



Executive Committee

April 21, 2020

10:00 a.m.

Meeting via teleconference and streamed live at <https://youtu.be/GYb3m9ED3bl>

AGENDA

- I.** Call to Order and Roll Call
- II.** Determination of Necessity
- III.** Approval of Minutes
- IV.** Approval of Appointment of Vice President for Research and Economic Development
- V.** Approval of TTU Policy 008 (Professional Development)
- VI.** Approval of TTU Policy 135 (Legislative Proposals)
- VII.** President's Report
- VIII.** Other Business
- IX.** Adjournment



Agenda Item Summary

Date: April 21, 2020

Agenda Item: Determination of Necessity

Review

Action

No action required

PRESENTER: Chair Harper

PURPOSE & KEY POINTS: Pursuant to Tennessee Code Annotated Section 8-44-108(b)(3), "[i]f a physical quorum is not present at the location of a meeting of a governing body, then in order for a quorum of members to participate by electronic or other means of communication, the governing body must make a determination that a necessity exists."



Executive Committee

February 4, 2020

Derryberry Hall, Room 210

8:30 a.m.

MINUTES

AGENDA ITEM 1 – CALL TO ORDER AND ROLL CALL

The Tennessee Tech Board of Trustees Executive Committee met on February 4, 2020, in Derryberry Hall, Room 210. Chair Harper called the meeting to order at 8:30 a.m.

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

- Trudy Harper

Executive Committee members Teresa Vanhooser and Tom Jones participated by phone.

Other Board members physically present were Sally Pardue and Mason Hilliard. Board members Purna Saggurti and Rhedona Rose participated by phone.

Tennessee Tech faculty, staff, and members of the public were also in attendance.

AGENDA ITEM 2 – DETERMINATION OF NECESSITY

Chair Harper stated the following facts and circumstances that necessitated a meeting without a quorum physically present:

1. Pursuant to TTU Policy 005, the Executive Committee was required to make recommendations related to the President's compensation.
2. The Board approved a compensation plan for faculty and staff at its December 2019 meeting but delayed action on the President's compensation

pending the implementation of the approved plan and the recommendation of the Executive Committee.

3. When the Executive Committee meeting was scheduled, it appeared that a quorum would be physically present. One member, however, had an unforeseen conflict that prevented him from being physically present at the meeting.
4. It would have been difficult to reschedule the meeting in a timely manner so that a quorum could be physically present and there was a need for prompt action on the President's compensation issue.

Ms. Vanhooser moved that the necessity existed to hold the Executive Committee meeting without a quorum physically present. Mr. Jones seconded the motion. With an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEM 3—APPROVAL OF MINUTES

Mr. Jones moved to approve the December 5, 2019, Executive Committee meeting minutes as presented. Ms. Vanhooser seconded the motion. With an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEM 4—DETERMINATION OF PRESIDENT'S PERFORMANCE-BASED PAY ADJUSTMENT

Chair Harper stated that pursuant to TTU Policy 005 (Policy on Board Committees), the Executive Committee was responsible for making a recommendation related to the President's performance-based pay adjustment. She stated that the President's review process was very thorough, involving surveying the cabinet, the Board members, and using faculty surveys. She stated while there were areas for improvement, overall, the review was very positive and the President's performance was very good.

Chair Harper made the recommendation of a 1.012 percent increase for the President's performance-based salary and a bonus amount of three percent of his base salary.

Mr. Jones asked what the dollar amount was for the three percent proposed bonus. Chair Harper stated it would equal \$10,375.

Mr. Jones asked what the average pay raise was for all the faculty and cabinet members. Chair Harper stated that for the executive employees the average increase was 1.02 percent and for faculty it was 1.07 percent. She stated that the average executive bonus was 3.1 percent and for faculty, the average bonus was 3.6 percent. She stated that

approximately a third of the executive employees and approximately a quarter of the faculty received a bonus.

Mr. Jones moved to increase the President's performance-based salary by 1.012 percent with a three percent bonus. Ms. Vanhooser seconded the motion.

