



**Board of Trustees Meeting**  
**December 11, 2017**  
**Bell Hall, Room 260**

**MINUTES**

**AGENDA ITEM I—CALL TO ORDER AND ROLL CALL**

The Tennessee Tech Board of Trustees met in regular session on December 11, 2017, in Bell Hall, Room 260. Chair Tom Jones called the meeting to order at 11:04 a.m.

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

- Dr. Melissa Geist
- Ms. Trudy Harper
- Mr. Millard Oakley
- Mr. Nick Russell
- Mr. Johnny Stites
- Ms. Teresa Vanhooser
- Capt. Barry Wilmore participated by phone
- Mr. Tom Jones

Dr. Barbara Fleming and Mr. Purna Saggurti were not present and did not participate by phone.

A quorum was physically in attendance.

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. Vanhooser seconded the motion.

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

## AGENDA ITEM III – PRESIDENT’S REPORT

President Oldham stated that on November 28, 2017, the first ever Lighting of the Quad occurred. He stated that 3000 attended including students, faculty, staff, and community members.

President Oldham stated that Captain Wilmore would be receiving the Theodore Roosevelt Award at the NCAA Annual Convention in January. He stated that Captain Wilmore would be joining an elite group of individuals and the award was NCAA’s highest award given since 1967. President Oldham stated that the award has been given to four former U.S. presidents and other notable individuals such as Jesse Owens, Arnold Palmer, Lamar Alexander, John Wooden, Roger Staubach, Sally Ride, and John Glenn. He stated that Captain Wilmore is the first awardee from Tennessee Tech and from the Ohio Valley Conference.

Captain Wilmore stated he was honored that Tennessee Tech submitted his name.

President Oldham stated that the Southern Association of Colleges and Schools Commission of Colleges met for its annual meeting and the Board approved Tennessee Tech’s governance change. He stated that there were many individuals on campus that insured the approval of the governance change, including Dr. Sharon Huo, Provost’s Office.

President Oldham’s report included the following information:

- Major Capital Projects Update – Tennessee Tech has broken ground on the new Lab Science Building and the new Student Recreation Center. The Roaden University Center is under major renovation and will be completed by early fall. The west campus parking lot has been completed.
- Enrollment Factors – Fall of 2017 was the largest freshman class since Tennessee Promise took effect. Tennessee Tech saw a 10 percent increase in freshmen from fall of 2016. There were over 1760 new freshmen. Transfer students were up 10.9 percent. Tennessee Tech would expect to see more transfer students in the post Tennessee Promise environment, where more students are opting to go to community college first. Tennessee Tech’s first-year retention rate continued to be strong at 78.6 percent; it was about the same the previous year, which was a historic high for retention at Tennessee Tech. The 2016-17 school year had the largest graduating class in Tennessee Tech’s history at 2,536 students. THEC’s report highlighted how well Tennessee Tech had performed on the funding formula, based on graduations.
- Student Body – the total student body is 10,504. Tennessee Tech remains majority males. Diversity population is 18 percent non-white and international. Tennessee Tech represents 93 Tennessee counties, 35 states, and 65 countries.
- Freshman Class has a 3.59 average high school GPA, a 24.4 average ACT, and has the largest number of students with ACT composite score at or above 30. In terms of public institutions, Tennessee Tech’s academic profile comes in second behind UT Knoxville.

- 3-Year Average Bachelor's Degree Change—Tennessee Tech's bachelor degree production increased by 20 percent.
- The 2018-2019 Recommended Appropriation Increase puts Tennessee Tech at the top of all former TBR universities. THEC has proposed an additional 6.5 percent increase for Tennessee Tech in state appropriation, approximately 3 million dollars.
- Tech is TN Tour—Tennessee Tech has been touring the state. Tennessee Tech will be touring all 95 counties, with 11 already visited in the Upper Cumberland. Tennessee Tech has visited all public high schools within the 11 counties, talking to students, teachers, guidance counselors, and principals. Tennessee Tech plans to finish touring the Upper Cumberland and start visiting metropolitan areas during the spring semester.
- Tech is TN Tour—Takeaways—schools are in dire need of math, science, and foreign language teachers. Tennessee Tech is working with the College of Education to address that need. Tennessee Tech needs to make sure to provide a welcome environment for campus visits. The visits to the high schools build and reestablish existing relationships. Tennessee Tech's goal is to provide framework to differentiate and distinguish Tennessee Tech and determine how Tennessee Tech provides value.

President Oldham asked the leaders of the Strategic Planning Committee, Dr. Tom Payne and Dr. Lisa Zagumny, to explain the strategic plan.

Dr. Payne and Dr. Zagumny's presentation included the following:

- Strategic Plan 2017—in August of 2017, President Oldham convened a 15-member Strategic Planning Committee ("Committee") and charged it to assess and embrace the changes in higher education. The Committee was tasked with developing a directional framework that provides value for the constituents and leverages the strengths to distinguish Tennessee Tech from other universities across the nation and state.
- Engagement Strategy—during the last three months Committee members have met with over 400 stakeholders through a variety of forums and interviews. Students, alumni, faculty, staff, businesses, and community leaders have provided information to guide the Committee in the development of a clear and cohesive vision and a framework for action.
- Mission Statement—the current mission statement is 280 words long and points out every program, degree level, center of excellence, region, and dimension of diversity. Stakeholders are supportive of a more refined mission that, while inclusive, will be intentional regarding who Tennessee Tech is and what it can and should do. To achieve that, Tennessee Tech would need to lead with its values, clarify its purpose, and communicate distinctiveness.
- Vision—a new vision is emerging. The Committee learned that Tennessee Tech's vision and aspirational intentions should be sharpened.
- Vision Statement, Guiding Principles, Emerging Values—three focus areas that are emerging:
  - Infuse and Leverage Technology and Analytics—President Oldham's initial charge to the Committee included finding technology at the core of change and adding value to those served. The Committee understood that employers need graduates that are technologically and analytically savvy. Every Tennessee Tech graduate would

possess relevant analytically-based reasoning and problem solving skills. In addition, the Committee would challenge each Tennessee Tech college to create a technological and analytical-based trademark program of excellence. Tennessee Tech would own the application of technology to problem solving. Another emerging goal was to pursue operational excellence. The Committee believed that an improvement in process effectiveness and efficiency and empowering people to make those changes would enhance quality.

- Prepare Globally Adept Career-Ready Graduates—Students learn best through hands on activities and collaboration with others. For this reason, the Committee would create and expand relevant and collaborative experiential learning opportunities. Every Tennessee Tech student would engage in a substantive and increasingly challenging experiential learning opportunity every year. This concept revolved around the idea that Tennessee Tech hires, rewards, and develops people with the proclivity and passion for experiential learning and collaboration and develops a proactive framework of diversity to bolster global preparedness.
- Provide Accessible and Relevant Life-Long Learning Opportunities—providing learning opportunities as high quality, relevant, and accessible programs was emerging. If the programs were not accessible, they were not going to make a difference in the lives of people or provide a more educated work force for the region and state. Accessibility entailed the increased use of online and hybrid delivery systems. Accessibility would facilitate clearer pathways through relationships with high schools, community colleges, and other post-secondary institutions. In addition to traditional degrees, pathways would include certificated programs and stackable credentials. Increased relevance, effectiveness, and efficiency would be achieved through transdisciplinary collaboration across departments, colleges, and external organizations.
- Next Steps—the Committee planned to circle back to the groups it has spoken with including individual members of the Board as it continues to develop the plan. A more formalized plan would be presented at the March 2018 Board meeting.

Mr. Stites asked how the Committee planned to reward the hires in the system that Tennessee Tech currently has. Dr. Payne answered that this would be done through the performance evaluations. He stated that the Committee was going to have to operationalize some of the aspirations. He stated that Tennessee Tech needed to hire individuals with outstanding teaching and research, proclivity and demonstrated ability to interact and engage students with the outside constituents. He stated that substantive engagement with students and connecting students with Tennessee Tech's external constituents needed to be something built into a traditional reward system, whether that is in a department or an operating unit.

