

TENNESSEE BOARD OF REGENTS
Special Called Meeting of the Board
Thursday, April 27, 2023 at 2:30 p.m. (CDT)
Agenda

1. Review and Consider Criteria for the President of Jackson State Community College
2. Review and Consider Recommendation for the President of TCAT Memphis
3. Review and Consider Revision to TBR Policy 1.03.03.00: Selection and Retention of Presidents
4. Review and Consider Search Criteria and Process for the President of TCAT Jackson

- *This meeting will include members of the Tennessee Board of Regents who are participating by electronic means of communication and will be live-streamed and archived on the TBR website at <https://www.tbr.edu/board/april-27-2023-special-called-board-meeting>.*
- *Persons who want to request to address the Board may follow the process authorized by [TBR Policy 1.02.12.00 – Requests to Address the Board](#).*

BOARD TRANSMITTAL

MEETING: Special Called Meeting of the Board

SUBJECT: Review and Consider Criteria for the President of Jackson State Community College

DATE: April 27, 2023

PRESENTER: Chancellor Flora W. Tydings

PRESENTATION REQUIREMENTS: 5 minutes

ACTION REQUIRED: Roll Call Vote

STAFF RECOMMENDATION: Recommend Approval

President George Pimentel has announced his plans to retire on June 30, 2023. The Board will be asked to review and consider criteria for the president of Jackson State Community College. After the Board's action, the selection criteria will be used to advertise the president's position in a nationwide search. Executive search firm, Academic Search, will assist the search committee in finding candidates to fill the position.

Jackson State Community College

The Tennessee Board of Regents invites applications and nominations for the position of President of Jackson State Community College. Jackson State is one of Tennessee's 13 community colleges in the Community College System of Tennessee, governed by the Tennessee Board of Regents. The President is the chief executive officer of the College and reports to the Tennessee Board of Regents through the Chancellor.

Jackson State Community College (Jackson State) is a comprehensive, two-year postsecondary institution located in Jackson, Tennessee. As an Achieving the Dream college committed to student success, Jackson State meets the educational needs of the people it serves in 10 counties in southeast Tennessee. Jackson enrolls approximately 3,500 credit seeking students each fall. The college employs over 200 full-time employees, including roughly 90 full-time faculty members, and operates on a budget of approximately \$30 million.

Jackson State awards Associate of Arts (AA), Associate of Science (AS), Associate of Applied Science (AAS), and Associate of Science in Teaching (AST) degrees as well as technical and institutional certificates. Jackson provides 32 academic programs of study. Currently, 33% of Jackson State students are non-white. 50% percent of all credential-seeking students are enrolled in career preparation programs, while the other 50% of credential-seeking students are in programs intended for transfer to a university. About 38% of Jackson State students are enrolled full-time, and students aged 25 or older represent 24% of the population. During the fall semester of 2022, 28% of the students were dual enrollment students.

In addition to the main campus located in Jackson, Jackson State delivers programming at campuses in Lexington, Savannah, and selected teaching sites throughout the college's area of responsibility.

Additional information can be found at the college's website: www.jsc.edu Jackson State is fully accredited by the Commission on Colleges and Schools of the Southern Association of Colleges and Schools. It has been recognized as an innovative and entrepreneurial college and is looking for a President to continue to move the college forward as a leader in higher education reform nationwide.

Preferred criteria for selection include, but are not limited to the following:

Qualifications and experience

- An earned doctorate from an accredited institution (preferred);
- A distinguished record of teaching and experience in public higher education (preferred);
- A minimum of five years successful campus administrative experience at a level with significant decision-making responsibilities affecting an entire campus or as head of a major academic or administrative unit in an academic environment (preferred);
- A distinguished record of extensive senior level administrative experience in a complex business, industry, or government enterprise (preferred)

Expected criteria for selection include:

- A demonstrated commitment to serving students, faculty and staff
- An understanding of and commitment to the principles of academic freedom, tenure, and shared governance;
- A commitment to attracting traditional and non-traditional students into transfer programs as well as workforce programs (AAS/certificates/diplomas) and promoting approaches to enhance their opportunities for success;
- An understanding of and commitment to enhancing student success through focused efforts on retention, persistence and completion;
- A demonstrated commitment to diversity and inclusion as core values that enhance the educational process;
- A demonstrated commitment to affirmative action, and equal opportunity;

