



Presentation to Audit & Business Committee
Board of Trustees
September 28, 2023



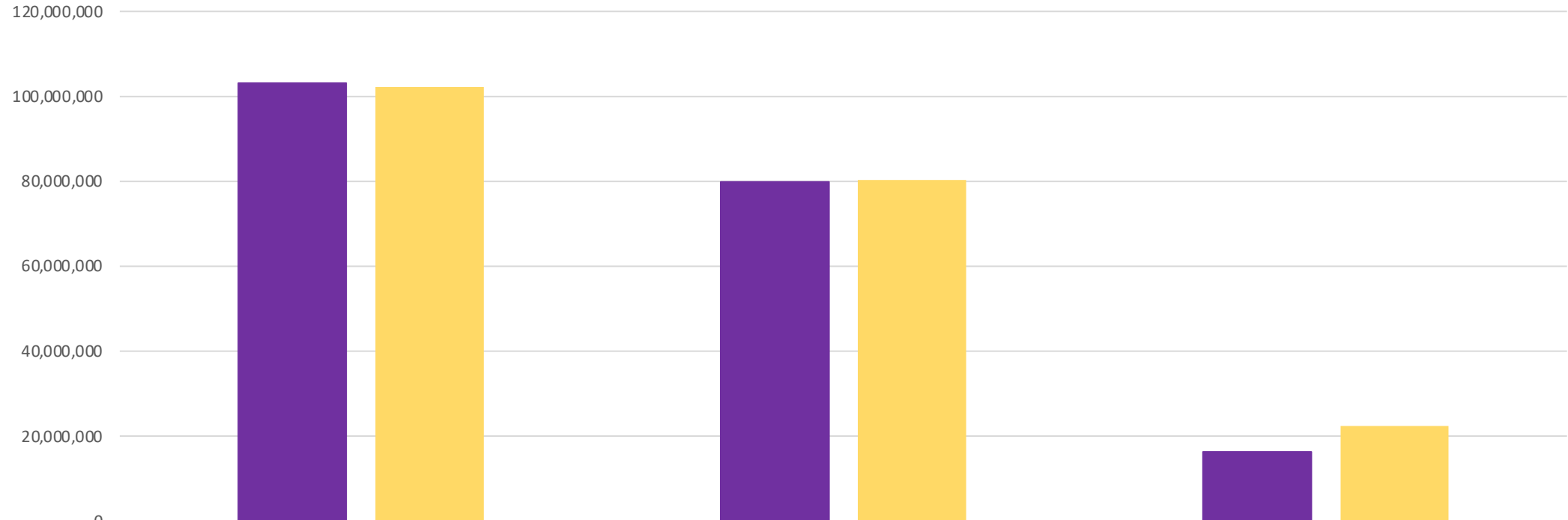


Financial Update



FY22-23 Current Estimate Budget vs. Actual Revenue Comparison As of June 30, 2023 (Unaudited)

