



Board of Trustees Meeting Executive Committee February 15, 2018

MINUTES

AGENDA ITEM I—CALL TO ORDER

The Tennessee Tech Board of Trustees Executive Committee met on February 15, 2018, in Derryberry Hall, Room 210. Chair Tom Jones called the meeting to order at 02:03 p.m.

Chair Jones asked Ms. Kae Carpenter, Secretary, to call the roll. The following members were present:

- Ms. Trudy Harper
- Mr. Johnny Stites
- Mr. Tom Jones

Dr. Barbara Fleming was in attendance and Mr. Purna Saggurti and Ms. Teresa Vanhooser participated by phone.

A quorum was physically in attendance.

Members of the staff and public were also in attendance.

AGENDA ITEM II—APPROVAL OF MINUTES

Ms. Harper moved to recommend approval of the minutes. Mr. Stites seconded the motion.

After an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEM III—APPROVAL OF LORI BRUCE FOR THE PROVOST POSITION

President Oldham stated that Dr. Lori Bruce currently served as the associate vice president and dean of the graduate school at Mississippi State University. He stated that she grew up near Lynchburg, Tennessee. He stated that her background was in electrical engineering and she had an undergraduate degree from the University of Alabama-Huntsville, a master's degree from Georgia Tech, and a Ph.D. from the University of Alabama-Huntsville.

President Oldham stated that Dr. Bruce had a long list of publications. He stated that she was a Giles Distinguished Professor, the most elite professional status at Mississippi State.

Chair Jones stated that he had the opportunity to interview the candidates and they were outstanding. He thanked the search committee and Dr. Fleming for the commitment and effort put into the search for potential candidates.

Chair Jones stated that the Provost position was one of the most important jobs at Tennessee Tech. He stated that everyone needed to be committed and sure about the person hired for the role. He stated that the search committee did an outstanding job finding the best candidate for the position.

Dean Mullens thanked the Board and President Oldham for the opportunity to serve and for the support of the search committee. She stated that President Oldham had pulled together a great team who were well informed.

Dean Mullens stated that the search committee started with 69 applications, narrowed to 12 for airport interviews, and then reduced to five for campus interviews.

Dean Semmes stated that the search committee was a hardworking and thoughtful group. He stated that soliciting feedback from campus was a robust process and the feedback was taken into account during the search process. He stated that he felt good about the candidate chosen.

Dean Mullens stated that the five candidates were very diverse.

Dr. Fleming thanked the committee for doing a phenomenal job. She stated that everyone did not always agree and some serious discussions took place within the group.

Mr. Stites stated that the three candidates he had interviewed were great. He asked if Dr. Bruce's strong background in engineering was one of the factors involved in her selection.

Dr. Fleming stated that the search committee simply wanted the best person for Tennessee Tech and the President. She stated that Dr. Bruce's engineering background did not play into the decision, but it could benefit her and Tennessee Tech in her role as Provost.

Chair Jones stated that the Executive Committee would be discussing the President's contract later in the meeting. He stated that what was offered to the Provost should be consistent with what was offered to the President, such as the exit strategy. He stated that he did not want to see inconsistencies between the two offerings.

President Oldham stated that the Provost would have a faculty appointment in the appropriate department. He stated that in this case the computer engineering department has met and voiced their support in the hire and tenure recommendation of Dr. Bruce. He stated that if Dr. Bruce stepped down

from the Provost position, she would have a faculty position in the academic department where tenure was granted. He stated that her salary would be adjusted to be consistent with the same language as the contract for the president.

Chair Jones asked if Dr. Bruce would accurately and honestly represent the wishes of the faculty and support staff.

Dean Semmes stated that he believed she would accurately reflect the faculty. He stated that when the feedback was received from campus, there was strong support from the faculty.

Ms. Harper moved to accept Dr. Lori Bruce for the Provost position at Tennessee Tech University. Mr. Stites seconded the motion.

At the request of the Chair, Ms. Carpenter took a roll call vote. The motion carried unanimously.

President Oldham thanked Dr. Stephens for his service as interim provost.

Dr. Bruce then joined the meeting via conference call.

Chair Jones congratulated Dr. Bruce and stated that the Board of Trustees was very excited for Dr. Bruce to join Tennessee Tech. He stated that the position was one of the most important hires that Tennessee Tech could make. He stated that he challenged Dr. Bruce to help move Tennessee Tech forward and bridge the gap between the president, administration, faculty, and Board of Trustees.