Mr. Saggurti stated that he was surprised that the President performed highly but he was only receiving an average bonus. Chair Harper stated that the bonus was only given to the highest performing employees. She stated that the proposed bonus for the President was slightly lower than the average bonus increase, but the salary increase was within the average of salary increases.

Ms. Vanhooser stated that only the high performers received the bonus, so the 3.1 percent and 3.6 percent given to executives and faculty were only for the high performers. She stated that the President must be a high performer for him to be considered for a bonus.

Mr. Saggurti stated that if the range was tight, the proposed bonus was understandable, but if the range was not tight, then the numbers could be reconsidered.

Mr. Jones stated that he believed the President performed very well. He stated that he was comfortable with only the high performers receiving the bonus. He stated that, originally, he thought the President would receive a higher raise and a lower bonus but the proposal was in line with relevant salary and bonus payments.

Chair Harper stated that in December 2019, the pool for employees' salary adjustments used a two-pronged approach, one for a one percent performance-based salary increase and a one percent pool for a one-time bonus. She stated that the salary increase was a maximum of a one percent increase, with limited exceptions due to equity adjustments. She stated that she did not have the figures for the range of the salary increases but the performance bonus went up to as high as a 10 percent bonus, with the average between 3.1 percent for the cabinet and 3.6 percent for the faculty.

Chair Harper stated the bonus range for the faculty was 4.11 percent for high-performers and that the President could receive a 4.11 percent bonus because he was considered a high-performer in the fiscal year 2019.

Mr. Jones moved to increase the President's salary by 1.012 percent with a 4.11 percent bonus. Ms. Vanhooser seconded the motion. With an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEM 5.A—PRESIDENT’S PERFORMANCE REVIEW FOR FY20 – PRELIMINARY PROCEDURAL MATTER

Chair Harper stated that she had asked Teresa Vanhooser, Vice-Chair, to act as the Executive Committee Representative to conduct the President’s performance review for FY20. Ms. Vanhooser stated that she accepted the position.

AGENDA ITEM 5.B—PRESIDENT’S PERFORMANCE REVIEW FOR FY2020 – SCHEDULE FOR COMPLETION OF PERFORMANCE REVIEW PROCESS

Ms. Vanhooser moved to approve the proposed schedule for the completion of the President’s performance review, with the review beginning June 23, 2020, and completed by September 29, 2020. Mr. Jones seconded the motion. With an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEMS 5.C AND 5.D—PRESIDENT’S PERFORMANCE REVIEW FOR FY2020 – APPROVAL OF BOARD AND CABINET ASSESSMENT QUESTIONNAIRES

Mr. Jones moved to approve the Board and Cabinet assessment questionnaires as presented. Ms. Vanhooser seconded the motion. With an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEM 6—DISCUSSION OF PERIODIC COMPREHENSIVE REVIEW OF THE PRESIDENT

Chair Harper stated that the Board adopted procedures for the President’s performance review and comprehensive view and the procedures were informed by materials produced by the Association of Governing Board (AGB) related to best practices for reviewing a president. She stated that the AGB recommended a periodic comprehensive review and the Board’s procedures included a provision for consideration of a comprehensive review two years after the first annual assessment of the President was conducted. She stated that if a comprehensive review was being performed, the Executive Committee could choose to engage the assistance of one or more external advisors.

Chair Harper stated that in 2010, 53 percent of public universities performed a comprehensive review every three to four years. She stated that the comprehensive review would provide a more holistic review of the President by obtaining viewpoints from students, faculty, public officials, etc. that would not normally be included in the annual review. She stated that a comprehensive review could be expensive, between \$10,000 and \$25,000, and has not yet been considered, in accordance with the procedures.

Chair Harper stated that she was not sure a comprehensive review was needed at this time, but that the issue needed to be considered in September 2020 in accordance with the procedures. She stated that if the Board was going to do any review at all, she believed it should be a salary comparison amongst peers. She stated that there was a broad range of presidential salaries among the Tennessee public universities and that the Board should consider what would be the appropriate salary for the President. She also stated that she would like there to be a salary review for the president, faculty and administration.

