



## Board of Trustees Meeting

June 26, 2018  
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 June 26, 2018, in Bell Hall, Room 260. Chair Tom Jones called the meeting to order at 01:15 p.m.

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

- Dr. Barbara Fleming
- Dr. Melissa Geist
- Ms. Trudy Harper
- Ms. Rhedona Rose
- Mr. Purna Saggurti
- Mr. Johnny Stites
- Mr. Forrest Allard
- Capt. Barry Wilmore
- Mr. Tom Jones

Ms. Teresa Vanhooser was not present. A quorum was physically in attendance.

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

Chair Jones stated that the Board was pleased to continue the tradition of recognizing students that represented the highest levels of achievement at Tennessee Tech. He stated that the Board applauded the women's track and field team and tennis team for winning the OVC championships. He stated that the members of the top ten nationally ranked baseball team won the NCAA regional qualifier and advanced to within one win of the College Baseball World Series. He stated a record number of eight players were selected in the 2018 major league baseball draft. Mr. Jones then introduced head coach, Justin Holmes.

Mr. Holmes stated that he was humbled to be in his position and that the main purposes of any sports team at Tennessee Tech was for the players to receive a quality education and to become a positive and impactful member of society.

Mr. Holmes and baseball team members, Colton Provey and Devin Lancaster, thanked the Board and Tennessee Tech for giving them the opportunity to be a part of Tennessee Tech's baseball program.

Chair Jones welcomed Ashley Wheeler, who represented a team that won first place in Tennessee Tech's Eagle Works Competition for entrepreneurs. He stated that the team was in the early stages of forming a medical device startup company with the Mediflex therapy glove.

Ms. Wheeler stated she was impressed by the cooperation and willingness of the staff and faculty at Tennessee Tech. She thanked the Board and Tennessee Tech for the opportunity to pursue the Mediflex therapy glove.

## AGENDA ITEM II – APPROVAL OF MINUTES

Mr. Saggurti moved to approve the minutes. Ms. Harper seconded the motion.

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

## AGENDA ITEM III – PRESIDENT'S REPORT

President Oldham stated that for the second consecutive year, Tennessee Tech graduated a record number of students, over 2500 graduates. He stated that Tennessee Tech's Chorale performed at Carnegie Hall in the spring. He stated that faculty and students had the opportunity to name a Martian crater. He stated Tennessee Tech has had a remarkable baseball program for a number of years, which showed that Tennessee Tech could compete with any other university.

President Oldham's presentation included the following:

- Legislative Update – The latest legislative session was successful for Tennessee Tech, due to a combination of several years of effort with legislative leaders. He thanked Representative Ryan Williams and Senator Paul Bailey for being the voice for Tennessee Tech. Tennessee Tech would recognize more than \$13,000,000 in additional resources, half of which was recurring funding and the other half of which was one-time funding. He stated that those dollars included:
  - \$3,000,000 recurring funds for Tennessee Tech's College of Engineering,
  - \$1,300,000 in outcome based funding from the Complete College Act formula, resulting from being the top performing locally governed institution,
  - \$700,000 for the Carnegie classification adjustment,
  - \$500,000 from the state,
  - \$500,000 for cyber security education and research program,