Dr. Bruce thanked the search committee for providing her the opportunity to be a candidate and for all its hard work. She stated Tennessee Tech had a lot to be proud of and not the least of which was the people. She stated that she appreciated everyone's hospitality and honest insight. She stated that everyone's love for Tennessee Tech was clear.

Dr. Bruce stated that she was excited to work under President Oldham's leadership. She stated that she appreciated the confidence from President Oldham and the Board in her ability to serve as Provost. She stated that she looked forward to serving Tennessee Tech and becoming part of the Tech family.

AGENDA ITEM IV—APPROVAL OF BRANDON JOHNSON FOR THE VICE PRESIDENT FOR ENROLLMENT AND CAREER PLACEMENT POSITION

President Oldham stated that Tennessee Tech completed several rounds of interviews to fill the Vice President for Enrollment and Career Placement position.

President Oldham stated that the position was restructured in the fall of 2017 to add a new division - career placement - in enrollment management. He stated that the focus was to put emphasis on the total life cycle of the student, from recruitment to career.

President Oldham stated that Dr. Brandon Johnson had a background in smaller private institutions. He stated that a private school background could offer a higher level of competition for students and how

that enterprise was managed. He stated that Dr. Johnson has had the opportunity to develop skills in many different areas because smaller institutions are not staffed as broadly as larger ones.

President Oldham stated that Dr. Johnson was from a small city in Iowa. He stated Dr. Johnson was currently located in Kansas City, Missouri, at Avila University and had a doctorate in educational leadership from Baker University.

President Oldham stated that he was delighted to present Dr. Johnson to the Executive Committee for the Vice President for Enrollment and Career Placement position.

Chair Jones stated that he had the opportunity to talk extensively with Dr. Johnson. He stated that Dr. Johnson was energetic and motivated and he was impressed.

Chair Jones stated that since he was not from academia he cannot say exactly what the position entails. He stated that Dr. Johnson seemed to have a good handle on what he planned to do at Tennessee Tech.

Chair Jones stated that he discussed the need for diversity at Tennessee Tech with Dr. Johnson. He stated that Dr. Johnson had worked on that issue at Avila University and had success. He stated that Dr. Johnson had described some outstanding strategy and plans for Tennessee Tech regarding the need for diversity.

Ms. Harper stated that the Enrollment Management and Career Placement position was a critical position for Tennessee Tech, particularly the need for diversity.

Mr. Stites stated that Tennessee Tech used effective processes to attract students. He stated that Tennessee Tech ended up with more student enrollment than anticipated. He stated the increased enrollment was achieved by approaching students that had not committed to attending Tennessee Tech.

Dr. Leslie Crickenberger stated that the Fall of 2017 admits as first-time freshmen resulted in a 44.9 percent yield.

President Oldham thanked Dr. Crickenberger for serving in Human Resources and Enrollment Management for the past year.

Dr. Johnson joined the meeting via conference call.

Ms. Harper moved to accept Brandon Johnson for the Vice President for Enrollment and Career Placement Position at Tennessee Tech University. Mr. Stites seconded the motion.

At the request of the Chair, Ms. Carpenter took a roll call vote. The motion carried unanimously.

Dr. Johnson stated that he was excited to begin working and joining the Tennessee Tech family. He stated that he hoped to have a positive impact on enrollment. He thanked Tennessee Tech for the opportunity.

AGENDA ITEM V—REVIEW OF TEMPLATE PRESIDENT’S CONTRACT

Chair Jones stated that a president’s contract was needed at Tennessee Tech for protection, stability, and to have an exit strategy. He stated that the process by asking Ms. Carpenter to research presidential contracts and to provide a draft.

Chair Jones stated that he reviewed, discussed, and revised the draft with Ms. Carpenter. He stated that Ms. Carpenter then took the draft to the Executive Committee members independently for review and suggestions. He stated President Oldham then saw the draft and commented on it. He stated that he was pleased with the current draft.

Chair Jones stated that the contract was a five-year contract. He stated the contract does not cover goals or strategic planning that were covered in the annual president’s evaluation process. He stated that the contract covered employment and exit strategy.

Ms. Carpenter stated that she had asked Dr. Stinson and Dr. Crickenberger to review the draft contract for compliance with fiscal and human resources. She stated that both had reviewed the document and suggested changes that were incorporated into the current draft.

