



Executive Committee

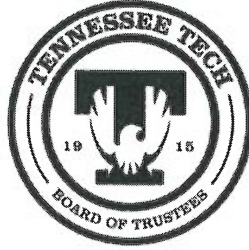
November 13, 2018

Derryberry Hall, Room 210

10:00 a.m.

AGENDA

- I.** Call to Order and Roll Call
- II.** Approval of Minutes
- III.** Alignment of Term Expirations for Student Trustee, Committee Chairs, and Chair
- IV.** Update by President
- V.** Update on Fiscal Matters
- VI.** Discussion of the Board's Effectiveness
- VII.** Other Business
- VIII.** Adjournment



**Executive Committee Meeting
September 18, 2018
Roaden University Center, Room 282**

MINUTES

AGENDA ITEM I—CALL TO ORDER

The Tennessee Tech Board of Trustees Executive Committee met on September 18, 2018, in Roaden University Center, Room 282. Chair Tom Jones called the meeting to order at 08:38 a.m.

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

- Trudy Harper
- Johnny Stites
- Tom Jones

A quorum was physically in attendance.

All other Board members were also in attendance with the exception of Purna Saggurti. Tennessee Tech faculty, staff, and members of the public were also in attendance.

AGENDA ITEM II—APPROVAL OF MINUTES

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

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

AGENDA ITEM III—APPOINTMENT TO THE INTERIM VICE PRESIDENT FOR RESEARCH AND ECONOMIC DEVELOPMENT POSITION

President Oldham requested the Executive Committee to approve the appointment of Dr. Harvill Eaton to the Interim Vice President for Research and Economic Development position. He stated the appointment was necessary due to the retirement of Dr. Bharat Soni.

President Oldham expressed his appreciation for Dr. Soni's work and provided a brief biography of Dr. Eaton. Dr. Eaton thanked the Board and Tennessee Tech for the opportunity to serve in the position.

Chair Jones clarified the position was interim and important searches were also occurring for deans in several colleges. He stated that when those searches were completed there would be a formal search to fill the Vice President for Research and Economic Development position.

Chair Jones stated that he met with Dr. Eaton and he was impressed with his depth of experience and knowledge in the research and development area. He stated that he advised Dr. Eaton that Tennessee Tech needed to increase research and development efforts through the support, backing, and engagement of the faculty.

Ms. Harper moved to approve the appointment of Dr. Eaton to the Interim Vice President for Research and Economic Development position. Mr. Stites seconded the motion.

Mr. Stites asked what success looked like for Tennessee Tech. Dr. Eaton stated that there were three parts to the measure of success: engagement and excitement from the faculty, funding, and the students.

After an opportunity for further discussion and there being none, at the request of the Chair, Ms. Carpenter took a roll call vote. The motion carried unanimously.

AGENDA ITEM IV—REVISION TO BOARD POLICY 005 (BOARD COMMITTEES)

Ms. Carpenter stated that the first change to Policy 005 assigned oversight of enrollment management and career placement to the Academic and Student Affairs Committee. She stated that the second change was added to make clear that the Executive Committee would be responsible for initiating a Board self-evaluation.

Mr. Stites moved to accept the changes to the policy. Ms. Harper seconded the motion.

Mr. Stites stated that in addition to evaluating the Board, the Board should be provided with training related to Tennessee Tech's functions. Chair Jones stated that the Board self-evaluation included questions that solicited such comments and suggestions from the Board. Chair Jones stated that the self-evaluation would be provided to the Executive Committee, who would review

and make suggestions. He also stated that the full Board would have access to all of the Trustees' self-evaluations.

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

Due to the comments related to the Board self-evaluation, Chair Jones rearranged the agenda and addressed Agenda Item VI, Board Self-evaluation, before Agenda Item V.

AGENDA ITEM VI— BOARD SELF-EVALUATION

Chair Jones stated that SACSCOC required Tennessee Tech to have a Board that regularly evaluates its responsibilities and expectations. He stated that the Board would respond to a list of questions and the responses would be provided to the full Board. He stated the Executive Committee would review the results and make suggestions based on those results.