Mr. Jones stated that a comprehensive review should be considered every year, but it was not needed at this time. He stated the comprehensive review should be considered for next year or the following year. He stated that the budget and enrollment figures should be analyzed and used as factors to determine if a comprehensive review was necessary.

Ms. Vanhooser stated that a comprehensive review now would be too early, but that a salary review should be completed.

Chair Harper stated that she would like to analyze Tennessee Tech's performance, research performance, donor performance, etc. as part of the consideration of a salary increase for the upcoming year.

AGENDA ITEM 8 – OTHER BUSINESS

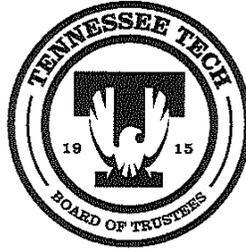
No new business was raised.

AGENDA ITEM 9 – ADJOURNMENT

There being no further business, the meeting adjourned at 9:16 a.m.

Approved,

Kae Carpenter, Secretary



February 4, 2020

The Honorable Tre Hargett
Tennessee Secretary of State
State Capitol
Nashville, TN 37243-1102

Dear Secretary Hargett:

Pursuant to Tennessee Code Annotated Section 8-44-108(b)(3), the Executive Committee of the Tennessee Tech Board of Trustees is filing its determination that with respect to its meeting on February 4, 2020, at 8:30 a.m., a necessity existed to allow certain Executive Committee members to participate by electronic means because a physical quorum was not present.

In accordance with Tennessee Code Annotated Section 8-44-108(b)(2), the Executive Committee based its determination that a necessity existed on the following facts and circumstances:

1. Pursuant to TTU Policy 005, the Executive Committee is required to make recommendations related to the President's compensation.
2. The Board approved a compensation plan for faculty and staff at its December 2019 meeting but delayed action on the President's compensation pending the implementation of the approved plan and the recommendation of the Executive Committee.
3. When the Executive Committee meeting was scheduled, it appeared that a quorum would be physically present. One member, however, now has an unforeseen conflict that prevents him from being physically present at the meeting.
4. It would be difficult to reschedule the meeting in a timely manner so that a quorum could be physically present and there is a need for prompt action on the President's compensation issue.

The Executive Committee approved the finding of necessity by a 3-0 roll call vote.

As required by Tennessee Code Annotated Section 8-44-108(b)(2), these bases will be included in the minutes of the meeting.

If you have questions or concerns, please feel free to contact me at 931-372-3269.

Sincerely yours,

A handwritten signature in cursive script that reads "Kae Carpenter".

Kae Carpenter
Board Secretary



Agenda Item Summary

Date: April 21, 2020

Agenda Item: Approval of Appointment of Dr. Jennifer Taylor to the position of Vice President for Research and Economic Development

Review

Action

No action required

PRESENTER(S): Dr. Oldham

PURPOSE & KEY POINTS:

The President is requesting the Executive Committee to approve the appointment of Dr. Jennifer Taylor to the position of Vice President for Research and Economic Development, effective August 1, 2020.



Office of the President

TENNESSEE TECH

MEMORANDUM

To: Executive Committee – Board of Trustees
From: Dr. Philip Oldham, President 
Date: April 15, 2020
Subject: Appointment of a Direct Presidential Report

Due to the retirement of Dr. Bharat Soni, Tennessee Tech executed a national search for the next Vice President for Research. The national search resulted in several qualified candidates with a top candidate identified.

Dr. Jennifer Taylor has over 20 years in progressive senior administrative roles at research institutions and an extensive background in research and economic development. Dr. Taylor is currently the Assistant Vice Chancellor for Research and Innovation and Director of Sponsored Programs at the University of Arkansas. Prior to her current role, she served at multiple institutions as a Director involved directly with grants and research. These institutions included Vanderbilt and University of Missouri – Kansas City. Dr. Taylor received her Ph.D. in Health Psychology from the University of Missouri – Kansas City.

