	3.18	3.55	3.34	3.67
%Neutral+skips	11.2	11.7	15.3	15.2

15. The executive team creates an environment in which I feel safe voicing my opinions.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	32	26	12	1
Disagree	30	30	33	2
Neutral	49	75	38	0
Agree	55	101	34	9
Strongly Agree	13	29	2	3
Total Responses	179	261	119	15
Skips	4	3	0	0
Total sent	418	572	294	33
Average	2.93	3.30	2.84	3.73
%Neutral+skips	12.7	13.6	12.9	0.0

16. The executive team encourages open discussion and debate when establishing institutional goals and objectives.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	36	11	1	2
Disagree	45	27	20	4
Neutral	43	83	54	0
Agree	47	114	38	6
Strongly Agree	10	23	4	3
Total Responses	181	258	117	15
Skips	2	6	2	0
Total sent	418	572	294	33
Average	2.72	3.43	3.21	3.27
%Neutral+skips	10.8	15.6	19.0	0.0

17. The executive team has created an IT environment that meets my work needs.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	79	34	13	5
Disagree	39	57	21	3
Neutral	23	56	28	0
Agree	33	91	50	6
Strongly Agree	9	22	7	1
Total Responses	183	260	119	15
Skips	0	4	0	0
Total sent	418	572	294	33
Average	2.20	3.04	3.14	2.67
%Neutral+skips	5.5	10.5	9.5	0.0

18. The executive team has earned the confidence of the faculty and staff.

Faculty	Prof Staff	Rep Staff	Admin
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Strongly Disagree	37	11	10	2
Disagree	49	35	23	5
Neutral	40	80	51	2
Agree	42	116	32	5
Strongly Agree	11	18	2	1
Total Responses	179	260	118	15
Skips	4	4	1	0
Total sent	418	572	294	33
Average	2.67	3.37	2.94	2.87
%Neutral+skips	10.5	14.7	17.7	6.1

19. The executive team's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	32	9	6	3
Disagree	44	30	25	3
Neutral	55	96	56	3
Agree	38	105	28	5
Strongly Agree	11	22	3	1
Total Responses	180	262	118	15
Skips	3	2	1	0
Total sent	418	572	294	33
Average	2.73	3.39	2.97	2.87
%Neutral+skips	13.9	17.1	19.4	9.1

20. The Provost & VP for Academic Affairs Max Seel's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	19	2	1	0
Disagree	19	8	7	2
Neutral	53	102	59	2
Agree	53	107	40	5
Strongly Agree	36	36	11	5
Total Responses	180	255	118	14
Skips	3	9	1	1
Total sent	418	572	294	33
Average	3.38	3.65	3.45	3.93
%Neutral+skips	13.4	19.4	20.4	9.1

21. The VP for Research Dave Reed's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	15	2	0	1
Disagree	17	4	4	0

Neutral	76	93	66	1
Agree	45	97	38	10
Strongly Agree	25	56	9	2
Total Responses	178	252	117	14
Skips	5	12	2	1
Total sent	418	572	294	33
Average	3.27	3.80	3.44	3.86
%Neutral+skips	19.4	18.4	23.1	6.1

22. The VP for Student Affairs and Advancement Les Cook's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	20	8	4	3
Disagree	22	15	9	2
Neutral	81	88	58	3
Agree	41	106	37	2
Strongly Agree	15	39	10	4
Total Responses	179	256	118	14
Skips	4	8	1	1
Total sent	418	572	294	33
Average	3.05	3.60	3.34	3.14
%Neutral+skips	20.3	16.8	20.1	12.1

Total 2012-13

622
1330
46.8%

23. The VP for Administration Ellen Horsch's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	31	15	6	1
Disagree	32	29	24	5
Neutral	76	108	48	3
Agree	28	75	32	2
Strongly Agree	10	24	6	3
Total Responses	177	251	116	14
Skips	6	13	3	1
Total sent	418	572	294	33
Average	2.74	3.25	3.07	3.07
%Neutral+skips	19.6	21.2	17.3	12.1

24. The VP for Government Relations Dale Tahtinen's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	12	2	0	3
Disagree	8	6	7	0
Neutral	105	125	73	5
Agree	39	91	31	3
Strongly Agree	13	29	6	3
Total Responses	177	253	117	14
Skips	6	11	2	1
Total sent	418	572	294	33
Average	3.19	3.55	3.31	3.21
%Neutral+skips	26.6	23.8	25.5	18.2