Chair Jones stated that since this was the first time for the Board to evaluate itself, the questions could be edited and changed if necessary.

Ms. Harper moved to adopt the Board self-evaluation questions. Mr. Stites seconded.

Ms. Harper stated that one of the first areas of education for the Board should be to understand the role of the Faculty Senate. Mr. Stites stated that he agreed and the faculty was important and expected them to be excellent along with everyone else at Tennessee Tech. Chair Jones stated that an effort should be made at informing the Board of when Faculty Senate meetings occur.

Chair Jones stated that two questions in the self-evaluation lent themselves to suggestions such as those made by the committee members.

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

AGENDA ITEM V—TTU POLICY 110 (ACCESS TO PUBLIC RECORDS) AND RULE

Ms. Karen Lykins stated that Tennessee Tech's Access to Public Records policy and rule were the result of Tennessee Code Annotated Section 10-7-503, which was amended in 2018 to require state agencies to promulgate a rule related public records. She stated Tennessee Tech had a policy related to public records, but the rule requirement presented an opportunity for Tennessee Tech to revise and update its current policy.

Mr. Stites moved to adopt the policy as written. Ms. Harper seconded the motion.

Mr. Stites amended his motion to adopt the policy and the rule as written. Ms. Harper seconded the motion.

After an opportunity for further discussion and there being none, at the request of the Chair, Ms. Carpenter took a roll call vote. The motion carried unanimously.

AGENDA ITEM VII—PRESIDENT’S COMPENSATION

Chair Jones asked President Oldham to excuse himself from the Board meeting.

Chair Jones stated that the President’s evaluation has been completed and reviewed and the Executive Committee was responsible for recommending to the full Board any adjustments to the President’s compensation.

Chair Jones stated that he was pleased and satisfied with the President’s performance. Chair Jones stated that the Board had required the faculty of Tennessee Tech to be paid based on performance and the President should also get a raise based on performance. He stated that in the current year, Tennessee Tech received significant funding and because the President was instrumental in securing those funds, he should be rewarded for those efforts.

Ms. Harper stated that she managed the review process with the President, and thanked the faculty, Cabinet, and Board of Trustees for their input. She stated that the information was relayed to the President in detail over a two-day period for a total of five hours. She stated she wanted to be sure that it was done comprehensively and part of the review was based on matters the Board should be educated about. She stated that the President was receptive, humble, and professional about every comment from the review.

Ms. Harper stated that the current year was not the time to make a significant move related to the President’s salary. She stated that she spoke with President Oldham and both agreed that in the future a comprehensive review on total compensation should be completed.

Ms. Harper stated that she was in favor of giving President Oldham a modest increase in salary. She stated that President Oldham received a contract, had some challenges, but also had some upsides. She stated that she did not believe that Tennessee Tech would see a similar state funding (\$4,200,000) in the future. Based on those premises, Ms. Harper said she would propose a modest increase in salary, but a substantial one-time bonus, which would not readjust the base salary but would recognize the contribution the President made this year.

Mr. Stites thanked Ms. Harper for her time and efforts in conducting the President’s review process.

Mr. Stites stated that when he was on the Board of Regents, President Oldham was viewed as one of the shining stars in the Tennessee Board of Regents system. He stated that President Oldham had accomplished a lot at Tennessee Tech and because of the increased funding, he agreed with an increase in the President’s salary and a one-time bonus.

Dr. Fleming thanked Ms. Harper for her work on the President's evaluation. She stated that Tennessee Tech had a lot of wonderful aspects but also had a communication problem, as was pointed out several time during the President's evaluation.

Ms. Harper stated that a plan was put in place to address every topic or comment that was raised on the President's evaluation and items that President Oldham would work on the following year.

Ms. Vanhooser stated that Tennessee Tech had challenges relative to its budget, and particularly with regards to enrollment. She stated that the Board needed to be cognizant of the budgeting issues.