I am recommending that the Executive Committee approve her appointment at an annual salary of \$225,000 and a relocation allowance of \$12,000.00. In addition, I am requesting that Dr. Taylor's offer letter also include the statement that should she cease to serve as Vice President for Research that she be transferred to a 9-month tenure-track position in Decision Sciences and Management with the equivalent salary adjustment.

Vice President for Research

Position Information

Position Information

Position Number	418010
Working Title	Vice President for Research
Job Title	Vice President
Job Type	Full-Time
Department	Ofc VP Research & Economic Dev

Job Purpose To enhance the overall research stature of Tennessee Tech University and assist the institution in fulfilling its mission to provide a strong and vibrant capacity for research, innovation, and economic development in the state of Tennessee and the Nation.

Essential Functions The Vice-President is responsible for enhancing the overall research stature of Tennessee Tech University and assisting the institution in fulfilling its mission to provide a strong and vibrant capacity for research, innovation, and economic development in the state of Tennessee and the Nation. This position carries administrative responsibility for a wide range of research programs and policies in cooperation with other University bodies; an important aspect of which is the College of Graduate Studies. This individual will play a major role in building relationships with government, industry, and community agencies to increase research funding and research opportunities for faculty and the University. Excellent communication and leadership skills, fostering an environment favorable to research and scholarly work; they must possess the ability to encourage research by the faculty members in Agriculture and Human Ecology, Arts and Sciences, Business, Education, Engineering, Fine Arts, Interdisciplinary Studies, Library Sciences, and Nursing. This position is responsible for the stimulation, promotion, and coordination of faculty-led research, scholarship, and creativity across all disciplines ranging from single PI projects to large multidisciplinary teams. Familiarity and experience with research administration, including both pre-award and post-award; they will also have experience in research compliance and security, the management of shared resources and facilities, and overseeing intellectual property and technology transfer. They will have demonstrated success in executive leadership responsibilities, including the development of long-term strategic plans, prioritization of resources, as well as collaboration and consensus building from diverse groups when making strategic decisions. Finally, a successful candidate will possess a strong record of budgeting and fiduciary accountability, an innovative and entrepreneurial spirit, and a commitment to promoting diversity across all levels. It is also essential that they have the ability to interact effectively with academic colleagues, governance bodies, research agencies, business leaders, government, and the community.

Minimum Qualifications An earned doctorate from an accredited university. Demonstrated success fostering a culture of research, scholarship, and/or creativity amongst faculty, staff, students. Demonstrated success in securing and managing grants and contracts. Experience promoting and developing research and scholarship across all disciplines. Experience fostering relationships among internal and external stakeholders. Record of progressively increasing levels of administrative responsibilities. Excellent communication skills.

Preferred Qualifications Familiarity and experience with Pre-award grant administration (e.g. proposal

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development, budget development, proposal submission, award negotiation, acceptance). Familiarity with and ability to facilitate post-award grant administration (e.g. sub awards, financial compliance, facilities management, indirect funds distribution, project reporting, no-cost extensions, project close-outs). Familiarity and experience with Research Compliance (e.g. IRB, IACUC, biosafety, RCR). Familiarity and experience with managing shared resources, facilities, and infrastructure. Familiarity and experience with interacting with federal representatives and garnering resources. Familiarity and experience with intellectual property, technology development and transfer. Familiarity and experience with Security Issues (e.g. export control, ITAR). Strong personal record of research and scholarly activities, including individual and team activities. Familiarity with and appreciation of a faculty member's roles and responsibilities in teaching, research, and service. Strong personal record of advising undergraduate and graduate student researcher. Experience serving as an advisor for doctoral students. Demonstrated executive leadership skills including long-term visionary leadership and strategic thinking. Experience in delegation of appropriate responsibilities and accountability for decisions and actions. Ability to make difficult decisions in a timely manner to promote university performance. Strong record of budgeting, fiduciary accountability, transparency, and acumen necessary to facilitate the allocation of resources with strategic goals. Demonstrated success using collaboration and consensus building from diverse groups in making strategic decisions. Excellent interpersonal skills. Demonstrated commitment to promoting diversity at all levels. Demonstrated innovative and entrepreneurial spirit. Commitment to community engagement and outreach. Demonstrated success facilitating multi-disciplinary research teams.