25. The Chief Financial Officer Dan Greenlee's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	11	1	1	0
Disagree	11	8	7	0
Neutral	102	102	58	4
Agree	42	104	40	5
Strongly Agree	10	41	11	4
Total Responses	176	256	117	13
Skips	7	8	2	2
Total sent	418	572	294	33
Average	3.16	3.69	3.45	4.00
%Neutral+skips	26.1	19.2	20.4	18.2

28. The President has demonstrated excellent leadership skills discharging his duties to the University community.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	17	4	2	1
Disagree	29	12	13	2
Neutral	59	60	40	3
Agree	52	132	52	1
Strongly Agree	19	48	7	7
Total Responses	176	256	114	14
Skips	7	8	5	1
Total sent	418	572	294	33
Average	3.15	3.81	3.43	3.79
%Neutral+skips	15.8	11.9	15.3	12.1

29. The President has effectively communicated with the University community his vision and explanation of his actions.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	19	5	2	1
Disagree	36	17	11	2
Neutral	43	50	33	4
Agree	57	131	57	5
Strongly Agree	21	53	12	3
Total Responses	176	256	115	15
Skips	7	8	4	0
Total sent	418	572	294	33
Average	3.14	3.82	3.57	3.47
%Neutral+skips	12.0	10.1	12.6	12.1

30. The President has effectively communicated his efforts in explaining the key issues facing the University

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	10	3	1	1
Disagree	27	6	7	0
Neutral	49	55	37	2
Agree	67	128	58	7
Strongly Agree	21	65	11	4
Total Responses	174	257	114	14
Skips	9	7	5	1
Total sent	418	572	294	33
Average	3.36	3.96	3.62	3.93
%Neutral+skips	13.9	10.8	14.3	9.1

31. The President is open and responsive to alternative ideas and criticism from the University community.

Faculty	Prof Staff	Rep Staff	Admin
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Strongly Disagree	33	8	4	2
Disagree	34	20	14	1
Neutral	60	80	43	4
Agree	36	108	45	7
Strongly Agree	13	41	6	1
Total Responses	176	257	112	15
Skips	7	7	7	0
Total sent	418	572	294	33
Average	2.78	3.60	3.31	3.27
%Neutral+skips	16.0	15.2	17.0	12.1

32. The President is a strong practitioner of shared governance with the University community and seeks ways and opportunities to incorporate feedback into strategic

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	38	9	3	2
Disagree	47	19	11	1
Neutral	44	84	50	5
Agree	33	106	44	5
Strongly Agree	12	37	5	2
Total Responses	174	255	113	15
Skips	9	9	6	0
Total sent	418	572	294	33
Average	2.62	3.56	3.33	3.27
%Neutral+skips	12.7	16.3	19.0	15.2

33. The President's overall performance was excellent over the past year.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	21	4	5	3
Disagree	37	15	14	0
Neutral	58	77	41	4
Agree	44	109	46	5
Strongly Agree	16	48	7	3
Total Responses	176	253	113	15
Skips	7	11	6	0
Total sent	418	572	294	33
Average	2.98	3.72	3.32	3.33
%Neutral+skips	15.6	15.4	16.0	12.1

34. The President and the Executive Team have made changes based on the survey results in the past and communicated these changes to the University community.

	Faculty	Prof Staff	Rep Staff	Admin
Strongly Disagree	35	10	8	1
Disagree	32	26	14	2

Neutral	73	134	60	8
Agree	23	62	27	3
Strongly Agree	12	19	5	1
Total Responses	175	251	114	15
Skips	8	13	5	0
Total sent	418	572	294	33
Average	2.69	3.22	3.06	3.07
%Neutral+skips	19.4	25.7	22.1	24.2

38. Do you enjoy working at Michigan Tech?

	Faculty	Prof Staff	Rep Staff	Admin
Yes	130	235	109	14
No	41	19	6	1
Skips	12	10	4	0
Total	183	264	119	15
%Yes	71.0	89.0	91.6	93.3
%No	22.4	7.2	5.0	6.7
%skip	6.6	3.8	3.4	0.0

39. Do you feel optimistic about the future of Michigan Tech?

Yes	108	220	90	10
No	64	31	22	5
Skips	11	13	7	0
Total	183	264	119	15
%Yes	59.0	83.3	75.6	66.7
%No	35.0	11.7	18.5	33.3
%skip	6.0	4.9	5.9	0.0