Ms. Harper asked how the Committee planned to incorporate experiential learning in every year of a student's education. Dr. Zagumny stated that an example would be the teacher education programs. She stated that for the first-year students interested in becoming a teacher there are field placements within schools and working with in-service teachers, to ensure that teaching was something the students are interested in pursuing.

Dr. Payne stated the experiential learning was also cumulative. He stated that in the first year, the students would have exposure- or awareness-type experiences concerning what careers the student might be interested in, which might include a speaker series. He stated that the students are exposed to all types of opportunities and ideas that stack on top of each other and lead up to more advanced experiences, such as getting out into the field of study. He stated that as students progressed through their years, they truly are career-ready when finished.

President Oldham stated that the synergy between timing, planning, messaging, and action was important. He stated that the Board, because it was new, had the opportunity to weigh in on the strategic direction of Tennessee Tech. He stated that the Board should receive a final view of the Committee results at the March Board meeting.

President Oldham stated that significant steps were taken with respect to the IT-related disciplines on campus, including the College of Engineering with computer science, College of Business with data sciences and decision sciences, and College of Education with curriculum and instruction. He stated that over the next three years a dozen new faculty positions would be filled in the disciplines related directly to the IT career paths. He stated that the focus was to enhance Tennessee Tech's leadership position in the state of Tennessee as the economy moves in that direction.

President Oldham stated that key searches continued for upper level leadership. He stated that the Provost Search Committee conducted airport interviews with a dozen candidates and would conduct interviews with a smaller group on campus in January. He stated that the Vice President for Enrollment and Career Placement candidate had declined Tennessee Tech's offer of a position.

Chair Jones stated that Tennessee Tech's policy was that the Executive Committee must meet to make approvals of these appointments. He stated that when President Oldham contacted him about the candidate, the Executive Committee needed to meet quickly. He stated that it was challenging to conduct an Executive Committee meeting, which required an Open Meetings Act notice to the public. He stated that he interviewed the candidate and he was disappointed that Tennessee Tech missed the opportunity. He stated that he was not suggesting that the policy be revised, but he wanted to highlight the need for expeditious decisions for worthy candidates.

President Oldham stated that the search for Vice President for Enrollment and Career Placement continued, and that there was a list of potential candidates.

President Oldham stated he assembled a committee of 14 individuals to review faculty compensation, workload, and evaluations comprehensively. He stated that this was the first time in a number of years that a comprehensive look at those issues was attempted. He stated that the committee chair was Dr. Mark Stephens, Interim Provost, and co-chair was Dr. Darrell Hoy, Interim Dean of the College of Engineering. He stated that the committee should have proposals regarding normalizing workload and evaluations among faculty and strategic and aggressive compensation goals to reward the faculty for the Board's review at the March Board meeting.

Dr. Geist asked if the committee membership was listed online. President Oldham stated that the list would be published. He stated that he requested four names from the faculty senate, four names from the existing faculty compensation committee, and at-large members.

## AGENDA ITEM IV—STATUS OF CONTRACT FOR PRESIDENT

Chair Jones stated that he met with Ms. Carpenter and reviewed a draft of the president's contract. He stated Ms. Carpenter had met with Ms. Harper and Mr. Stites independently to review the contract. He stated that the Executive Committee was not ready to present the contract and would meet in January to review the contract again.

Chair Jones stated that he was not a fan of employment contracts in the business world. He stated that he understood that 80 percent of universities have contracts with the president. He stated that the contract was to provide stability for Tennessee Tech and for the President and did not contain performance goals and requirements; those matters would be discussed annually. He stated that the main purpose of the contract was an exit strategy to protect Tennessee Tech and to give the President confidence to move forward.

Dr. Geist asked how many of the locally-governed universities' Presidents had contracts. Ms. Carpenter stated that she was not aware of any contracts and the issues may be under discussion at each of the universities.

Dr. Geist asked what the approval process for the President's contract was. Chair Jones stated that the Executive Committee would review and deliberate the contract. He stated that there is no guarantee it would be brought to the full Board. Dr. Geist stated that she would be curious to know out of the public universities in Tennessee, who has a contract, who is pursuing a contract, and she would like to see examples of other contracts. Ms. Carpenter stated that she would make those inquiries.

## AGENDA ITEM V.A—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—CONSENT AGENDA—POLICY 570 (CONTRACTS AND AGREEMENTS) POLICY 571 (METHODS AND PROCESSES OF PROCUREMENT) POLICY 563.1 (EXPENDITURES ON TENNESSEE TECH-OWNED PROPERTY WALTON HOUSE)

Ms. Vanhooser moved to approve all items on the Audit and Business Committee's consent agenda including Policy 570 (Contracts and Recommendations), Policy 571 (Methods and Processes of Procurement), and Policy 563.1 (Expenditures on Tennessee Tech-Owned Property Walton House) as presented. Mr. Stites seconded the motion.

At the request of the Chair, Ms. Carpenter took a roll call vote.



Ms. Carpenter asked to clarify the record related to Captain Wilmore's participation by phone. Captain Wilmore confirmed that he could simultaneously hear and speak to the Board members, that he was the only person present in the location from which he was calling, and that he received the Board materials in advance of the meeting.

After which, the motion carried unanimously.

#### **AGENDA ITEM V.B.1 – AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS – REGULAR AGENDA – APPROVAL OF 2017-18 OCTOBER REVISED BUDGET/ORGANIZATIONAL CHART**

Ms. Vanhooser moved to approve Tennessee Tech's 2017-18 October revised budget and organizational chart. Mr. Oakley seconded the motion.

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

#### **AGENDA ITEM V.B.2 – AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS – REGULAR AGENDA – APPROVAL OF SEVERANCE OF PROCUREMENT/CAPITAL PROJECTS**

Ms. Vanhooser moved to approve Tennessee Tech's severance of procurement and capital projects effective July 1, 2018. Mr. Stites seconded the motion.

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

#### **AGENDA ITEM V.B.3 – AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS – REGULAR AGENDA – DISCLOSED FOOD SERVICES PROJECT**

Ms. Vanhooser moved to approve the disclosed food services project. Ms. Harper seconded the motion.

Dr. Geist asked if Tennessee Tech was going to put 3,000,000 dollars toward the food service changes. Dr. Stinson stated the contract has those dollars identified as capital investments that Chartwells would make to improve Tennessee Tech's food service facilities.

Mr. Stites asked what evaluations and metrics over the term of the contract are used, and if it was permissible in the contract to terminate for failure to perform.

Dr. Stinson stated that Tennessee Tech has a provision to terminate for failure to perform or if Tennessee Tech elects to terminate. She stated that Tennessee Tech would survey the students and there was a group, consisting of staff and students, that met with Chartwells to discuss what types of improvements they would like to see.

Mr. Stites asked if the contract were approved, was there a provision to reimburse Chartwells if the contract was cancelled.

Dr. Stinson stated the investment was depreciated over the term of the contract. She stated if there were dollars that were not depreciated, they would become part of a new contract with a new vendor.

Dr. Geist asked if Chartwells was responsible for the 3,000,000 dollar changes.

Dr. Stinson stated that there are some provisions for Tennessee Tech to add additional food venues. She stated the provision was contingent upon implementing a refundable plan for commuter students but that was not part of what was finalized with Chartwells.

Dr. Stinson stated that the food services contract was a ten-year revenue contract. She stated there were several proposals within the contract. She stated that Chartwells could not do anything with the 3,000,000 dollars unless approved by Tennessee Tech. She stated that the contract had been disclosed to the State Building Commission, but the contract still had to go through Tennessee Tech's process. She stated that the individual projects would be submitted for implementation.

At the request of the Chair, Ms. Carpenter took a roll call vote. The motion carried 6-1 with Mr. Stites casting the "Nay" vote.

## **AGENDA ITEM VI—APPROVAL OF ACADEMIC AFFAIRS POLICIES—REGULAR AGENDA—POLICY 224 (ACADEMIC ACTIONS NOTIFICATION) AND POLICY 225 (NEW ACADEMIC PROGRAMS)**

Dr. Stephens stated that he has spoken with the Academic and Student Affairs Committee members individually regarding the changes to Policy 224 and Policy 225. He stated that all were supportive of the changes.

Dr. Stephens stated that Policy 224 was revised to align with the THEC policy related to the notification of academic actions.

Dr. Geist stated that the policies were approved by Tennessee Tech's Academic Counsel.

Dr. Stephens stated that Policy 225 was revised to align with the THEC policy related to new academic programs.



Dr. Geist moved to approve the revisions to Policy 224 (Academic Actions Notification) and Policy 225 (New Academic Programs) as presented. Ms. Vanhooser seconded the motion.

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

## AGENDA ITEM VII – BOARD APPROVAL OF LETTER OF NOTIFICATION FOR PH.D. IN COUNSELING AND SUPERVISION

Dr. Stephens stated that he spoke with the Academic and Student Affairs Committee members individually regarding the submission of the letter of notification for a Ph.D. in Counseling and Supervision in the Department of Counseling and Psychology and the College of Education.

Dr. Stephens stated that the letter of notification was a preliminary step for a new degree. He stated that to submit a new Ph.D. program for approval the faculty would prepare a modified proposal called a letter of notification. He stated that the letter would go through the department chair, the Dean, the Provost, and then the Provost would bring it to the Board for review.

Dr. Stephens stated that the letter of notification was like an executive summary, a brief description of the program the department wishes to create. He stated the letter is not a full proposal.

Dr. Stephens stated that if the Board agreed that the degree was the appropriate level and content for Tennessee Tech and wanted the Academic and Student Affairs Committee to pursue a more detailed proposal, then the letter would be submitted to THEC. He stated that THEC would review the letter and make a similar determination. He stated that since it is a Ph.D. program, THEC would send it out to the presidents of other universities to see if it conflicts with what they are doing.

Dr. Stephens stated that upon approval of the program, the faculty would have two years to develop a full program proposal. He stated that the proposal would then go through the full institutional review process.

Dr. Geist moved to approve the letter of notification for Ph.D. in Counseling and Supervision. Captain Wilmore seconded the motion.

Mr. Stites asked how the program was different from TSU's program in Counseling.

Dr. Stephens stated it was a different type of licensure program and had different requirements.

Mr. Stites asked if there was a demand for the particular doctoral degree.

Dr. Stephens stated that there was a demand for the proposed degree, specifically in rural areas. He stated that there was a lack of the particular type of counseling for individuals and in schools.

Mr. Stites asked what the program had to offer the marketplace that counseling and psychology does not currently offer.

Dr. Stephens stated that, as he understood, those were for a different type of licensure.

Ms. Harper asked at what point would the budgetary allocation of funds be approved to fund the program.

Dr. Stephens stated that would be included when the full program proposal was brought to the Board.

Chair Jones stated that the only thing that was being approved was the notification letter.

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

## AGENDA ITEM VIII—ANNOUNCEMENT OF 2018 BOARD REGULAR MEETING DATES

Chair Jones stated that 2018 Board regular meetings were scheduled for March 22, June 26, September 13, and December 6.

## AGENDA ITEM IX—OTHER BUSINESS

Chair Jones presented a proposed resolution honoring Nick Russell.

Chair Jones stated that Mr. Russell was the first student representative on the Board of Trustees but would be resigning his trustee position in December.

Chair Jones stated that Mr. Russell had done an outstanding job representing the student body.

Ms. Harper moved to approve the resolution of gratitude for Nick Russell's service. Mr. Stites seconded the motion.

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

Mr. Russell expressed his gratitude to the Board and Tennessee Tech for the opportunity to serve in the role and for the experience he gained.

Chair Jones thanked President Oldham for the Lighting of the Quad. He stated that events centered around the students were appreciated.

Chair Jones stated that the Board attended a breakfast with the Faculty Senate earlier that morning. He stated that it was important for the Board to work with and listen to the Faculty Senate.

## AGENDA ITEM X—ADJOURNMENT

There being no further business, the meeting adjourned at 12:13 p.m.

Approved,

  
Kae Carpenter, Secretary