Ms. Vanhooser thanked Ms. Harper for her work on the review and said she believed President Oldham has done an outstanding job. She reiterated that the Board needed to think about Tennessee Tech's overall budget and to make ensure that it stayed in a good position.

Ms. Vanhooser stated that she liked the idea of a one-time bonus versus an increase in salary. She stated that she believed that was appropriate considering President Oldham's efforts during the year.

Chair Jones stated that he discussed with Dr. Stinson the boundaries the Board should be aware of related to percentage increases and bonuses for President Oldham. He stated that according to Dr. Stinson, there was room in the overall budget for a modest increase in salary and a bonus for the President.

Capt. Wilmore asked for a comparison between the other LGI universities' presidents' salaries and Tennessee Tech's president's salary.

Chair Jones stated that the University of Memphis president's salary was \$394,000 with a \$100,000 bonus and a \$50,000 supplement and the university enrolled about 18,000 students; Middle Tennessee State University president's salary was \$400,000 with an undetermined bonus; Tennessee State University president's salary was \$322,000 with no bonus; and Austin Peay's president's salary was \$328,000 and a \$17,592 bonus. He stated that Tennessee Tech's president's salary was \$325,682 and Tennessee Tech enrolled about 10,500 students.

Ms. Harper proposed a 2% increase to the President's base salary and a \$50,000 one-time bonus for the President's contributions to securing the recurring funding from the state. She stated that she spoke to Dr. Stinson and confirmed that her proposal was within the boundaries of the overall budget.

Chair Jones stated that last year's average faculty raises without promotion were 1.9%, the average faculty raises with promotion were 2.5%, the top faculty received 5-6%, and average staff raises were 2.5%.

Dr. Fleming asked how the boundaries are determined and would the money be taken away from something else within Tennessee Tech.

Dr. Stinson stated that the 2.5% salary raise pool mandated by the state included the President's salary and was included in the budget. She stated Tennessee Tech also had reserves for one-time expenses.

Dr. Fleming raised concerns about Tennessee Tech's budget deficit and the future budgeting issues.

Dr. Stinson stated that she had been working with a committee on a five-year financial strategic plan and that would be presented at the Audit & Business Committee. She stated that Tennessee Tech had some opportunities and some challenges from a financial standpoint, primarily due to declining enrollment, which could continue unless countermeasures were implemented.

Dr. Stinson stated that President Oldham was instrumental in obtaining the funding for the Carnegie classification. Dr. Stinson also stated that Dr. Oldham had been working on the \$3,000,000 recurring funds for engineering for a number of years.

Dr. Geist stated that she understood Tennessee Tech went into the 2018-19 academic year short on funds. She stated that the Board needed to decide if giving the President a salary increase and bonus was something that should be taken out of Tennessee Tech's reserves.

Dr. Geist stated that Tennessee was in good economic times and she did not discredit the President's hard work, but she believed if economic times had not been good, then Tennessee Tech would not have received the recurring funds.

Dr. Geist stated that Tennessee Tech had a lot of issues and that she voiced those concerns with Ms. Harper during the evaluation. She stated that over the past five years, Tennessee Tech lacked prioritization and evaluation of returns on investments.

Chair Jones asked what the total salary was for all faculty and all staff.

Dr. Stinson stated that about 70% of Tennessee Tech's budget was salary. She stated that the total faculty and staff salaries roughly equaled \$140,000,000 and they were given an average raise of 2.5%.

Chair Jones stated that the overall salaries were increased roughly by \$3,500,000, which was a significant impact on Tennessee Tech's budget. He stated that a 2% raise for the President would be \$6,000 and it seemed odd to be concerned about the budget when the effort and impact was made to increase everyone's salaries.

Dr. Fleming stated that the Board had a fiduciary responsibility related to budget issues. She stated that the President worked very hard with THEC to get the Carnegie classification change.