Work Hours Typical hours are Monday-Friday, 8:00 a.m. – 4:30 p.m. Additional hours if/when needed.

Compensation and Benefits

Salary Commensurate with education and experience; Administrative Pay Grade EX28

Benefits Information The University offers a competitive benefits package. Benefits include the accumulation of two vacation days per month and one sick leave day per month, and thirteen University holidays. Other benefits include medical and life insurance (shared cost with the university), retirement, optional 401k, and educational benefits.

Posting Details

Posting Date 07/02/2019

Screening Date 09/03/2019

Open Until Filled Yes

Special Instructions to Applicants Applicants are required to electronically upload a letter of application, CV, copy of transcripts (official transcripts required upon hire), and complete contact information for three references. References will be contacted at a later date. Under required documents, one of the sections is labeled 'Other Documents'. If you do not have additional transcripts or other application materials to submit, please upload your CV in that section a second time so that the system will allow you to submit your application. Submission of materials is the applicant's responsibility. Applications without all required materials are incomplete and will not be considered.

Applicant Documents

Required Documents

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1. Cover Letter
2. Curriculum Vitae
3. List of References
4. Transcripts
5. Other Documents

Optional Documents

1. Letter of Reference
2. Letter of Reference 2
3. Letter of Reference 3
4. Other Documents 2
5. Other Documents 3

Supplemental Questions

Required fields are indicated with an asterisk (*).

1. * Do you have an earned doctorate from an accredited academic institution?
 - Yes
 - No
2. * Do you have demonstrated success in securing and managing grants and contracts?
 - Yes
 - No
3. * How many years of experience do you have in this type of position?
 - 0-1
 - 1-3
 - 3-5
 - 5-7
 - 7+
4. * Do you have demonstrated success in fostering a culture of research, scholarship, and/or creativity amongst faculty, staff, and students?
 - Yes
 - No
5. * How did you hear about this job opportunity?

(Open Ended Question)