- A 2.5 percent salary pool increase, which was the seventh consecutive salary increase and was based on performance,
  - \$6,300,000 for facilities maintenance, and
  - A 2.66 percent tuition increase, which was the lowest increase in over ten years.
- Enrollment Expectations—Tennessee Tech graduated a record number of students, which created a gap in enrollment that needed to be filled. The administration has been focused on increasing recruiting. The upcoming freshmen class was expected to be the largest freshmen class since 2013.
  - Organizational Restructuring—The restructuring has allowed Tennessee Tech to attract strong leadership with adding a new Provost, a Vice President of Enrollment Management, and a Chief of Staff to the President’s office. The information technology services division was realigned to report to Planning and Finance and the communication and marketing division was realigned as a direct report to the president’s office.
  - Tech is Tennessee Tour—As part of Tennessee Tech’s branding campaign, the Tech is Tennessee Tour was created. The President planned to visit all 95 counties in Tennessee and, to date, had visited 16 counties, 25 high schools, met with over 100 education leaders, and has spoken with over 700 students.
  - Flight Plan—The flight plan was developed five years ago with a goal of incremental improvement with success including:
    - Hiring additional advisors,
    - Creating student success centers,
    - Increasing participation in service learning activities,
    - Improving technology infrastructure,
    - Improving student retention rates, close to 10 percentage points in first-year retention, and
    - Improving graduation rates and infrastructure, amounting to \$180,000,000 in new construction projects and renovations.
  - Financial Resources—continued to expand with additional state support. Fundraising continued to be a focus and was approaching \$52,000,000 in the Tennessee Tech Tomorrow Campaign. The campaign’s goal is \$60,000,000 and has three more years to go.
  - Multi-Discipline Research Innovation—continued to expand. Tennessee Tech had entrenched itself as a place of innovation.
  - Best Value & ROI—was where Tennessee Tech wanted to be as an institution. It was not about being the cheapest, but being affordable, and ultimately about the value proposition for the students.
  - Tech Tomorrow Implementation Organization—The structure developed for implementation of the strategic plan included a steering committee to facilitate the strategic progress and insure accountability. The steering committee would work with the priority action groups. The groups—education for life, innovation in all we do, exceptional stewardship, and engagement for impact—would be populated predominately with faculty members and community members. The groups would be primarily involved in designing the full implementation plan within their areas. Metrics would be included in the overall plan, as well as within each one of the groups, and the metrics would be tracked.

- Proposed Tech Tomorrow Metrics—have not been finalized. The strategic plan was not about comparing Tennessee Tech to anyone else, it was about going beyond what other institutions may have done previously. Students should want to go to Tennessee Tech because they cannot find certain elements anywhere else. Average starting salaries and average mid-career salaries would be challenging metrics to capture, but would be one of the most important to measure to determine if Tennessee Tech's education was lasting and helpful throughout the students' careers.
- Tech in Ten Years—Tennessee Tech needed to be the most innovated, responsive, real, distinctive, and differentiated university in the country.

Capt. Wilmore asked what Tennessee Tech's enrollment capability was in five years. President Oldham stated that the campus master plan developed in 2014 had a 15,000 student enrollment projection over a ten-year period. He stated the plan was developed before Tennessee Promise, but he believed the plan was still achievable.

## AGENDA ITEM IV.A—BOARD APPROVAL OF STRATEGIC PLAN AND MISSION STATEMENT

President Oldham stated the Tech Tomorrow Strategic Plan was first reported to the Board in March and was developed with a significant group of faculty and staff on campus over the past year. He stated that over 700 faculty and staff were involved in varying degrees with the project.

President Oldham stated that the Strategic Planning Committee was in the process of organizing the four groups for areas of action. He stated that those groups would implement the plan over the years to come and the strategic plan would continue to evolve as there was nothing that could not be modified, if necessary.

President Oldham stated that Tennessee Higher Education Commission required that a mission profile be submitted annually, which incorporated the mission statement but was more descriptive in terms of the institutional profile. He stated the mission profile needed to be updated every year but the mission statement was not revised annually.

Ms. Harper moved to approve the strategic plan and mission statement. Mr. Saggurti seconded the motion.

Ms. Harper thanked Dr. Payne and Dr. Zagumny for their work done on the strategic plan.

Mr. Stites stated that if Tennessee Tech was going to be distinctive, it would put pressure on branding and messaging. He stated that as Tennessee Tech developed new structures, enough maintenance dollars would be needed to maintain those structures. He stated Tennessee Tech was either going to have to use money that could go to other resources or Tennessee Tech was going to need an endowment that would help pay for it.

President Oldham stated that Tennessee Tech continued to improve on branding and generating income to cover the maintenance needed and would continue to invest in those areas as resources became more available. He stated that Dr. Stinson and her staff excelled in the area of exceptional stewardship and during the upcoming year they would be looking at how to more effectively utilize existing resources on campus for a greater return on investment.