- A demonstrated strength in human relations, communications, planning, financial management, budgeting, and organizational skills to lead and inspire internal and external constituencies of the college;
- Demonstrated ability of being able to lead an institution that is comprised of diverse campuses that meet specific needs in the communities served, recognizing the educational requirements in each community and aligning resources and support to achieve those needs;
- A demonstrated background with and understanding of and commitment to private fundraising;
- An understanding of regional workforce education and training needs and how to strategically position Jackson State in a highly competitive post-secondary education marketplace;
- An understanding of and commitment to the role of Jackson State as a part of a higher education system;
- An understanding of the needs and concerns of the public and private constituencies of the college, as well as of the college community, including students, faculty and staff, alumni, and other college supporters;

The Tennessee Board of Regents is committed to building and sustaining an inclusive and diverse educational environment and encourages applications from interested candidates who can contribute to, promote, and enhance this effort. The Community College System of Tennessee is an Equal Opportunity/Affirmative Action employer. Under state law, applicants may request that their application and related materials be confidential and not open for public inspection until such time the candidate is selected as a finalist for the position. The Tennessee Open Meetings Act requires meetings of the Board of Regents to be open to the public.

Initial screening of applicants will begin in June and it is anticipated that the President will be selected prior to September 30, 2023.

Applications and letters of nomination should be submitted to:

Academic Search, Inc.

(Contact information and an application link will be provided by Academic Search Inc. upon approval of the criteria and will be included in the advertisements.)

BOARD TRANSMITTAL

MEETING:	Special Called Meeting of the Board
SUBJECT:	Review and Consider Recommendation for the President of TCAT Memphis
DATE:	April 27, 2023
PRESENTER:	Chancellor Flora W. Tydings
PRESENTATION REQUIREMENTS:	5 minutes
ACTION REQUIRED:	Roll Call Vote
STAFF RECOMMENDATION:	Recommend Approval

The Board approved the search criteria and recruitment for the next president at TCAT Memphis on October 31, 2022. The 20-member search committee was comprised of faculty, staff, alum, students, and community members, as well as Board Members.

The committee met for the first time on November 7, 2022, and reviewed 26 applicants with experiences all across the country. Virtual interviews took place on March 20. Two candidates participated in on-campus and open forum interviews on April 4.

After careful consideration of the feedback received, Chancellor Tydings will recommend the next president of TCAT Memphis.

BOARD TRANSMITTAL

MEETING: Special Called Meeting of the Board

SUBJECT: Selection and Retention of Presidents, TBR Policy
1.03.03.00 (Proposed Revisions)

DATE: April 27, 2023

PRESENTER: Brian Lapps

PRESENTATION
REQUIREMENTS: 5 minutes

ACTION REQUIRED: Roll Call Vote

STAFF
RECOMMENDATION: Recommend Approval

The only proposed revision to the Selection and Retention of Presidents policy is to add a new Section I.M. The purpose of the proposed revision is to provide the Board with the flexibility to create a search process at variance with the regular process, but which continues to meet the requirements of T.C.A. § 49-7-154. Proposed Section I.M. requires that the Board determine document the existence of “exceptional circumstances” based on detailed facts and a rationale for not following the regular search process.

The Chancellor has exercised discretion to submit this proposal directly to the Board.

Attachment

Selection and Retention of Presidents :

1.03.03.00

Policy/Guideline Area

Governance, Organization, and General Policies

Applicable Divisions

TCATs, Community Colleges, System Office, Board Members

Purpose

The Tennessee Board of Regents is responsible for the selection and employment of the chief executive officers of the system's community and technical colleges. In an effort to recruit and retain the most qualified college administrators as presidents, the following policy of the Board is established.

Policy/Guideline

I. Selection of Presidents

- A. **Criteria for Position.** The Board shall establish qualification criteria for the selection of a president at each of the various institutions upon the vacancy or notice of vacancy of the office. The criteria may vary from institution to institution based upon the Board's appraisal of the unique characteristics and complexity of the president's responsibility at each institution.
- B. **Search Committee.** A Search Committee will be appointed to assist the Chancellor in seeking out persons that meet the criteria established by the Board. Searches will be conducted as expeditiously as possible with an appropriate schedule developed for each search. The Search Committee will assist the Chancellor in reviewing the applicant pool, interviewing the candidates and participating in campus meetings with the candidates. The

committee will consult with the Chancellor regarding the candidate to be recommended to the Board for appointment.