Agenda Item Summary

Date: April 21, 2020

Agenda Item: Approval of TTU Policy 008

Review

Action

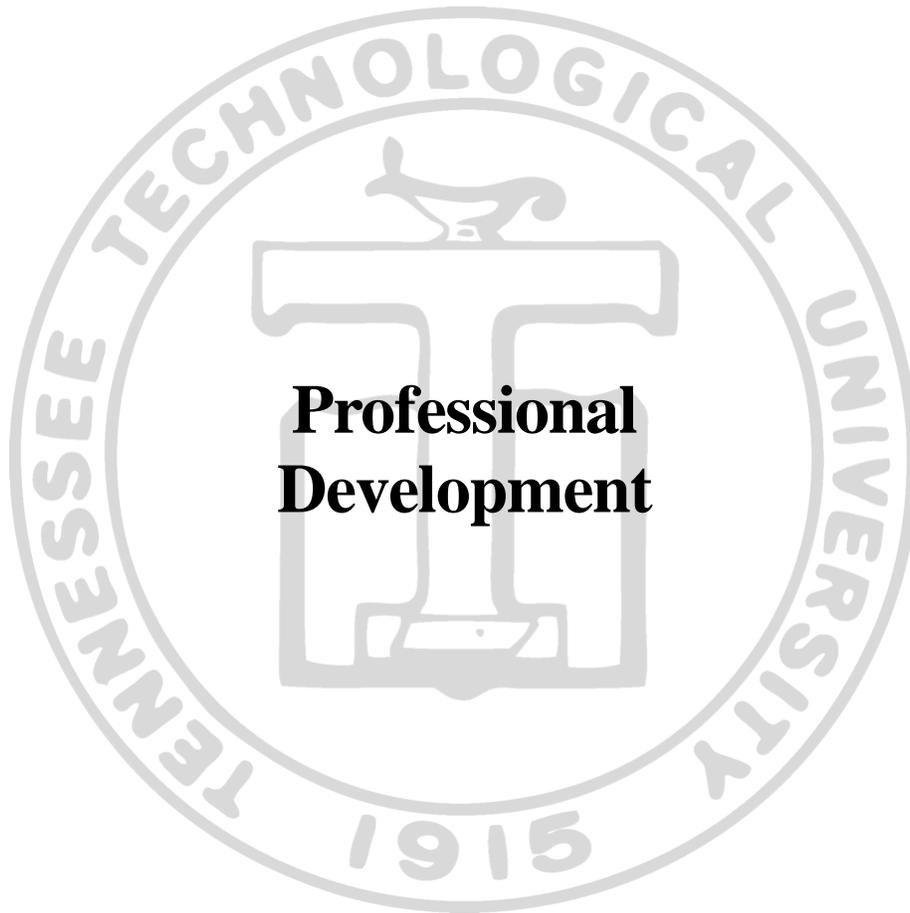
No action required

PRESENTER(S): Chair Harper

PURPOSE & KEY POINTS:

Policy 008 provides for professional development for board members and directs the Chair or Executive Committee to schedule professional development opportunities. Policy 008 also directs the President to develop an orientation program for new members.

Tennessee Technological University Policy No. 008



Effective Date: July 1, 2020

Policy No: 008

Policy Name: Professional Development

I. Purpose

The purpose of this policy is to facilitate ongoing professional development for board members.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Secretary to the Board with recommendations for revision presented to the Executive Committee and the Board.

III. Policy

- A.** The Board recognizes the importance of ongoing professional development and training for its members and will provide professional development opportunities for them.
- B.** Such development opportunities may include but are not limited to informational sessions on topics deemed appropriate by the Chair or the Executive Committee.
- C.** The Chair or the Executive Committee may consider and schedule other types of professional development opportunities to ensure ongoing professional development for Board members.
- D.** The President shall establish an orientation program for new members, which shall include information related to the operations of the Board and administration of Tennessee Tech.

IV. Interpretation

The Board chair or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority

T.C.A. § 49-8-201(f)(8)(C)

Approved by:

Board of Trustees:



Agenda Item Summary

Date: April 21, 2020

Agenda Item: Approval of TTU Policy 135

Review **Action** **No action required**

PRESENTER(S): Dr. Oldham

PURPOSE & KEY POINTS:

Policy 135 restates the statutory requirements related to legislative proposals that might have a fiscal impact on higher education institutions and requires all such proposals to be submitted with the knowledge of the President, who will advance legislative proposals through established THEC and General Assembly processes.

Tennessee Technological University Policy No. 135



**Legislative
Proposals**

Effective Date: July 1, 2020

Policy No.: 135

Policy Name: Legislative Proposals

I. Purpose

The purpose of this policy is to protect prioritization and strategic planning processes to best use limited state funds for public higher education toward greatest need and opportunity and to ensure prudent fiscal policy.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Office of the President, with recommendations for revision presented to the Administrative Council, University Assembly, and the Board of Trustees.

III. Policy

- A.** All legislative proposals or requests for state funding toward public higher education capital projects, maintenance, new academic programs, public service, research activities, and engagement opportunities or operational support coming before the Tennessee General Assembly shall be made with the knowledge of the Executive Director of the Tennessee Higher Education Commission and the President.
- B.** All such legislative proposals must be submitted to the Office of the President for consideration for inclusion in the higher education system's proposals to the Tennessee General Assembly. At no time shall a Tennessee Tech employee advance state legislative funding requests for higher education without the knowledge of the President.
- C.** The President will consult with the Chair of the Tennessee Tech Board of Trustees, the Executive Committee of the Board, or the Board, as necessary, on any such legislative proposals.
- D.** The President will advance such proposals through existing processes and procedures as required by the Tennessee Higher Education Commission and the Tennessee General Assembly, as applicable.

IV. Interpretation

The President or his/her designee has the final authority to interpret the terms of this policy.

V. Citation of Authority

T.C.A. § 49-7-1001 *et seq.*

VI. Approved by:

Administrative Council:

University Assembly:

Board of Trustees: