



Board of Trustees Meeting Executive Committee

**June 15, 2017
Bell Hall 260**

MINUTES

AGENDA ITEM 1–CALL TO ORDER

The Tennessee Tech Board Executive Committee met on June 15, 2017, in Bell Hall 260. Chair Tom Jones called the meeting to order at 07:33 a.m.

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

- Trudy Harper
- Johnny Stites

Other members of the Board and public were in attendance.

AGENDA ITEM 2–REVISION OF BOARD POLICY 005 (BOARD COMMITTEES)

Ms. Carpenter summarized the proposed revisions as, in part, related to drafting errors in the original version such as naming the president and secretary as ex officio members. Ms. Carpenter stated the revisions included shorter names for the committees, added a suggestion from Mr. Stites related to review of the effectiveness of the Board, and added duties related to the oversight of the President’s evaluation and compensation.

Prior to requesting a motion on the revisions, Chair Jones pointed out that the President’s compensation currently would be addressed under the Audit Committee but after this policy revision, the responsibility would fall under the Executive Committee. Chair Jones stated the Executive Committee would have the responsibility for the presidential evaluation review at the end of the year.

Chair Jones stated he asked AGB (Association of Governing Boards) to give the committee some guidance through the presidential evaluation process and to do a presentation for the Board on the best practices for reviewing the President.

Ms. Harper stated that the initial evaluation responsibility should be the Executive Committee's.

Chair Jones indicated that President Oldham did not have a contract with Tennessee Tech. Chair Jones stated that he will be getting comparative salary data from AGB along with information related to contracts.

Dr. Oldham stated that his greatest concern was knowing what the Board's expectations are, and a contract is one vehicle to communicate those expectations.

Mr. Stites stated that it was the Board's responsibility to ensure the President understands where the "river banks" are. Mr. Stites also stated that he would support a contractual relationship.

Mr. Saggurti asked if the President had a contract when he was initially hired. Dr. Oldham stated he did not. Mr. Jones stated that AGB opined that having a contract was a best practice.

Chair Jones reminded the members that Board Policy 005 would bring the responsibility of evaluating the President to the Executive Committee.

Chair Jones stated the staff recommended that the revision of Policy 005 be placed on the Board's consent agenda.

Mr. Stites moved to recommend the approval of the revision of Policy 005 to the Board and to place it on the consent agenda. Ms. Harper seconded the motion. After an opportunity for further discussion and there being none, the motion carried unanimously.

AGENDA ITEM 3—DELEGATION OF LIMITED AUTHORITY TO SECRETARY TO MAKE TECHNICAL CHANGES IN POLICIES AND RULES

Chair Jones stated that this agenda item would give the Secretary the authority to make changes and corrections as necessary.

Ms. Carpenter stated this delegation would enable her to make minor revisions only.

Chair Jones stated the staff recommended that this agenda item be placed on the Board's consent agenda.

Ms. Harper moved to recommend approval of the Secretary's limited authority as described to the Board and to place it on the consent agenda. Mr. Stites seconded the motion and commented that he wanted it to be clear that this motion is only referring to minor changes to the language or what the Attorney General thinks is needed to comply

with the law, but the Board is responsible for the administration of Tennessee Tech. Ms. Carpenter indicated she understood.

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

AGENDA ITEM 4–REVIEW OF NEW BOARD POLICY 007 (FREE SPEECH ON CAMPUS)

Chair Jones stated that Policy 007 has been developed to mirror the state law and what it requires.

Ms. Harper moved to recommend approval of Policy 007 to the Board and place it on the regular agenda. Mr. Stites seconded the motion.

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

AGENDA ITEM 5–REVISION OF BYLAW 1.3 RELATED TO BOARD APPROVAL OF TENNESSEE TECH’S MISSION STATEMENT

President Oldham explained that under the accreditation standards, one of the primary Board responsibilities of governance is to approve and review periodically the mission and vision statements. This revision would make it clear that the Board understands its responsibility.

Dr. Oldham stated that this was necessary to keep the Board in good standing with the accrediting agency. Mr. Stites stated that it was also a requirement of good board governance from AGB.

Ms. Harper moved to recommend approval of the revision of Bylaw 1.3 to the Board and to place it on the Board’s regular agenda. Mr. Stites seconded the motion.