- C. **Composition of the Search Committee.** The Chancellor, after consultation with the Chairman and Vice-Chairman of the Board, will appoint three to six members of the Board of Regents; two members of the faculty, one being the chairman of the faculty governing body or their designee; two representatives of the student body, one being the president of the student government or their designee; one representative from the Alumni; one support employee; one administrator; one representative from the institution's local business community; and, at least one member from the community at large. Other members may be added as deemed appropriate. In appointing members to the committee, the Chancellor shall strive for racial and gender diversity.
- D. **Identification of Candidates.** The position will be advertised through multiple sites and means designed to obtain a qualified, diverse applicant pool. Committee members and others may recommend and nominate candidates. Effort shall be made to obtain gender and racial diversity in the pool of candidates. A search firm may be utilized to assist in this process. The application process shall remain open until the position is filled.
- E. **Confidentiality of Applications.** Confidentiality of the applications and related materials submitted shall be maintained in accordance with T.C.A. § 49-7-154.
- F. **Screening Process.** The Chancellor, in consultation with the search firm if a search firm is used, shall conduct a preliminary review of all applications, eliminating those that do not meet the

minimum criteria. Resumes of all qualified applicants will be shared with the Search Committee. The Chancellor and the Search Committee will determine which of those applicants should move forward for reference checking and interviews.

- G. **Selection of Finalists.** The Chancellor, in consultation with the Search Committee, will recommend up to three (3) applicants as finalists for the position. The applications and related materials submitted by, or on behalf of, the finalists shall then be open for public inspection in accordance with T.C.A. §49-7-154.
- H. **Finalist Interviews and Public Forums.** As deemed appropriate by the Chancellor and the Search Committee, each finalist will participate in interviews and forums with stakeholders on the campus. Each finalist will participate in at least one public forum scheduled in accordance with T.C.A. § 49-7-154.
- I. **Recommendation and Appointment.** After completion of the interviews and public forums, the Chancellor, in consultation with the Search Committee, will recommend a candidate to the Board of Regents. In accordance with T.C.A. § 49-8-203(a)(1)(A), the Board of Regents will vote on the recommendation.
- J. **Interim Presidents.** The Board delegates to the Chancellor the authority to appoint interim presidents in cases of illness, death, untimely resignation, or termination of incumbents. The Chancellor shall consult with the Chairman and Vice Chairman of the Board prior to making an interim appointment.
- K. **Background Investigations.** It is the policy of the Board of Regents to conduct background investigations on all candidates recommended for interview for the position of president. The

investigations are conducted based on guidelines developed by the system office.

- L. **Search Committee Members' Eligibility for Employment or Promotion.** No person acting on a search committee for the selection of a president shall be eligible for initial employment or for promotion by that institution for a period of twelve (12) months after the effective date of the president's appointment. This prohibition shall not apply to any person who is a full-time student at the time of service on the committee.
- M. **Exceptional Circumstances.** The Board is permitted to establish a search process at variance with subsections B, C, D, and F upon finding that exceptional circumstances exist. Exceptional circumstances may be found only in rare instances where the best interests of the institution justify a different search process. Any finding of exceptional circumstances must be based on detailed facts and include a rationale for not following the regular search process. The Board is not permitted to make exceptions to subsections A, E, G, H, or I, or any other requirements of state law.

II. Appointment and Retention of Presidents

- A. A president serves at the pleasure of the Board. However, the Board anticipates upon appointment that, assuming satisfactory performance, a president will serve an institution for a number of years.
- B. After initial employment, a president's annual salary shall be established by the Board at the beginning of each fiscal year.
- C. A president may resign at any time upon written notification to the Board, given through the Chancellor.

- D. The Board may terminate the employment of a president at any time, with or without cause.
- E. In the event of termination of a president, up to three (3) months severance compensation may be authorized by the Board.

III. Evaluation of Presidents

- A. Each president shall be evaluated based upon an evaluation process developed and conducted by the Chancellor.
- B. Generally, the evaluation shall be conducted annually and as a minimum, the Chancellor shall consider:
 - 1. The president's accomplishment of annual objectives at the institution.
 - 2. The demonstrated ability of the president to serve as the leader of a campus community, including such factors as the ability to organize, to make decisions, to motivate others, to communicate, to maintain strong external relationships, and to develop other leaders.
 - 3. The commitment of the president to the institution and the System, and to the implementation of the Board policies.
- C. The evaluations made by the Chancellor should be utilized to improve the administration of a president, to determine compensation adjustment, and to determine future employment status.

Sources

Authority

T.C.A. §§ 49-8-203, 49-7-154

History

TBR Meeting, September 30, 1977; December 4, 2008; Revised at TBR Board Meeting September 19 & 20, 2019; Revised at TBR Board Meeting December 10, 2020; Revised at Special Board Meeting April 27, 2023.