Chair Jones stated that there were issues with the budget and President Oldham was working on it through the strategic plan and the development of a five-year financial plan. He stated that while

opinions might differ on this point, he believed Tennessee Tech was trying to be as effective and efficient as possible.

Chair Jones stated that he was comfortable with a 2.5% raise and a smaller bonus.

Ms. Harper stated that the President had some areas for improvement, which were reflected in her review, and because of that she did not want to offer the full 2.5% raise. She stated that she wanted to reflect the work he did at the state level in a one-time bonus.

Mr. Stites stated he agreed with the suggestion of a 2% salary increase. He stated that it would be difficult to replace President Oldham, the five-year contract with the President was helpful, and the 2% raise was reasonable. Mr. Stites suggested a \$100,000 bonus.

Dr. Geist stated that Tennessee Tech had real issues, including spending time and effort on projects that did not yield results. She stated that funds had been invested into research that was not faculty-led or developed and had not yielded external funding.

Chair Jones stated that Dr. Eaton and he were discussing that topic and Dr. Eaton believed improvements could be made in that area.

Dr. Geist stated that the deans found out the previous week that Dr. Eaton was going to be hired. She asked why the deans were not advised earlier and faculty were not given an opportunity to provide input on the appointment.

She stated that the President's salary was up for debate as well. She stated that she did not believe President Oldham was doing a bad job but he was better externally. Ms. Harper stated that she hoped Dr. Geist listed all her concerns in the President's review because she had covered all the concerns raised with President Oldham. She stated that the centers were another area that needed to be included on the education list for the Board.

Dr. Fleming stated that the individuals whom the President appointed were supposed to manage internally and the President's role was supposed to be external. Dr. Fleming said that if the internal managers were on board then the internal concerns would see a lot of progress.

Dr. Geist asked if the bonus was a reward for the past or for future actions. Ms. Harper stated that the salary increase was based on the overall performance and the proposal for the bonus was based on a specific one-time event. Ms. Harper stated that she did not want any future bonuses to be based on the amount of money he brought in, but she wanted to capture this year's accomplishments.

Chair Jones asked if a faculty member brought in a large research and development contract, would that faculty member have any influence on his/her salary. Dr. Stinson stated that when a faculty member received external funding, generally the proposals would be written to include salary during the summer, in addition to his/her nine-month salary. She stated that if the external funding

was from a federal or state contract, faculty were not allowed to earn additional pay. She stated that if it was a private contract, a bonus might be included.

Dr. Geist stated the external funding that faculty received was grant funding and not from Tennessee Tech.

Mr. Stites stated that his recommendation for the salary increase was based on past performance and the desire to keep the President, and the bonus was to set the tone for performance in the future.

Ms. Harper asked if a \$100,000 bonus was within the boundaries of the budget. Dr. Stinson responded that \$100,000 was manageable and within Tennessee Tech's resources.

Mr. Stites moved to give a 2% increase in pay and \$100,000 bonus to the President. Ms. Harper seconded the motion.

Chair Jones stated that he believed a bonus of \$100,000 was too high.

Mr. Allard stated he was more comfortable with Ms. Harper's first proposal. He stated that Tennessee Tech faced a budget shortfall currently and to give the President such a large bonus would not convey a good message.

Chair Jones stated that he would feel comfortable with a bonus in the range of \$50,000 to \$75,000. He stated that he agreed with Mr. Allard and a \$100,000 bonus would send the wrong message.

Ms. Vanhooser stated that the five-year plan was asking employees to review processes to identify areas where funding could be redeployed to increase Tennessee Tech's reserves. She stated that Tennessee Tech had the \$100,000 in the reserves, but questioned whether the Board wanted to spend reserves in that way. She stated that taking money out of the reserves for the President's bonus would impact the incentive and motivation for people to identify additional funding for Tennessee Tech's reserves.

Dr. Geist stated that \$100,000 could fund 100 students to study abroad, Tennessee Tech's innovation and entrepreneurship certificate, and Tennessee Tech's Eagle Works competition. She stated that \$100,000 dollars was a small fraction of Tennessee Tech's budget, but when one realized what \$100,000 could do for students, it felt very different.

Dr. Fleming stated that the Board needed to be careful on the message it was sending and about the budget issues.

Chair Jones stated that he was not comfortable with anything more than a \$75,000 bonus. He asked if the Board members were, generally, comfortable with the 2% raise. The Board members appeared to agree. He asked if the Board members were comfortable with at least a \$50,000 bonus. Most of the Board members appeared to agree.

Ms. Harper stated that in her industry she routinely gave 10%-20% bonuses to her employees. She stated a \$50,000 bonus for the President was a 15% bonus on his salary. She stated that she was not opposed to \$75,000 or \$100,000, but felt that \$50,000 was the right number.

Mr. Stites stated that the bonus was not about how much the President was being paid, but about the perception that the Board supported the President.

Chair Jones stated that he believed the Board members appeared comfortable with a \$50,000 bonus but uncomfortable with \$75,000. He asked if the Board members were comfortable with a \$60,000 bonus.

Dr. Geist stated that if companies were going through hard economic times, the employees would not be getting a 20% or 15% bonus. Ms. Harper replied that even if a company was struggling economically, the best people needed to be paid the best salaries or the company would lose those individuals.

Chair Jones stated that the Board has supported the President in many ways and has conveyed a clear message. He stated that a bonus is a reward for actions. He stated that if the President was not humble, accepting, and understanding of the issues Tennessee Tech still had, then he would not be in support of any bonus.

Mr. Stites amended his motion to give a 2% salary increase and award a one-time bonus of \$60,000 to the President of Tennessee Tech and place it on the Board's regular agenda. Ms. Harper seconded the motion.

After an opportunity for further discussion and there being none, at the request of the Chair, Ms. Carpenter took a roll call vote. The motion carried unanimously.

AGENDA ITEM VIII – OTHER BUSINESS

No new business was raised.

AGENDA ITEM IX – ADJOURNMENT

There being no further business, the meeting adjourned at 9:57 a.m.

Approved,

Kae Carpenter, Secretary



Agenda Item Summary

Date: November 13, 2018

Agenda Item: Alignment of Term Expirations for Student Trustee, Committee Chairs, and Chair

Review

Action

No action required

PRESENTER(S): Tom

PURPOSE & KEY POINTS: Discussion related to aligning expiration of student trustee's, committee chairs', and chair's terms to June 30, 2019, to coincide with the expiration of terms of Board members' appointments and faculty trustee's term, and for all future terms, including the student trustee's, to begin on July 1.



Agenda Item Summary

Date: November 13, 2018

Agenda Item: Update on Fiscal Matters

Review

Action

No action required

PRESENTER(S): Claire Stinson

PURPOSE & KEY POINTS: Discussion related to revised budget based on fall enrollment and 2018-19 Tennessee Board of Regents unrestricted state appropriations.

Adjustments to revised budget based on fall enrollments

Revenue shortfall:

Out of State - UG	\$	(1,357,471)	
Out of State - G	\$	(43,500)	\$ (1,400,971)
Out of State Summer UG	\$	(433,988)	
Out of State Summer G	\$	(14,131)	
Out of State Tnecampus - UG	\$	(90,181)	
Out of State Tnecampus - G	\$	11,638	
Out of State Craft Center - UG	\$	(4,500)	
Out of State DMBA	\$	(28,839)	
Out of State Macc	\$	1,416	\$ (558,586)
	\$	<u>(1,959,556)</u>	<u>\$ (1,959,556)</u>

		Identified	Still to ID
International Education	\$	100,000	
Vacant position		\$ (37,803)	
Vacant position		\$ (45,222)	
Travel		\$ (16,975)	\$ -
International Scholarships	\$	200,000	
		\$ (200,000)	\$ -
President's Office	\$	200,000	
Salary from position in Economic Development		\$ (168,170)	
Operating		\$ (31,830)	
Research	\$	100,000	
Permanently lapsed salary		\$ (65,500)	
Operating		\$ (34,500)	\$ -
Academic Affairs	\$	298,890	
Reorganization		\$ (298,890)	\$ -
Business Affairs	\$	75,000	
Business Office vacant position		\$ (30,000)	
Facilities administration vacant position		\$ (30,000)	
Position allocation adjustment		\$ (15,000)	\$ -
Student Affairs	\$	25,000	
Operating		\$ (25,000)	\$ -
Other	\$	85,666	
Other operating		\$ (35,666)	
Employee tuition reimbursement		\$ (50,000)	\$ -
Colleges	\$	700,000	
University Academic Scholarship		\$ (700,000)	\$ -
Enrollment Management	\$	175,000	
Balance of Noel Levitz contract		\$ (175,000)	\$ -
Total to still identify	\$	<u>(0)</u>	<u>\$ (1,959,556)</u> \$ -

November 13, 2018, Executive Committee Agenda and Materials - Update on Fiscal Matters

TENNESSEE BOARD OF REGENTS UNRESTRICTED STATE APPROPRIATIONS 2018-19															
INSTITUTION	Proposed 2018-19 Appropriation	TCSR Legacy Rate Change	January 2019 Premium Decrease (Recurring)	OPEB Normal Increase (Recurring)	OPEB UAAL Increase (Recurring)	Risk Mgmt Claims Premium Adj. (Recurring)	Risk Mgmt Prop Premium Adj. (Recurring)	OPEB Normal Decrease (Nonrecurring)	January 2019 Premium Increase (Nonrecurring)	Legislative Amendments	OPEB UAAL Decrease (Nonrecurring)	Premium Holiday Savings (Nonrecurring)	Revised 2018-19 Appropriation	Less Restricted Appropriation	Unrestricted 2018-19 Appropriation
APSU	\$ 47,403,200	\$ 89,500	\$ (866,200)	\$ 542,200	\$ 685,300	\$ (7,000)	\$ 10,100	\$ (271,100)	\$ 433,100		\$ (342,700)	\$ (770,500)	46,905,900		46,905,900
ETSU	65,025,400	119,500	(1,733,600)	1,011,400	1,269,100	(24,200)	103,100	(505,700)	866,800	500,000	(634,500)	(1,542,100)	64,455,200		64,455,200
ETSU-COM	34,363,900	26,000	(362,700)	197,600	248,000	(2,100)		(98,800)	181,400		(124,000)	(322,600)	34,106,700		34,106,700
ETSU-FP	7,513,600	6,400	(64,800)	32,700	41,000	(2,600)		(16,400)	32,400		(20,500)	(57,600)	7,464,200		7,464,200
MTSU	102,904,100	173,400	(2,113,100)	1,298,200	1,669,800	(43,200)	77,000	(649,100)	1,056,500		(834,800)	(1,879,600)	101,659,200	(489,500)	101,169,700
TSU	39,010,700	109,800	(950,900)	573,500	623,400	(14,700)	50,500	(286,800)	475,500		(311,700)	(846,200)	38,433,100	(1,026,300)	37,406,800
TTU	51,066,700	100,500	(1,100,800)	664,300	1,061,800	(4,600)	32,700	(332,100)	550,400	3,700,000	(530,900)	(979,000)	54,229,000	(700,900)	53,528,100
UOM	116,739,900	159,800	(2,191,300)	1,283,000	1,612,400	(43,900)	211,100	(641,500)	1,095,700		(806,300)	(1,949,500)	115,469,400	(65,000)	115,404,400
Subtotal	464,027,500	784,900	(9,383,400)	5,602,900	7,210,800	(142,300)	484,500	(2,801,500)	4,691,800	4,200,000	(3,605,400)	(8,347,100)	462,722,700	(2,281,700)	460,441,000
GHSCC	31,654,800	48,700	(547,800)	300,700	403,800	(24,600)	28,000	(150,300)	273,900		(201,900)	(487,400)	31,297,900		31,297,900
CLSCC	11,032,500	18,300	(203,700)	140,500	222,300	(12,800)	18,600	(70,200)	101,900		(111,100)	(181,200)	10,955,100		10,955,100
COSCC	15,669,400	23,100	(260,400)	152,000	224,800	(13,900)	26,100	(76,000)	130,200		(112,400)	(231,600)	15,531,300	(72,700)	15,458,600
DSCC	9,607,400	21,100	(176,000)	114,700	159,100	(9,600)	17,500	(57,400)	88,000		(79,500)	(156,500)	9,528,800		9,528,800
JSCC	14,040,800	28,100	(257,800)	171,200	275,400	(15,500)	24,400	(85,600)	129,000		(137,700)	(229,300)	13,943,000		13,943,000
MSCC	14,862,600	26,600	(228,600)	140,100	210,400	(12,100)	24,000	(70,100)	114,300		(105,200)	(203,300)	14,758,700		14,758,700
NASCC	22,068,700	32,700	(330,600)	192,400	251,800	(15,800)	29,400	(96,200)	165,300		(125,800)	(294,000)	21,877,900		21,877,900
NESCC	19,538,300	38,900	(385,600)	216,600	284,500	(18,400)	21,000	(108,300)	192,800		(142,300)	(343,000)	19,294,500		19,294,500
PSCC	32,556,300	49,700	(536,200)	277,800	358,000	(23,100)	47,100	(138,900)	268,100		(179,000)	(477,000)	32,202,800		32,202,800
RSCC	22,214,500	39,400	(323,900)	217,700	346,100	(15,300)	39,500	(108,800)	161,900		(173,000)	(288,100)	22,110,000	(150,000)	21,960,000
STCC	28,026,700	45,600	(438,300)	327,500	526,000	(24,900)	41,500	(163,700)	219,200		(263,000)	(389,900)	27,906,700		27,906,700
VSCC	23,300,400	36,900	(439,800)	242,300	347,800	(18,700)	29,300	(121,100)	219,900		(173,900)	(391,200)	23,031,900		23,031,900
WSCC	24,180,000	50,800	(423,500)	300,300	476,300	(14,100)	36,800	(150,100)	211,800		(238,100)	(376,700)	24,053,500		24,053,500
Subtotal	268,752,400	459,900	(4,552,200)	2,793,800	4,086,300	(218,800)	383,200	(1,396,700)	2,276,300	-	(2,042,900)	(4,049,200)	266,492,100	(222,700)	266,269,400
TCATs	71,007,800	121,800	(917,600)	492,900	810,100	(5,000)	70,100	(246,400)	458,800		(405,000)	(816,000)	70,571,500		70,571,500
TBR	9,672,300	27,300	(143,000)	73,300	326,700	500	(10,500)	(36,600)	71,500	10,000,000	(163,300)	(127,200)	19,691,000	(9,029,400)	10,661,600
Regents Access & Diversity	10,256,900												10,256,900	(10,256,900)	-
TSU McMinnville Center	619,000	400											619,400		619,400
TSU Institute of A&E	3,607,200	2,000				4,500							3,613,700		3,613,700
TSU Cooperative Ext	3,605,100	3,900				1,200							3,610,200		3,610,200
TSU Forestry	196,100	100											196,200		196,200
TOTAL	\$ 831,744,300	\$ 1,400,300	\$ (14,996,200)	\$ 8,962,900	\$ 12,433,900	\$ (359,900)	\$ 927,300	\$ (4,481,200)	\$ 7,498,400	\$ 14,200,000	\$ (6,216,600)	\$ (13,339,500)	\$ 837,773,700	\$ (21,790,700)	\$ 815,983,000

Legislative amendments: ETSU - Opioid research - \$500,000, nonrecurring; TTU - Carnegie Classification - \$700,000, Enhance College of Engineering - \$3,000,000, both are recurring; TBR - Mechatronics Expansion - \$1,000,000, TCAT equipment - \$9,000,000, both are nonrecurring.

Smith, Rebecca

From: Academic Affairs
Sent: Monday, October 22, 2018 1:05 PM
To: FacultyStaff
Subject: Reorganization of Digital & Distance Unit

Good Afternoon,

The Digital and Distance unit under the Provost's office has been reorganized. The reorganization enables my office to appreciably reduce the annual budget without passing those reductions to the academic colleges and schools/departments. This reorganization does not mean we are any less committed to digital and distance activities. Rather, we remain fully committed to these endeavors and desire to grow and strengthen them. Based upon numerous discussions I've had with faculty during my first few months on campus, I believe this reorganization will lead to better support for faculty engaged in online programs, 2+2 programs, and dual enrollment and will foster the development and growth of faculty-led academic programs.

The digital portion of the unit (dedicated to online programs) now reports to the Center for Innovative Teaching and Learning (CITL). This brings the different university-level online learning staff into a unified group which will facilitate synergy and minimize the potential for redundancy of efforts. Having digital learning report to CITL, which is led by a tenured faculty member and provides faculty development opportunities and instructional technology support, will foster more direct interactions with faculty and provide opportunities to support faculty-led development of online courses and programs. The Interim Director of CITL is Dr. Bedelia Russell. So if you have current activities with the digital portion of the Digital and Distance unit, please redirect your communications to Dr. Russell. She will be able to assist you by connecting with the appropriate staff.

The distance portion of the unit (commonly referred to as extended ed and dedicated to 2+2 programs, dual enrollment, continuing ed) now reports to the College of Interdisciplinary Studies. Having extended ed administratively report to the College of Interdisciplinary Studies does not mean that other colleges/departments will be excluded. Quite the opposite is true. Dean Gotcher is passionate about these activities and will work closely with other college deans to help facilitate the growth of all programs. If you have current activities with the distance portion of the Digital and Distance unit, please redirect your communications to either Dean Gotcher or Dennis Tennant, Director of Extended Programs.

Again, we are committed more than ever to digital and distance activities, as they play an important role in our future enrollment and retention of students.

Sincerely,
Dr. Bruce

Lori Mann Bruce, Ph.D. | Provost
Tennessee Tech University
One William L. Jones Dr. | Derryberry Hall 204
P. O. Box 5017 | Cookeville, TN 38505





Agenda Item Summary

Date: November 13, 2018

Agenda Item: Discussion of the Board's Effectiveness

Review

Action

No action required

PRESENTER: Tom

PURPOSE & KEY POINTS: Discussion related to the Board's effectiveness. Items for discussion include training, informational sessions, committees and their schedules, communications, process for president's evaluation, and areas identified as major issues.

DISCUSSION ITEMS RELATED TO THE BOARD'S EFFECTIVENESS

1. Informational meetings/training related to:

- a. Refresher course(s) on fiduciary and ethical responsibilities and the role of the Board
- b. Faculty Senate
- c. Budget (process and updates on status and on progress on five-year plan)
- d. Best practices in university management and effective governance
- e. Policy development and implementation
- f. Other boards processes (e.g., participation in meetings with other boards)

2. Committees and meetings

- a. Committee structure
- b. Scheduling of committee meetings

3. Communications

- a. Improving communications with and between the President, administration, and the Board
- b. Meeting materials finalized sooner
- c. Reports included in materials but not necessarily presented
- d. Dashboard for strategic plan and/or dashboard for assessment of progress toward goals

4. Process and benchmarks related to the evaluation of president's performance

Streamlined focus on smaller set of goals with appropriate metrics

5. Addressing Tennessee Tech's major issues

- a. Tennessee Tech's fiscal health
- b. Student enrollment
- c. Morale on campus
- d. Focus on students
- e. State and national trends for job needs
- f. Building/strengthening relationships with different campus constituencies