Mr. Stites stated that Tennessee Tech needed to convey that it was a unique university with a profound faculty that was creating great students, which employers around the nation were recognizing.

Mr. Saggurti stated that the duty of the strategic plan and mission and vision statements was not incremental, it was materially different than previous and reached for something never done before.

Chair Jones stated that defining the mission statement, having a strategic plan, and defining a vision and direction for Tennessee Tech was the first step.

President Oldham stated that the success in the legislative session was a culmination of work for three years and was made possible by people in the state looking at Tennessee Tech differently due to Tennessee Tech's work. He stated that the strategic plan was going to take institutional will and commitment.

Ms. Harper moved to approve the strategic plan and mission statement. Mr. Saggurti seconded the motion.

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

#### **AGENDA ITEM IV.B—BOARD APPROVAL OF MISSION PROFILE**

President Oldham stated that the Tennessee Higher Education Commission required Tennessee Tech to file a mission profile annually.

Ms. Harper moved to approve the mission profile and that it be submitted to THEC. Mr. Saggurti seconded the motion.

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

## AGENDA ITEM IV.C—CONTINUING APPROVAL OF MISSION STATEMENT AND MISSION PROFILE AND DELEGATION OF AUTHORITY TO UNIVERSITY PRESIDENT TO SUBMIT TO THEC ANNUALLY

Ms. Harper stated that rather than bringing the mission profile to the Board annually, if there were not substantive changes, the Board could delegate authority to the President to make any editorial changes and to submit the mission profile annually on behalf of the Board.

Ms. Harper moved to delegate authority on a continuing basis to the President to make technical changes to the mission profile and to submit the mission profile and the mission statement annually to THEC on behalf of the Board. Mr. Saggurti seconded the motion.

Chair Jones stated that submitting the mission profile and mission statement annually was a requirement of THEC. He stated that the mission statement and strategic plan were still Tennessee Tech's.

Ms. Harper stated that the motion applied only to making editorial changes to the mission profile and not the mission statement.

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

## AGENDA ITEM V—EXECUTIVE COMMITTEE REPORT

Chair Jones stated that the Executive Committee was charged with the annual evaluation of the president, and at the last Executive Committee meeting, Ms. Harper was appointed as the Executive Committee Representative to oversee the presidential evaluation process. He stated a timeline was also adopted for the activities associated with the process, a set of questions was adopted for the Board's evaluation of the president, and a set of questions was adopted for the Cabinet's evaluation of the president.

## AGENDA ITEM VI—ACADEMIC & STUDENT AFFAIRS COMMITTEE REPORT AND RECOMMENDATIONS—CONSENT AGENDA—POLICY 258 (PRIOR LEARNING ASSESSMENT) AND REVISIONS TO POLICY 268 (HONORARY DEGREES)

Dr. Fleming moved to approve all items on the Academic and Student Affairs Committee's consent agenda. Capt. Wilmore seconded the motion.

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

## AGENDA ITEM VII.A—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—CONSENT AGENDA—TENURE AND PROMOTION RECOMMENDATIONS AND PRESIDENTS' EMERITI CONTRACTS

Mr. Saggurti moved to approve all items on the Audit and Business Committee's consent agenda. Ms. Rose seconded the motion.

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

## AGENDA ITEM VII.B.1—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—REGULAR AGENDA—POLICY 205 (FACULTY TENURE)

Mr. Saggurti moved to approve Policy 205 (Faculty Tenure). Dr. Geist seconded the motion.

Capt. Wilmore asked what happened if a faculty member had tenure revoked. President Oldham stated that policy would allow the faculty member to retain his/her position or to be dismissed depending on the circumstances of the removal of tenure. He stated that with mutual consent the individual could remain employed.

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

## AGENDA ITEM VII.B.2—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—REGULAR AGENDA—FUTURE REVISIONS TO POLICY 205

Ms. Harper proposed that President Oldham review Policy 205 and make revisions to it to clarify the meaning of tenure, what needed to be achieved to get tenure, and to make the policy less cumbersome in the administration of the policy. She stated that he should consider turning it into two policies, one for attaining tenure and one for how to maintain tenure and what happens if the tenure is revoked or terminated.