Ms. Carpenter stated that the contract contemplated several endings to the relationship with the president. She stated that an example was if the president’s agreement expired or the president resigned in good standing, the president had the option to move to a faculty position. She stated that in any scenario that the president moved to a faculty position the salary would equal no less than the average of the top 10 highest paid faculty members.

Chair Jones stated that the contract defined a formula for the president’s salary if he moved to any other position at Tennessee Tech. He stated that he was unsure of the standard for other universities, but the contract was a starting point for a policy that he believed all administrators should abide by.

Ms. Harper stated that she extensively reviewed the Association of Governing Boards literature, which recommended that universities have a presidential contract.

Mr. Stites stated that the contract was an unequivocal statement of support for the president of Tennessee Tech. He stated that Tennessee Tech looked to the president for vision and carrying out the will of the Board for Tennessee Tech. He stated that he made sure the contract included an exit strategy for Tennessee Tech if the president did not fulfill his job.

Mr. Stites stated that President Oldham was doing a great job and has full support of the Board.

Ms. Carpenter stated that there was a drafting error on the contract. She stated that the revised section B on page 4 provided that the president would not automatically receive an across-the-board salary increase if the state gave across-the-board increases to employees.

Chair Jones stated that if the motion carried, the Executive Committee was recommending that the template of the president’s contract go to the full Board for approval and be placed on the Board’s regular agenda. He stated that if the Board accepted the template then the template would be offered to President Oldham as a contract.

Ms. Harper moved to send the revised template president's contract to the Board for approval and be placed on the Board's regular agenda. Mr. Stites seconded the motion.

Chair Jones stated that the formatted template was a road map for current and future presidents of Tennessee Tech. He stated that at any moment the Board could make changes to the template.

At the request of the chair, Ms. Carpenter took a roll call vote. The motion carried unanimously.

AGENDA ITEM VI—OTHER BUSINESS

Chair Jones stated that the Board was aware of the concerns with a research project. He stated that Dr. Fleming suggested to Dr. Oldham that there should be an investigation. He stated that he believed that the investigation was appropriate.

Chair Jones stated that it was not the Board's position currently to make any statements about the matter during the investigation. He stated that the investigation needed to run its course. He stated he had talked to President Oldham about it and supported him in doing the investigation.

Chair Jones stated that the Board needed to have confidence in the integrity of the President and Tennessee Tech to handle the matter in the correct way.

Chair Jones stated that he understood the confidentiality requirements with the research sponsor and with the investigation. He stated that assumptions, accusations, and malicious intent should have no place at Tennessee Tech.

Chair Jones stated that the Board wanted integrity and for Tennessee Tech to be able to do research for other organizations in the right way. He stated that there did not need to be an environment created where no commercial business wanted to come to Tennessee Tech to have research done.

Dr. Fleming stated that she felt comfortable with the process and the way Tennessee Tech was handling the situation.

Chair Jones stated that the Board, faculty, administrators, and staff needed to have confidence in each other and expect that all sides are doing their best and with the right attitude.

Ms. Vanhooser asked if there were start dates for the new hires.

President Oldham stated Dr. Bruce's letter read on or before May 1, 2018. He stated that Dr. Johnson would start April 1, 2018.

AGENDA ITEM VII—ADJOURNMENT

There being no further business, the meeting adjourned at 2:48 p.m.

Approved,

Kae Carpenter, Secretary

DRAFT



Agenda Item Summary

Date: June 14, 2018

Agenda Item: President's Evaluation Process

Review

Action

No action required

PRESENTER: Tom

PURPOSE & KEY POINTS: The Executive Committee is responsible for organizing and conducting an annual performance review of the President. As part of that responsibility, the Committee needs to approve (a) a timeline for completion of the process, (b) a Board assessment questionnaire; (3) a Cabinet assessment questionnaire; and (4) discuss other matters as required by the "Procedures for President's Performance Review" adopted by the Board.



Synopsis of President's Evaluation Process

1. The President submits a self-assessment to the Executive Committee.
2. The Executive Committee sends assessment to the Board members and solicits comments from them.
3. The Executive Committee reviews confidential faculty evaluations of the President and other comments, if any.
4. The Executive Committee Representative summarizes comments from faculty evaluations, the Board, and others received, if any, and shares the confidential summary with Executive Committee.
5. The Executive Committee Representative meets with the President to review the material.
6. The Executive Committee Representative provides a confidential written summary of meeting to the President and to the Board.
7. The President and Board members are given an opportunity to offer comments to the written summary.
8. The Executive Committee Representative will provide a final copy of the confidential evaluation to the President and the Board.



Procedures for President's Performance Reviews and Comprehensive Reviews

I. Purposes

- A.** The purposes of the annual performance review are:
 - 1.** To assist the Board in determining whether the President's performance is effective;
 - 2.** To enable the President to enhance his or her performance and leadership;
 - 3.** To promote good communications and strong working relationships between the President, the Board, and Tennessee Tech constituencies;
 - 4.** To enable the President and the Tennessee Tech Board of Trustees ("Board") to set mutually agreeable goals; and
 - 5.** To inform Board decisions on compensation and other terms of employment for the President.
- B.** The purpose of the process is to provide the Board with a full opportunity to provide input to the President's evaluation while according the President the same level of confidentiality enjoyed by all other Tennessee Tech employees.

II. Responsibility

- A.** Pursuant to TTU Policy 002 (Selection, Evaluation, and Retention of the President), the Board is responsible for assessing the President's performance.
- B.** Pursuant to TTU Policy 005 (Board Committees), the Board has delegated to the Executive Committee the responsibility for organizing and conducting an annual performance review of the President.

III. Process for the President's Annual Performance Review

- A.** The President shall prepare a written self-assessment statement in a format and according to a timetable mutually agreed upon by the President and the Executive Committee. The statement shall include the following:
 - 1.** Progress toward meeting goals and expectations previously agreed upon¹ by the President and the Board,
 - 2.** Assessment of Tennessee Tech's strategic directions pertaining to its mission and vision statements,

¹ This requirement is not applicable to the President's evaluation in fiscal year 2018 or in the first year of any subsequent President's tenure. In those cases, the President shall identify reasonable goals in writing and submit them to the Executive Committee and Board for approval.

3. Assessment of the overall academic quality of Tennessee Tech, including its achievements and accomplishments,
 4. Assessment of Tennessee Tech's financial status,
 5. Identification of significant institutional challenges faced over the prior year, and a prospective statement of challenges and opportunities facing Tennessee Tech in the upcoming year, and
 6. Goals proposed by the President for the coming year.
- B.** After receipt of the President's confidential self-assessment statement, the Executive Committee will confidentially share the President's self-assessment with the Board and solicit confidential written feedback from the Board members on the President's statement.
 - C.** The Executive Committee will also review the confidential faculty evaluations of the President submitted pursuant to TTU Policy 209 (Faculty Evaluation of University Administrators) and may, in its sole discretion or at the request of the Board, solicit additional confidential feedback from faculty, administrators, or staff as needed.
 - D.** The Chair of the Board or a member of the Executive Committee designated by the Chair (either of whom hereinafter referred to as "the Executive Committee Representative") will summarize the written comments from faculty evaluations, the board, and others received and share the summary with the Executive Committee for its review.
 - E.** Based on the summary of the materials received, the Executive Committee Representative will meet with the President concerning the President's self-assessment statement, feedback received, and the President's goals and expectations for the coming year.
 - F.** Based on the President's self-assessment statement, feedback received, and the meeting with the President, the Executive Committee Representative will prepare a confidential draft written assessment of the President's performance, and share this assessment with the President and the Board, who may offer confidential written comments concerning this assessment. The Executive Committee Representative will incorporate these comments as appropriate.
 - G.** The Executive Committee Representative will provide a copy of the final confidential written assessment to the Board and the President.
 - H.** The Executive Committee may, in its sole discretion, vary the requirements of the annual performance review process.

IV. Periodic Comprehensive Review

- A.** Two years after the first annual assessment of the President is conducted, the Executive Committee should consider whether or not to perform a comprehensive review of the President's performance in a subsequent year.
- B.** If such a comprehensive review is to be performed, the Executive Committee may choose to engage the assistance of one or more external advisors.

Approved by the Board on August 17, 2017.

2018 TIMELINE FOR PRESIDENT'S EVALUATION

PLEASE NOTE THAT ALL DOCUMENTS RELATED TO EVALUATIONS ARE CONFIDENTIAL
PURSUANT TO TENNESSEE CODE ANNOTATED SECTION 10-7-504(a)(26)

June 14	Executive Committee ("EC") meeting to finalize evaluation timeline and discuss process.
June 26	Quarterly Board meeting.
June 27	President's confidential self-assessment due to EC. President' Office will provide faculty evaluations to EC.
June 28	EC sends President's confidential self-assessment to Board members and requests their confidential assessments. EC also sends assessment survey to Cabinet members.
July 13	Board and Cabinet members' confidential assessments of President due to EC.
By July 27	Executive Committee Representative ("ECR") completes a confidential summary of the assessments and confidentially shares with EC.
By August 8	ECR meets with President to discuss combined assessments.
By August 17	ECR drafts confidential evaluation based on combined assessments and meeting with President and sends confidential draft evaluation to President and Board.
By August 31 which	Board members may provide additional confidential written comments, the ECR may incorporate into the final confidential written evaluation.
By September 10	ECR gives the final confidential written evaluation to President and Board.
September 13	Quarterly Board meeting.

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As part of the President's performance review, the Executive Committee is soliciting written feedback from the Board members on the President's written self-assessment and goals. The Executive Committee also welcomes Board members' feedback on a series of questions related to the President's job performance.

Your responses to this questionnaire are a very important step in the review process and will be submitted anonymously. The Executive Committee thanks you advance for providing this feedback.



Assessment Questions

Q: 1

The President satisfactorily completed a new strategic plan that (a) includes an overarching framework to define Tennessee Tech and guide its priorities, (b) includes a strategy for continuing, online/distance, and adult education, (c) includes a framework for integration of student success and career development, (d) identifies innovative programs to differentiate Tennessee Tech and meet underserved current or future educational needs, and (e) identifies specific near term FY18 and FY19 priorities and tactics.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 2

The President satisfactorily completed an enrollment management plan for Fall 2018 and beyond that emphasizes Tennessee Tech's value proposition and diversity.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

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Comments *(optional)*

Q: 3

The President worked closely with faculty leadership to prioritize and support faculty interests in alignment with Tennessee Tech's new strategic plan.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 4

The President satisfactorily (a) recruited a new Vice President for Enrollment and Career Placement, (b) enhanced organizational communication and awareness of Tennessee Tech's status and priorities, (c) completed an administrative reorganization to improve efficiency and effectiveness, (d) implemented procedures, reports, and meeting structures for the Board to enhance effectiveness and impact of the Board.

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Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 5

The President satisfactorily (a) developed and implemented an enhanced branding and marketing campaign, (b) raised substantial resources towards fulfillment of Tennessee Tech Tomorrow campaign goals, and (c) worked closely with regional, state, national, and industry leaders to leverage Tennessee Tech's capabilities for economic development.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 6

The President effectively engages local, state, and national alumni in advancing the

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mission of Tennessee Tech.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 7

The President establishes and maintains productive relationships with legislators and public officials that result in tangible benefits to Tennessee Tech.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 8

The President provides visionary leadership for students, faculty, and staff.

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Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 9

The President is an effective decision maker.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 10

The President is an effective team builder.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

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*Required **

Comments *(optional)*

Q: 11

The President demonstrates integrity.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

Q: 12

The President's performance during the review period exceeded expectations.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

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Comments *(optional)*

Q: 13

Is the President devoting his attention to Tennessee Tech's major issues?

Q: 14

In your opinion, are there major issues to which the President should devote more of his time?

Q: 15

What advice would you offer to the President to sustain or improve his relationship

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with the Board of Trustees?

Q: 16

What other information would you like to share regarding the President's performance?

*Required **

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SUBMISSION PAGE

Thank you for your participation in this assessment!

Select the submit option to mark your responses as final and complete your assessment of the President's performance. If you would like to review or change any of your responses, use the "previous" button to access prior pages.

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As part of the President's performance review, the Executive Committee is soliciting Cabinet members' feedback on a series of questions related to the President's job performance.

Your responses to this questionnaire are a very important step in the Board's review process and will be submitted anonymously. The Executive Committee thanks you advance for providing this feedback.

Assessment Questions

Q: 1

The President satisfactorily completed a new strategic plan that (a) includes an overarching framework to define Tennessee Tech and guide its priorities, (b) includes a strategy for continuing, online/distance, and adult education, (c) includes a framework for integration of student success and career development, (d) identifies innovative programs to differentiate Tennessee Tech and meet underserved current or future educational needs, and (e) identifies specific near term FY18 and FY19 priorities and tactics.

Not Able to Assess Strongly Disagree Disagree Agree Strongly Agree

*Required **

Comments *(optional)*

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