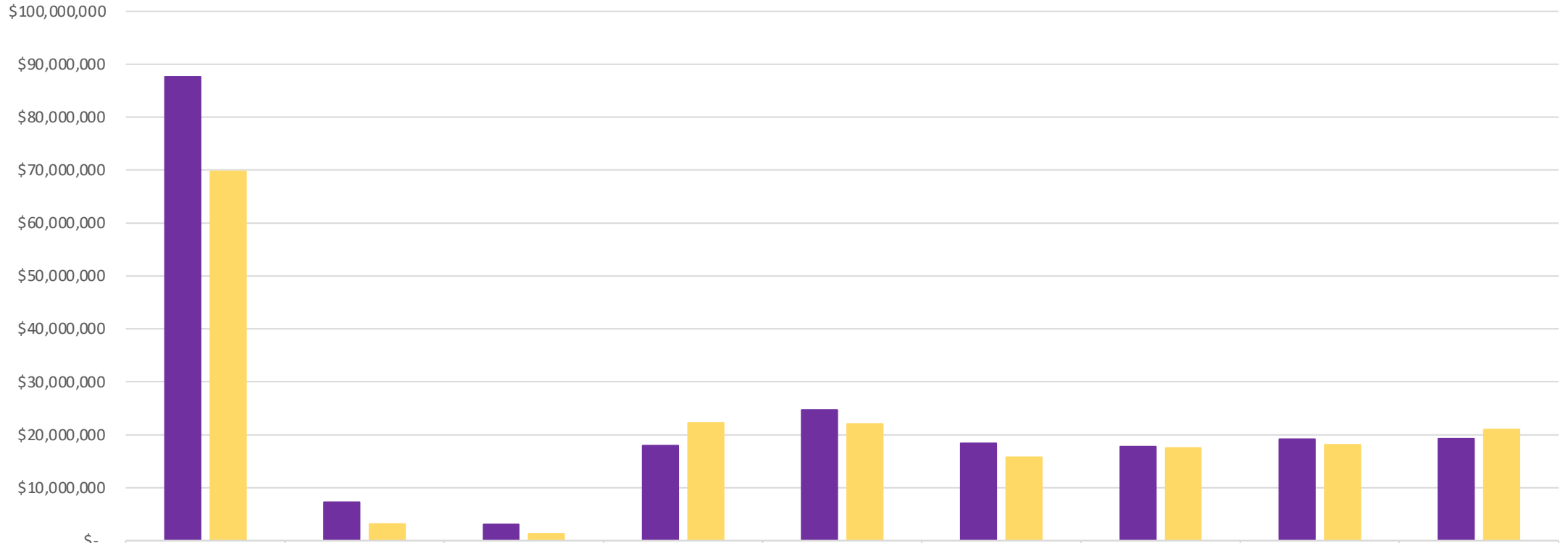
Current Estimate vs. Actual Revenue Comparison



	Tuition & Fees	State Appropriations	Other Activities
■ Current Estimate FY22-23	\$103,087,100	\$79,920,600	\$16,356,018
■ Actuals FY22-23	\$102,276,957	\$80,340,250	\$22,462,570



FY22-23 Current Estimate Budget vs. Actual Program Expense Comparison As of June 30, 2023 (Unaudited)



	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support	Operation of Plant & Maint.	Scholarships	Transfers
■ Current Estimate FY22-23	\$87,655,729	\$7,313,838	\$3,113,202	\$17,929,500	\$24,680,896	\$18,404,058	\$17,750,985	\$19,146,615	\$19,255,221
■ Actuals FY22-23	\$69,821,788	\$3,191,383	\$1,292,585	\$22,287,036	\$22,083,531	\$15,768,689	\$17,541,286	\$18,091,966	\$20,986,042



FY22-23 Current Estimate Budget vs. Natural Expense Comparison As of June 30, 2023

(Unaudited)



End of Year Fund Balance

June 30, 2023

(Unaudited)

Fund balance June 30, 2023	\$30,655,362
Non-discretionary carryforwards (working capital, encumbrances, designated fees)	\$6,714,509
Automatically approved departmental carryforwards (special state appr, on-line fees, indirect cost, etc.)	\$14,360,962
One-time costs	\$1,986,712
Reserve for capital projects (over budget projects)	\$3,500,000
2% to 5% budget reserve	\$4,093,178



Revised Tuition and Fee Estimates vs Proposed Budget FY23-24

- **Fall 2023 revised revenue estimates (compared to July Proposed Budget)**

• Regular academic year	\$	250,750
• Out-of-state regular academic year	\$	(93,500)
• Out-of-state DMBA, MACC, MSN	\$	14,250
• TNeCampus (including out-of-state)	\$	(14,500)
• Summer school	\$	(245,500)
• Out-of-state summer school	\$	46,500
• Total revised revenue adjustment	\$	(42,000)



Special Legislative Session

Campus Security Funding





Disclosed Projects FY2023-24



Disclosed Projects FY2023-24

Fiscal Year	Project	Project Cost	Project Description
2023-24	Baseball Hitting and Pitching Facility	\$1,150,000	Demolish the existing batting cage and construct a new hitting and pitching facility on the same site.
2023-24	Headhouse (Greenhouse) Renovation	\$500,000	The renovation will reconfigure the interior spaces to provide for current program functions and will include upgrades to the interior finishes and services.
	Total Request	\$1,650,000	