Selection and Retention of Presidents :

1.03.03.00

Policy/Guideline Area

Governance, Organization, and General Policies

Applicable Divisions

TCATs, Community Colleges, System Office, Board Members

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 - 3. The commitment of the president to the institution and the System, and to the implementation of the Board policies.
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BOARD TRANSMITTAL

MEETING: Special Called Meeting of the Board

SUBJECT: Review and Consider Criteria and Search Process for the
President of TCAT Jackson

DATE: April 27, 2023

PRESENTER: Chancellor Flora W. Tydings/General Counsel Brian Lapps

PRESENTATION
REQUIREMENTS: 15 minutes

ACTION REQUIRED: Roll Call Vote

STAFF
RECOMMENDATION: Recommend Approval

The Board will be asked to review and consider the criteria and search process for the president of TCAT Jackson.

President

Tennessee College of Applied Technology – Jackson

The Tennessee Board of Regents invites applications and nominations for the position of President of the Tennessee College of Applied Technology (TCAT) – Jackson. The Tennessee College of Applied Technology – Jackson is one of the 27 Tennessee’s post-secondary technical colleges and institutions of the College System of Tennessee, governed by the Tennessee Board of Regents. The President is the chief executive officer of the College and reports to the Tennessee Board of Regents through the Chancellor.

The President exercises broad delegated authority with responsibility for all aspects of campus administration. The successful candidate will be a dynamic, innovative, and energetic leader with the experience, vision, skills and integrity required to guide this quality college to higher levels of achievement.

TCAT - Jackson served over 913 students in the 2020-21 academic year. TCAT - Jackson has 21 distinct program offerings over 7 campuses including: Administrative Office Technology; Automotive Technology; Collision Repair Technology; Computer Aided Design Technology; Computer Information Systems; Computer Information Technology; Electrician Apprenticeship; Health Information Management; Heating, Air Conditioning & Refrigeration; Industrial Electricity; Industrial Maintenance; Industrial Maintenance Integrated Automation; Industrial Maintenance Integrated Automation Apprenticeship; Machine Tool Technology; Patient Care Technician/Medical Assistant; Practical Nursing; Retail, Hospitality and Tourism Technology; Surgical Technology; Tool and Die Machining Technology; Truck Driving; and Welding Technology.

Jackson employs 77 full-time employees and has an annual operating budget of approximately \$9.6 million. TCAT - Jackson is accredited by the Council on Occupational Education. Additional information about the college can be found at <https://tcatJackson.edu/>.

Required criteria for selection include the following:

- A master’s degree from an accredited institution.

Preferred criteria for selection include, but are not limited to, the following:

- A distinguished record of teaching experience in public higher education or technical education program planning experience.
- A minimum of five years of successful leadership and management experience at the executive level with significant decision-making responsibility for supervision/management, budgets, personnel, and/or programs in a post-secondary and/or technical educational environment.
- A distinguished record of extensive senior level administrative experience in a complex business, industry, or government enterprise.
- Experience in the planning, facilitating, opening and operating new higher education sites.

Expected criteria for selection to include:

- A demonstrated commitment to serving students, faculty and staff of a post-secondary technical college;
- A demonstration of experience with engaging various constituencies and building partnerships;
- Capable of establishing strong community college and K-12 partnerships and relationships;
- A commitment to attracting traditional and non-traditional students into workforce programs (certificates /diplomas) and promoting approaches to enhance their opportunity for success;
- An understanding of and commitment to enhancing student success through focused efforts on retention, persistence and completion;

- A demonstrated commitment to diversity and inclusion as core values that enhance the educational process;
- A demonstrated commitment to affirmative action and equal opportunity;
- A demonstrated strength in human relations and communication, planning, financial management, budgeting and organizational skills to lead and inspire internal and external constituencies of the college;
- A demonstrated background and understanding of and commitment to private fundraising;
- Demonstrated ability to lead an institution that is comprised of multiple campuses that meet specific needs in the communities served;
- A demonstrated understanding of institutional accreditation processes;
- An understanding of regional workforce education and training needs and how to strategically position TCAT-Jackson in a highly competitive post-secondary education marketplace; and
- An understanding of and commitment to the role of TCAT-Jackson as part of a higher education system.

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The College System of Tennessee is an Equal Opportunity/Affirmative Action employer. Under state law, applicants may request that their application and related materials be confidential and not open for public inspection until such time the candidate is selected as a finalist for the position. The Tennessee Open Meetings Act requires meetings of the Board of Regents to be open to the public.