Ms. Harper moved to direct the President to revise Policy 205, to clarify expectations and procedures for attaining tenure, and to create a second policy that addresses maintaining tenure. Mr. Stites seconded the motion.

Chair Jones asked if the President could provide a draft of the revised policy by the December Board meeting. President Oldham stated that a draft could be presented at the December Board meeting.

Mr. Stites stated that if Tennessee Tech was going to be distinctive, then tenure needed to be included. He stated that it was important that the good faculty members be recognized and appreciated.

Ms. Harper stated she had every confidence in Dr. Bruce and Dr. Oldham and their direction on this and she had every confidence that the faculty would support a strong policy for tenure.

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.B.3—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—REGULAR AGENDA—INSTITUTIONAL COMPENSATION PLAN**

Mr. Saggurti moved to approve the fiscal year 2018-19 Institutional Compensation Proposal. Dr. Fleming seconded the motion.

Mr. Stites stated the opportunity for feedback, how the system was being applied, and the conformity of the Board's recommendations and policy needed to be understood and monitored by President Oldham.

Dr. Geist thanked Dr. Bruce for the advance communication to the Tennessee Tech community about the compensation plan.

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.B.4—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—REGULAR AGENDA—CAMPUS MASTER PLAN AMENDMENT**

Mr. Saggurti moved to approve the Campus Master Plan Amendment. Ms. Rose seconded the motion.

Chair Jones stated that the amendment was to add the Engineering Building to the current Master Plan. President Oldham stated a full update for the Master Plan would be presented later in the year.

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

### **AGENDA ITEM VII.B.5—AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS—REGULAR AGENDA—CAPITAL BUDGET**

Mr. Saggurti moved to approve fiscal year 2018-19 Disclosed Project and fiscal year 2019-20 Capital Budget Request. Dr. Fleming 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.B.7 – AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS – REGULAR AGENDA – MAINTENANCE AND MANDATORY FEES**

Mr. Saggurti moved to approve the recommended fiscal year 2018-19 maintenance and mandatory fees. Mr. Stites seconded the motion.

President Oldham stated that the 2.66 percent tuition increase was included in the motion.

Capt. Wilmore stated that the Board did not take lightly increasing fees for students. He stated that given the position Tennessee Tech was in, he did not see any way to avoid it at this time.

Dr. Geist stated that Tennessee Tech's tuition was less than other Tennessee universities.

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.B.6 – AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS – REGULAR AGENDA – 2017-18 ESTIMATED AND 2018-19 PROPOSED BUDGETS**

Mr. Saggurti moved to approve fiscal year 2017-18 Estimated Budget and fiscal year 2018-19 Proposed Budget. Dr. Geist 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.B.8 – AUDIT & BUSINESS COMMITTEE REPORT AND RECOMMENDATIONS – REGULAR AGENDA – MASTER OF SCIENCE IN NURSING NON-MANDATORY FEES**

Dr. Geist moved to approve the recommended Master of Science in Nursing Non-Mandatory Fees. Mr. Saggurti seconded the motion.

Dr. Geist stated that the motion was to help move the Master of Science in Nursing Program to become a full Tennessee Tech program that might generate additional revenue.

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—ANNOUNCEMENT: SEPTEMBER BOARD MEETING DATE CHANGED FROM SEPTEMBER 13 TO SEPTEMBER 18

Chair Jones stated there was a scheduling conflict and the September Board meeting would be moved from the 13<sup>th</sup> to the 18<sup>th</sup>. He stated that the date was consistent with the President's evaluation process timeline.

#### AGENDA ITEM IX—OTHER BUSINESS

Chair Jones stated that following the meeting there would be a 30-minute reception for audience and Board members.

#### AGENDA ITEM X—ADJOURNMENT

There being no further business, the meeting adjourned at 2:35 p.m.

Approved,



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Kae Carpenter, Secretary