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

AGENDA ITEM 6–REVIEW OF CURRENT MISSION STATEMENT, VISION STATEMENT, AND STRATEGIC PLAN

President Oldham stated that the explanation for this agenda was covered in the previous agenda item discussed.

Ms. Harper moved to recommend approval of the current mission statement, vision statement, and strategic plan to the Board and to place it on the Board's regular agenda. Mr. Stites seconded the motion.

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

AGENDA ITEM 7–OTHER BUSINESS

Chair Jones stated that there would be another Executive Committee meeting before the next Board meeting. Chair Jones confirmed that the meeting would be open to the public.

AGENDA ITEM 8–ADJOURNMENT

There being no further business, the meeting adjourned at 07:56 a.m.

Respectfully Submitted,

Kae Carpenter, Secretary



Agenda Item Summary

Date: August 1, 2017

Division: Executive Committee

Agenda Item 3

Review

Action

No action required

PRESENTERS: Trudy

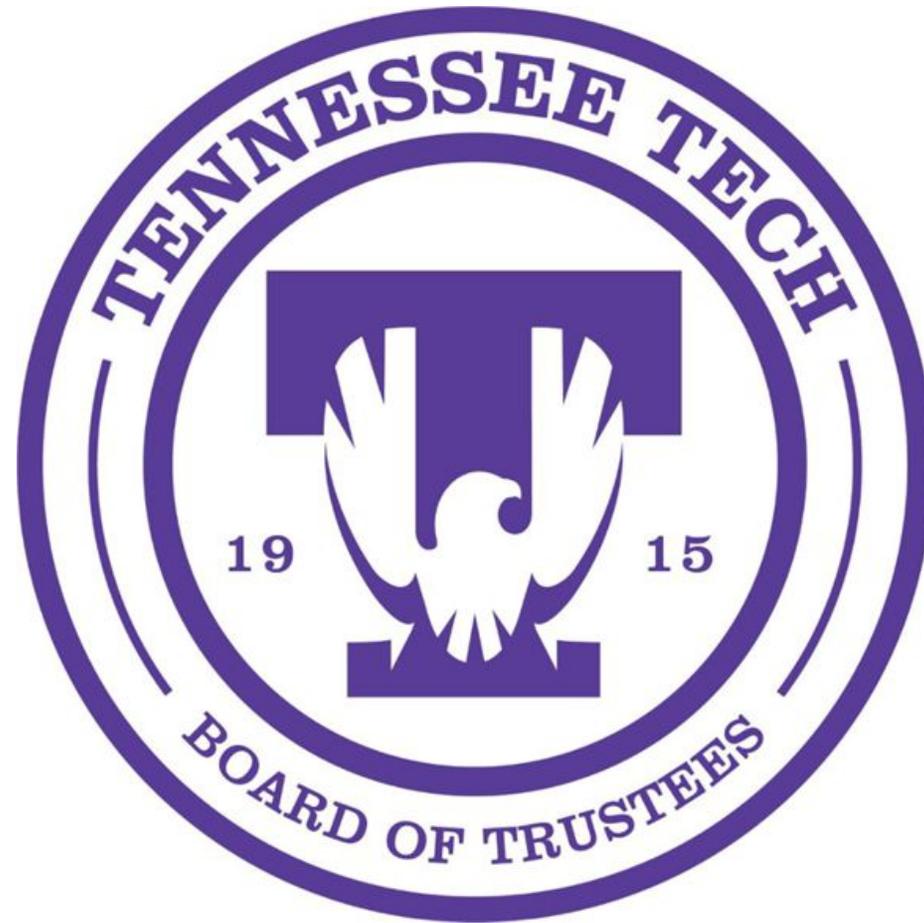
PURPOSE & KEY POINTS:

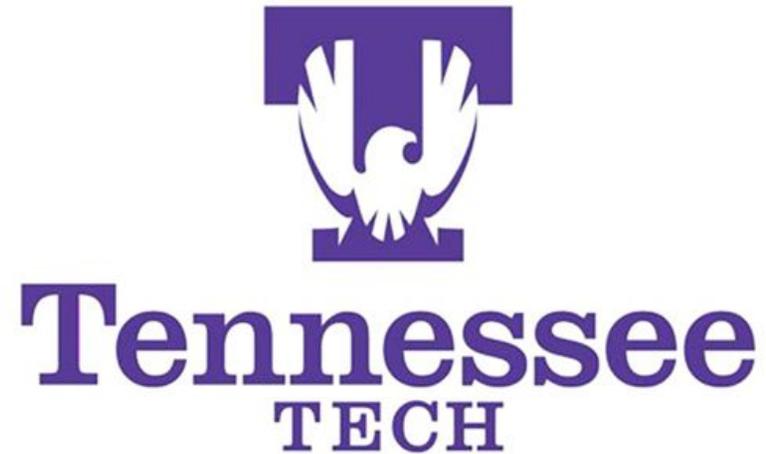
The Board needs to adopt a process for reviewing the President. The proposed process is as follows:

1. Board and President agree on goals. *
2. President submits a self-assessment to the Executive Committee
3. Executive Committee sends assessment to Board members and solicits comments from Board.
4. Executive Committee reviews faculty evaluation of President.
5. Executive Committee Representative summarizes comments from faculty evaluations, the board, and others received and shares the summary with Executive Committee.
6. Executive Committee Representative meets with President to review the material.
7. Executive Committee Representative provides written summary of meeting to President and Board.
8. President or Board can append comments to the written summary.
9. Final copy of assessment with comments will be provided to President and Board.

The procedures also include a provision requiring the Board to consider every two years whether a comprehensive review is needed.

*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.





Presidential Performance Reviews

Presentation to Board of Trustees Executive Committee

Aug. 1, 2017



AGB's position on assessing presidential effectiveness

- Evaluation of the president is a basic board responsibility.
- Board should evaluate the president's performance based on clearly-defined, mutually agreed-upon performance goals.



AGB's position on assessing presidential effectiveness

- Presidential assessment allows the board to:
 - Deepen its understanding of the president and the organization,
 - Connect and integrate elements of the board's responsibilities,
 - Intensify its engagement with the institution, and
 - Broaden its influence in shared leadership.
- Evaluation of the president should inform compensation decisions, but compensation should not be the primary purpose of the assessment(s).



Other AGB insights on assessing presidential effectiveness

- Presidents live in a 24/7 public forum, and faculty, students and the public at large can be harsh critics. Boards must get past the “noise.”
- Assessment should be a planned and regular event.
- Don't conduct a review in reaction to an incident or event; that will set the wrong tone and overwhelm other purposes.



Other AGB insights on assessing presidential effectiveness

- Engage the president in planning the process, including policy, timing and who will be involved.
- Don't use rating scales or checklists to collect information – they are ineffective.



The AGB advocates for a 2-step process for evaluation

- “Annual Assessment”
 - Conducted by the Executive Committee or Compensation Committee of the board, generally led by the board chair.
 - Board responsibility that does not involve participation by other constituencies.
 - Expected to take one month to complete.
 - Approximately 90 percent of universities (in 2008) performed annual assessments.



The AGB advocates for a 2-step process for evaluation

- “Comprehensive Assessment”
 - Conducted by a third-party consultant every 3 or 4 years
 - Consultant is retained to interview other constituencies, including faculty, students, staff, alumni, legislators and other public officials.
 - Consultant prepares a report that is presented to the board (and possibly shared in summary form with other constituencies).
 - Expected to take four months to complete.
 - Approximately 53 percent of public universities (in 2008) performed comprehensive assessments.



Steps in the annual assessment process

- Once the Executive Committee receives the president's self-assessment, it can be circulated confidentially to other members of the board with an invitation to provide written feedback.
- The Executive Committee representative should meet with the president (privately – per AGB) and
 - Provide a summary of board input
 - Discuss the committee's thoughts on the president's self-assessment of his or her performance, and
 - Agree upon goals for the upcoming year.



Steps in the annual assessment process

- The chair of the assessment committee will provide a written summary of the private meeting with the full board.
- A written report of the review should be prepared.
- Complete the process as quickly as possible (no longer than one month).
- Review the process annually and make changes as needed.



Topics to include in president's self-assessment

- Academic management and leadership
- Administrative management and leadership
- Budget and finance
- Fundraising
- External relations
- Personal characteristics
- Faculty matters*

— *This topic was not drawn from AGB material but was suggested by an Executive Committee member



Comprehensive assessment

- The AGB “consistently recommends the use of an outside consultant” to perform the comprehensive assessment.
- Board members are not typically qualified to perform such an assessment.
- The purpose of this assessment is to provide the president and the board with “feedback about ways to strengthen the leadership and work of the president and the institution.”



Comprehensive assessment

- One example given by AGB indicated that over 100 individuals were interviewed.
- The comprehensive assessment of the president can be followed 3-4 years later by a joint comprehensive assessment of the president and the board.

[Editorial Note: One AGB publication stated explicitly that AGB offers this service as part of its portfolio of services to its member governing boards.]



DISCUSSION



Steps in the Annual Presidential Assessment Process



- Establish a board policy for the review process, including who should perform the review (e.g., executive committee).
- Seek legal counsel on what can and cannot be treated confidentially.
- Base the assessment on agreed-upon (by both president and board) strategic goals and benchmarks.
- A self-assessment by the president is the cornerstone of the process.
- Once the executive committee receives the president's self-assessment, it can be circulated confidentially to other members of the board with an invitation to provide written feedback.
- The executive committee representative should meet with the president (privately, per AGB) and
 - Provide a summary of board input
 - Discuss the committee's thoughts on the president's self-assessment of his or her performance, and
 - Agree upon goals for the upcoming year.
- The chair of the assessment committee will provide a written summary of the private meeting with the full board.
- A written report of the review should be prepared.
- Complete the process as quickly as possible (no longer than one month).
- Review the process annually and make changes as needed.



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



Agenda Item Summary

Date: August 1, 2017

Division: Secretary

Agenda Item 4

Review

Action

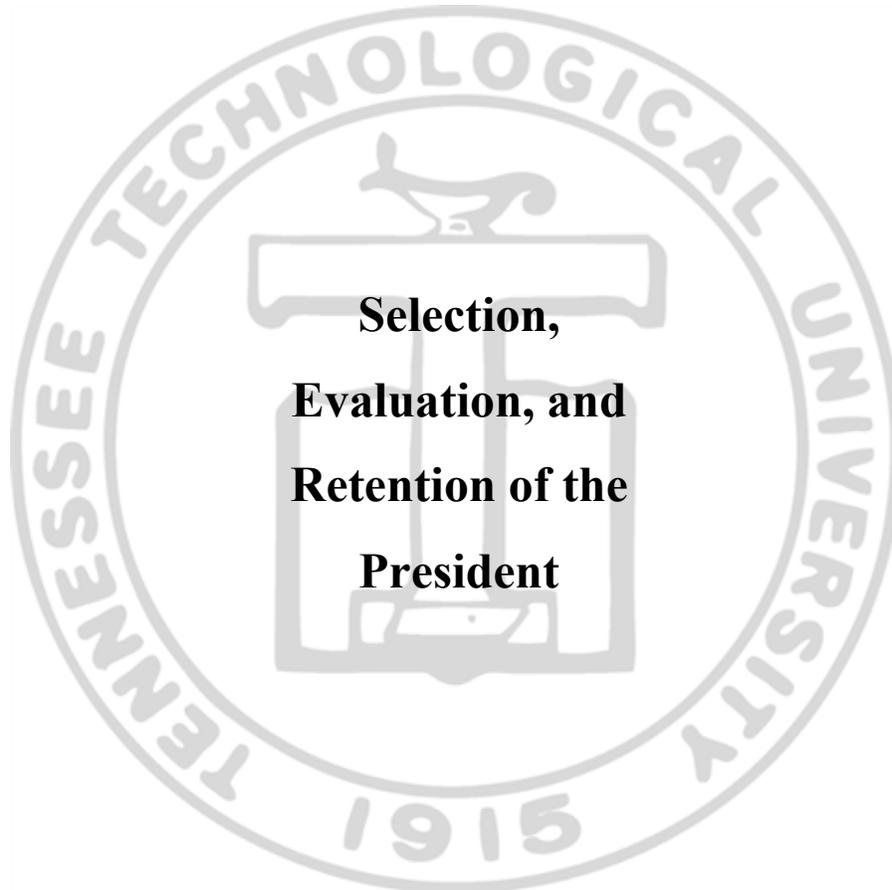
No action required

PRESENTER: Kae

PURPOSE & KEY POINTS:

Policy 002 currently states that the Board will evaluate the President on a form developed by the Office for Human Resources. If the Board adopts the process outlined in Agenda Item 3, Policy 002 will need to be revised to reflect the evaluation will be conducted following procedures approved by the Board.

Tennessee Technological University Policy No. 002



Effective Date: March 23, 2017

Policy No.: 002

Policy Name: Selection, Evaluation, and Retention of the President

Policy Subject: Selection, evaluation, and retention of the President, including interim appointments

Effective Date:

I. Purpose

The purpose of this policy is to set the general parameters for the Board's selection, evaluation, and retention of the President, including interim appointments.

II. Review

The Board will review this policy every four years or whenever circumstances require review, whichever is earlier.

III. Policy

A. Method of Selecting a President

1. The Board shall choose a selection process it deems appropriate in the circumstances. Any such selection process should reflect the Board's commitment to consultation with the campus and community and to the principles of diversity.
 2. Prior to beginning a search for candidates for the office, the Board shall establish the qualification criteria for the position and announce the process it will follow for selecting a president.
- B.** The Board may, to the extent allowed by law, set the terms and conditions of the president's appointment in any manner it deems appropriate, including but not limited to compensation and conditions related to retention and removal from office.

C. The Board shall evaluate the president's job performance on an annual basis ~~on a form developed by Tennessee Tech's Office for Human Resources.~~ following procedures approved by the Board.

D. In the case of a vacancy in the office of the president, the Board delegates to the chair the authority to appoint an interim president. The chair shall consult with the vice chair and executive director of the Tennessee Higher Education Commission prior to making an interim appointment.

IV. Interpretation

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

V. Citation of Authority for Policy

T.C.A. § 49-8-203(a)(1)(A)

Approved by Board of Trustees: March 23, 2017



Agenda Item Summary

Date: August 1, 2017

Division: Secretary

Agenda Item 5

Review

Action

No action required

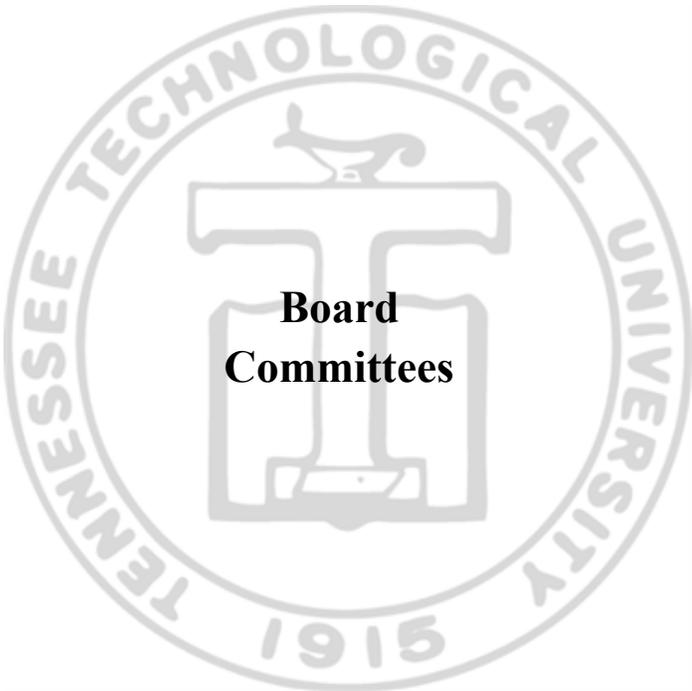
PRESENTER: Kae

PURPOSE & KEY POINTS:

Policy 005 needs to be revised in the following areas:

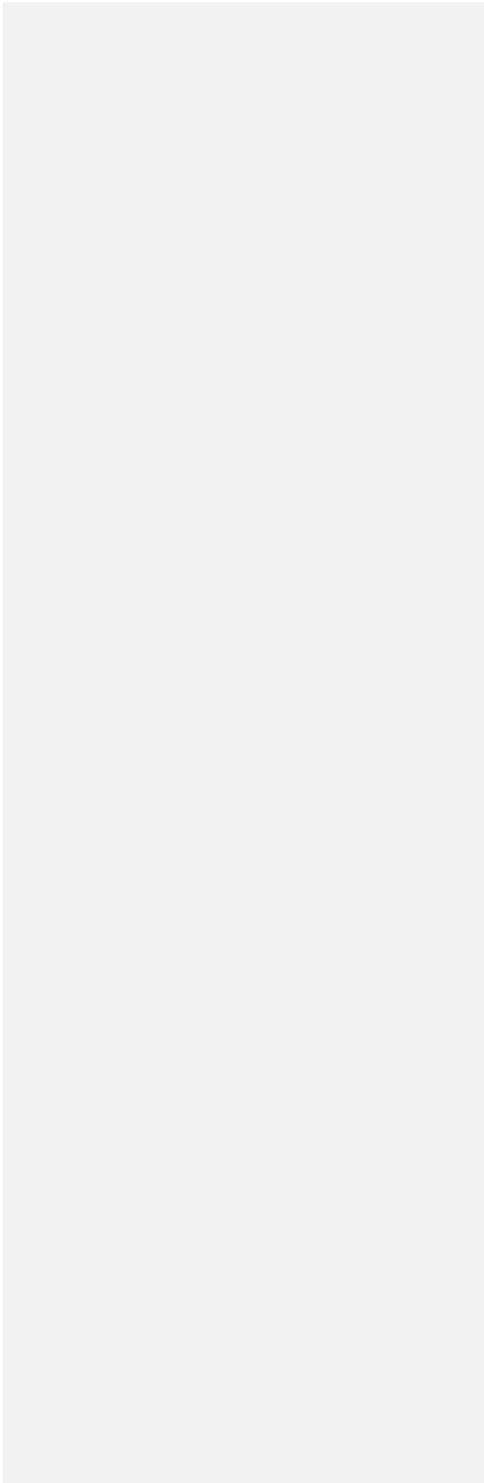
1. State Audit has informed Tennessee Tech that it requires the Board to nominate members for the Audit Committee and chair. Policy 005 is revised in two sections (III.B.3 and V.B.1) to reflect this requirement.
2. Section V.C.1 (Executive Committee) currently states that the Board cannot delegate responsibility for the President's evaluation to the Executive Committee. If the Board adopts the process outlined in Agenda Item 4.1, Policy 005 will need to be revised to allow delegation of authority to the Executive Committee to evaluate the President in accordance with Board-approved procedures.
3. Revisions to Section V.C:
 - A. A provision is added to delegate authority to the Executive Committee to approve the creation and removal of positions that report to the president and appointments to positions reporting directly to the president.
 - B. A provision is added to delegate authority to the Executive Committee to approve matters brought to it by the president, provided those matters are not reserved to the full Board (e.g., tenure, budget, conferral of degree, etc.).

**Tennessee Technological University
Policy No. 005**



**Board
Committees**

Effective Date: March 23, 2017



Policy No: 005

Policy Name: Board Committees

Policy Subject: Establishes committees and describes their structure and responsibilities

I. Purpose

This policy establishes the committees of the Tennessee Tech Board and describes their structure and responsibilities.

II. Review

This policy will be reviewed every four years or whenever circumstances require review, whichever is earlier, by the Board or a committee designated by the Chair. In the case of the latter, recommendations for revision will be presented to the Board at a regular or special meeting.

III. Committees

A. Standing committees

1. The standing committees of the Board shall be
 - a. Academic/Student Affairs/Research/Advancement/Athletics
 - b. Audit/Compliance/Finance/Compensation/Facilities
 - c. Executive
2. The authority of the standing committees shall be subject to action by the entire Board, except as otherwise provided by law. The committees' actions must be authorized and approved by the Board before becoming effective unless the Board delegates to the committee the authority to act on its own behalf.

B. Structure of the committees

1. Each standing committee shall have at least three voting members who shall each serve a two-year term and may be reappointed to consecutive terms.
2. Each standing committee shall have a chair who shall serve a two-year term and may be reappointed to consecutive terms.

3. The Board Chair shall appoint members and chairs of the standing committees, ~~with the exception of the Executive Committee.~~ unless otherwise excepted by this policy.
4. The Board Chair shall serve as an ex officio member of all standing committees, entitled to vote.
5. Each committee shall have a Tennessee Tech administrator to assist with its work.

C. Special committees

The Board Chair or Vice Chair may appoint special committees for specific assignments. Membership may be as determined appropriate. The chair of a special committee shall be designated by the Board Chair at the time the special committee is appointed. Matters assigned to a special committee shall be subject to action and approval by a designated standing committee or the Board before becoming effective.

IV. Matters Related to Committee Meetings

- A. The Executive Committee shall meet as often as necessary to carry out its responsibilities. All other standing committees shall meet at the call of the Board Chair or committee chair.
- B. Meetings may be called by the Board Chair, the President, or the committee chair.

C. Notice of meeting and agenda

1. When feasible, committee members shall receive at least five days' notice of meetings to include the purpose of the meeting. The notice may be delivered by any reasonable means.
2. When feasible, a copy of the agenda and related materials shall accompany notice of the meeting.
3. Matters not appearing on the agenda of a standing or special committee meeting may be considered only upon an affirmative vote of the entire committee.
4. Standing committee chairs may designate items to be included on a consent agenda for the committee; provided that the following items may not be placed on a committee consent agenda:
 - a. Amendment of the bylaws;

- b. The annual operating budget, including student tuition and fee proposals for which Board approval is required;
 - c. Funding requests for capital outlay and capital maintenance projects;
 - d. Revenue or institutionally funded capital projects; and
 - e. Any other item on which a roll call vote will be required in the full Board meeting.
 - D. A majority of the voting members of each standing or special committee shall constitute a quorum for the transaction of business. In the absence of a quorum, those attending may adjourn the meeting until a quorum is present.
 - E. Minutes shall be made of all standing and special committee meetings and provided to the Board Chair, the President, and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.
 - F. All meetings of standing and special committees shall be open to the public except as authorized by a statutorily or judicially recognized exception to the Tennessee Open Meetings Act, T.C.A. § 8-44-101 et seq.

V. Committee Duties

A. Academic/Student Affairs/Research/Advancement/Athletics Committee ("Academic & Student Affairs Committee")

The committee shall oversee the quality of academic programs and services and student life consistent with Tennessee Tech's mission. The committee shall make recommendations to the Board relating to:

1. Approval of proposals for new academic programs and the significant revision of existing programs;
2. Ensuring and protecting, within the context of faculty-shared governance, Tennessee Tech's educational quality and its academic programs;
3. Approval of admission, progression, retention, and graduation standards;
4. Institutional accreditations, program accreditations, and program reviews;
5. Promoting the welfare of students attending Tennessee Tech;
6. Review and approve policies related to academic and student affairs consistent with TTU Board Policy 003 (Board Delegation of Authority);

7. Oversight of programs seeking to extend Tennessee Tech's scientific, technological, commercialization, and educational expertise to communities, counties, agencies, and organizations in the state, nationally, and globally;
8. Review the operation of the Tennessee Tech's intercollegiate athletics programs and assist the Board in carrying out its responsibility of those programs;
9. Exercise oversight of Tennessee Tech programs related to private gifts, alumni support, public relations, and communications and marketing;
10. Review and approval of policies related to research, advancement, and athletics matters consistent with TTU Board Policy 003 (Board Delegation of Authority); and
11. Other areas as directed by the Board.

B. Audit/Compliance/Finance/Compensation/Facilities Committee ("Audit & Business Committee")

1. The Committee and its chair shall be nominated and approved by the Board.

1.2. The committee shall have the authority to direct Tennessee Tech's management to initiate and address specific audit and compliance issues within the mandate of the committee. It may conduct, authorize, or facilitate any audit or investigation appropriate to fulfill its oversight responsibilities.

2.3. The committee shall adopt and maintain a charter consistent with state law and any Tennessee Comptroller of the Treasury's requirements. The committee shall submit the charter and any subsequent revisions to the Board for approval.

3.4. The committee is responsible for and shall make recommendations to the Board related to:

- a. Audit engagements with the Tennessee Comptroller's Office including the integrity of financial statements and compliance with legal and regulatory requirements;
- b. Audit engagements with external auditors;
- c. Internal audit activities;
- d. Internal audit administration;

- e. Internal controls and compliance with laws, regulations, and other requirements;
- f. Risk and control assessments;
- g. Fraud, waste, and abuse prevention, detection, and reporting;
- h. Review and approval of policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority);
- i. Monitoring Tennessee Tech's financial performance and reporting to the Board;
- j. Reviewing and recommending annual and long-range operating, capital, and maintenance budgets;
- k. Reviewing and recommending rates for student tuition and fees;
- l. Overseeing financial reporting and related disclosures;
- m. Recommending adoption or modification of capital improvement plans and the facilities master plan, advocating for new structures, and rehabilitating or removing older structures;
- n. Recommending appropriate action with regard to the acquisition and disposition of real property;
- o. Acting on matters related to personnel, including faculty and staff compensation and tenure;
- p. Reviewing or acting on matters related to information technology planning and strategy, including significant technology investments;
- q. Reviewing and approving policies related to finance, compensation and facilities, consistent with TTU Board Policy 003 (Board Delegation of Authority);
- r. Reviewing and approving policies related to audit and compliance matters, consistent with TTU Board Policy 003 (Board Delegation of Authority); and
- s. Other areas as directed by the Board.

C. Executive Committee

1. The Executive Committee shall be composed of the Chair and Vice Chair of the Board, and one at-large voting member elected by the Board. The Chair of the Board shall be the chair of this committee.
2. The Executive Committee may act for the Board between regular Board meetings on urgent matters except the following, which shall be reserved to the Board:
 - a. Presidential selection, ~~evaluation~~, and termination;
 - b. Amendments to the Board bylaws;
 - c. Sale or disposition of real estate;
 - d. Tenure decisions;
 - e. Maintenance fees, tuition, and other student fees;
 - f. Capital budget request prepared for submission to the Tennessee Higher Education Commission for consideration for inclusion in the Governor's budget proposal;
 - g. Adoption of the annual budget; and
3. The Executive Committee shall ensure the integrity of the Board and is responsible for:
 - a. Establishing and maintaining standards of Board conduct by monitoring compliance with TTU Policy 001 (Board Code of Ethics and Conduct and Conflict of Interest);
 - b. Approval of the creation and removal of executive positions reporting directly to Tennessee Tech's president and appointments to all positions reporting directly to the president;
 - ~~a-c.~~ Approval of matters presented to the Executive Committee by Tennessee Tech's president, consistent with the limitations on the powers of the Executive Committee described in Section V.C.2 of this policy;
 - ~~b-d.~~ Making recommendations or taking action, as allowed, relating to the selection, retention, evaluation, termination, compensation, benefits, and performance management of Tennessee Tech's president.

~~e.e.~~ Assessing the performance and effectiveness of the Board and Board members;

~~e.f.~~ Ensuring an effective orientation and ongoing professional development for Board members;

~~e.g.~~ Periodically reviewing and ensuring compliance with the Board bylaws and other Board policies, recommending amendments when appropriate;

~~f.h.~~ Reviewing the committee structure of the Board for continued effectiveness;

~~g.i.~~ Overseeing the work of the other standing committees; and

~~h.j.~~ Other areas as directed by the Board.

VI. Interpretation

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

VII. Citation of Authority for Policy

T.C.A. § 49-8-201(f)(8)(B)

Approved by Board of Trustees: March 23, 2017

Revised by Board of Trustees: June 15, 2017

Goals for 2018

Strategic Planning

- Complete new strategic planning process (2017-27)
- Outline a strategic plan for student enrollment development with an emphasis on student diversity
- Work with BOT to develop multiyear financial plan to stabilize student tuition
- Initiate an integrated strategic plan for continuing education, on-line/distance education, and adult education efforts
- Establish and enhance university differentiation via innovative programs

Administrative and University Effectiveness

- Work closely with faculty leaders to identify, prioritize, and support faculty interests
- Enhance focus on organizational communication and education
- Reorganize administration to provide improved effectiveness and efficiencies
- Successfully recruit and fill key academic and administrative leadership positions
- Create professional development opportunities for current and future campus leaders
- Continue to improve key performance metrics as per Flight Plan
- Develop key initiatives to improve overall student experience

University and Economic Development

- Develop and implement enhanced university branding and marketing campaign
- Work to achieve Tennessee Tech Tomorrow campaign goals (\$60M by 2021, expand donor base)
- Work closely with state, national, and industry leaders to leverage TTU Capabilities for Regional Economic Development with a Technological Focus, i.e. SAIC, Fitzgerald R&D Center, etc.
- Continue aggressive initiation and completion of major campus capital improvements, i.e. student fitness center, laboratory science building, university center renovation, new engineering building, new biology building, new discovery and innovation residence hall, etc.