Performance Evaluation & Performance-Based Compensation Analysis





Employee Performance Evaluations



Staff (Non-Faculty) Performance Evaluation Process

- **Year 8 of the Performance Evaluation Process**
- **Staff evaluation elements**
 - Focus on individual employee performance
 - Ensure employees have a voice in their evaluation
 - Allow for specific goals and achievements to be recognized
 - Stress job specific performance
 - Include a self-evaluation component



Performance Evaluations – 2023 Enhancements

- **Incorporation of “Wings Up Way”**
 - People Over Process, Treat Everyone With Kindness, Serve Students First, Go The Extra Mile, Personal Responsibility, Make the Process Easier Not Harder, Find Solutions, Not Excuses
- **Emphasis on Individual Contributions in Relation to Goals and Objectives**
- **Reinforcing an Ongoing Performance Evaluation Process (periodic check-ins throughout the year)**
- **Annual Mandatory Supervisor Training**



Staff (Non-Faculty) Performance Evaluation Components

- **Core Competencies aligned to TTU Strategic Plan objectives (20%)**
 - Academic Excellence, Student Success, Community Engagement, Meaningful Innovation, Supporting Environment, Value Creation
- **Wings Up Way incorporated into overall performance objectives (20%)**
 - People Over Process, Treat Everyone With Kindness, Serve Students First, Go The Extra Mile, Personal Responsibility, Make the Process Easier Not Harder, Find Solutions, Not Excuses
- **Position-Specific Duties (60%)**
 - Evaluate performance based on meeting specific duties and goal accomplishment



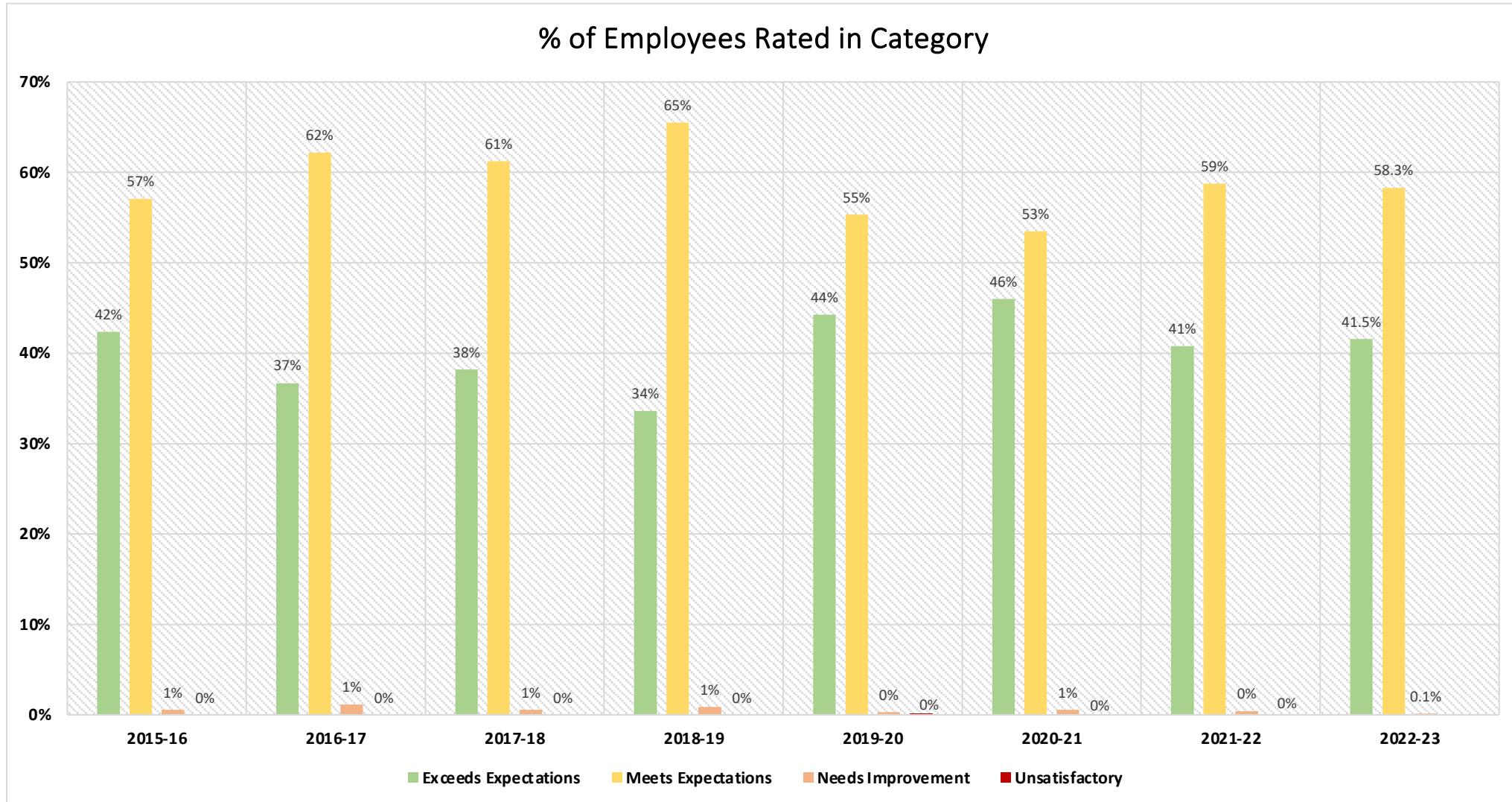
Staff (Non-Faculty) Performance Evaluation Training

- Updated training materials for supervisors and employees
- Converted performance training for supervisors to an online, self-paced module
- Conducted mandatory training for supervisors with 100% participation



Staff (Non-Faculty)

% of Employees Rated in Performance Category



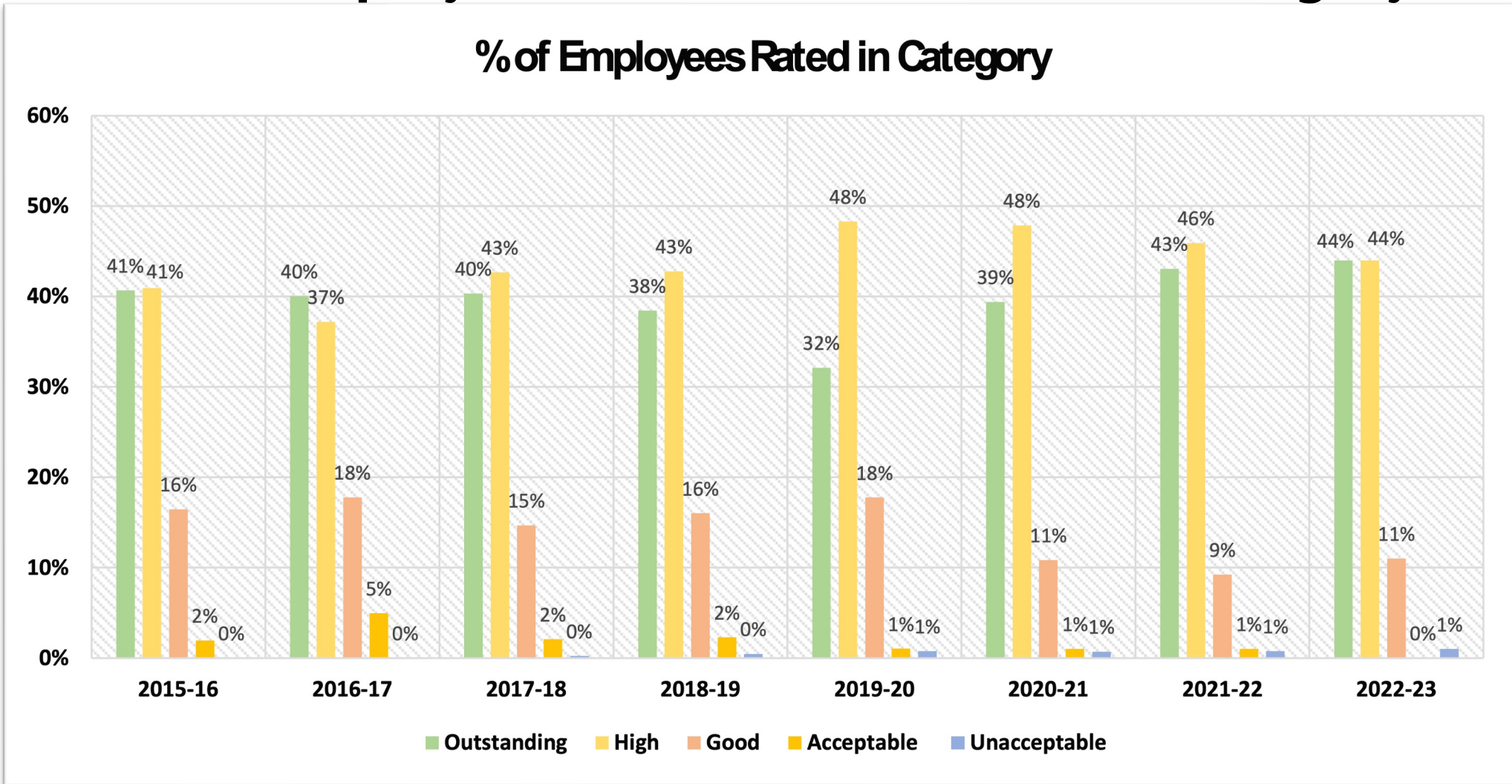
Faculty Performance Evaluation Process

- All faculty, both tenured and non-tenured, are evaluated annually by the department chairperson and the college dean
 - Teaching
 - Advisement
 - Research/Scholarship/Creative Activity
 - Service/Outreach
 - Administration
 - Other (as assigned and detailed)



Faculty

% of Employees Rated in Performance Category



Performance Evaluations – Next Steps

- Consolidate the core competencies and Wings Up Way into an overall rating
- Add evaluation component for supervisory responsibilities





Performance Based Compensation

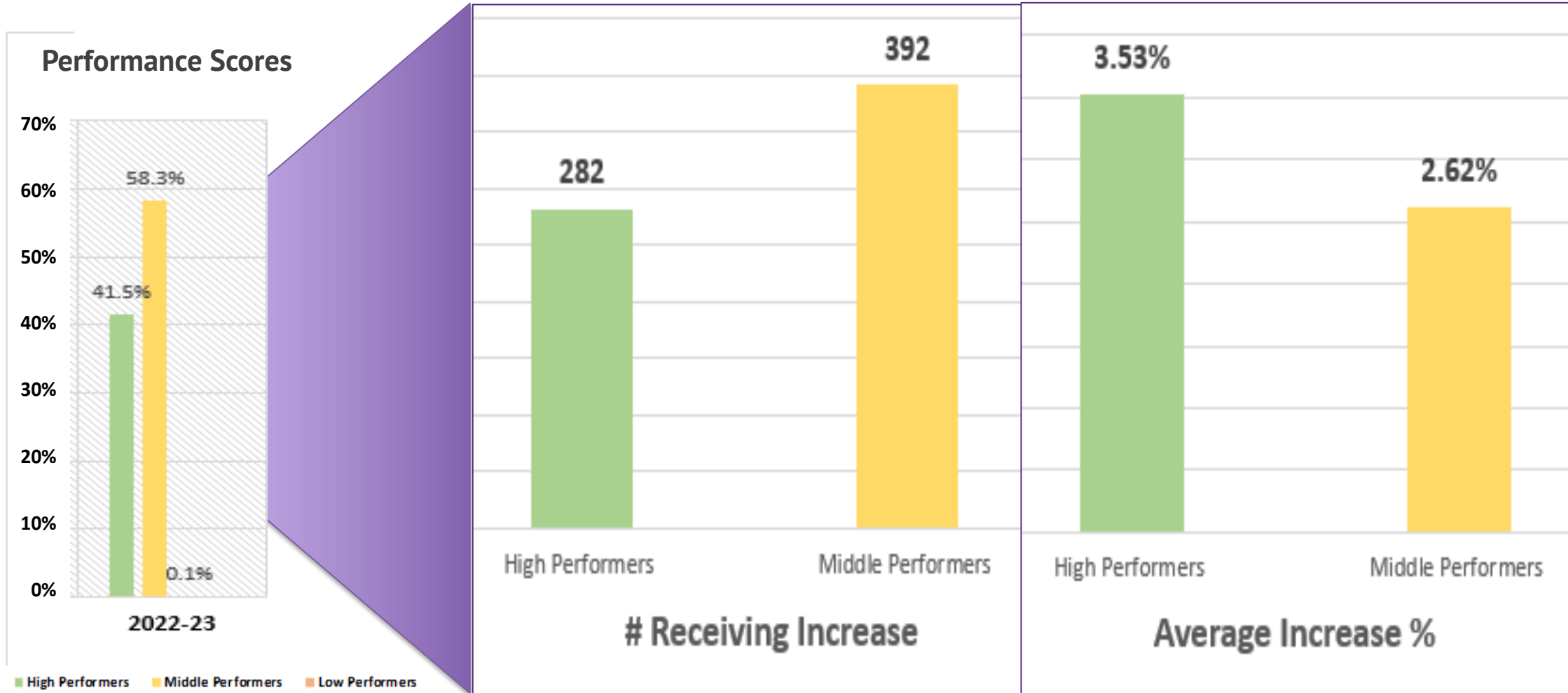


Performance Based Compensation Model

- **3% Merit Pool for Performance Based Salary Increases**
 - **Eligibility**
 - **Faculty** = 2023 Performance Evaluation Scores of acceptable or better rating
 - **Staff** = 2023 Performance Evaluation Scores of meets expectations or better rating
 - Hire date on or before December 31, 2022
 - Employee NOT placed on a Performance Improvement Plan during the fiscal year (July 1, 2022 – June 30, 2023)
 - **Merit Ranges:** Minimum of 1% to Maximum of 7%
- **\$650 one-time bonus (paid in July for staff and August for faculty)**

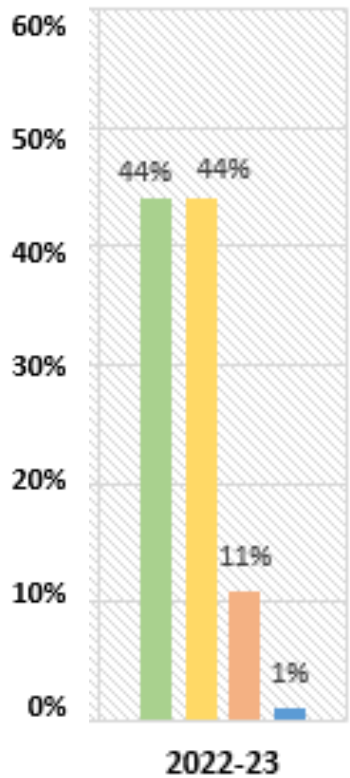


Staff (Non-Faculty) – Distribution of Base Salary Increase By Category

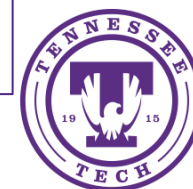
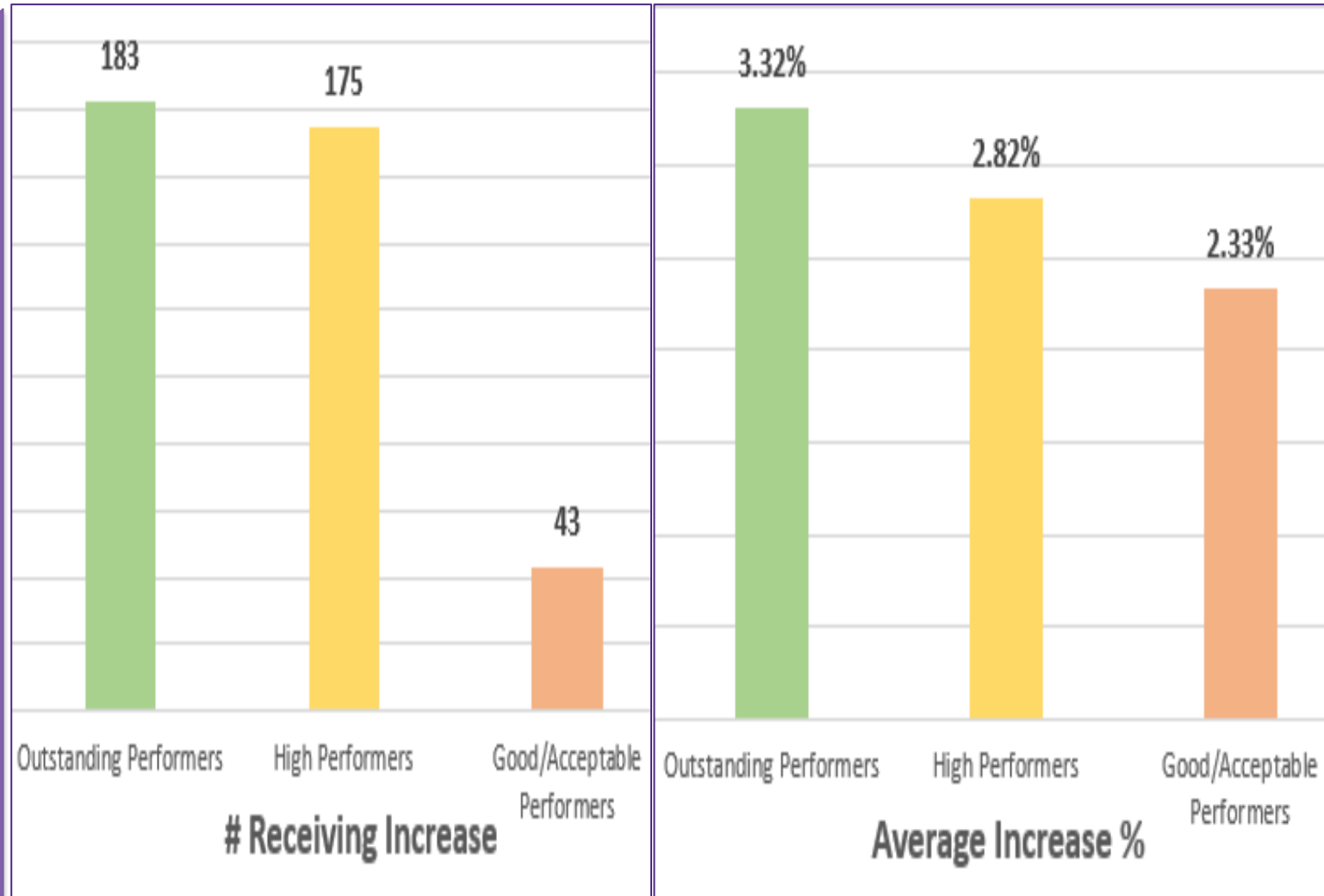


Faculty - Distribution of Base Salary Increase By Category

Performance Scores



■ Outstanding
 ■ High
 ■ Good/Acceptable
 ■ Unacceptable



Performance Based Compensation – Enhancements made in 2023

- **Focus on Value and Impact of Individual Contributions Relative to Departmental and University Goals and Objectives**
- **Providing Merit Allocation Approaches**
- **Real-time Graphical Representation of Merit Allocations in Working Documents**





Classification & Compensation Study Status Update



Classification & Compensation Study

- **Objectives:**
 - Providing competitive compensation to faculty and staff
 - Providing a supporting classification system for staff positions
 - Providing a strategy for managing these structures now and in the future
- **Project Partner – Mercer**
- **University Project Team**
- **Project Website** - <https://www.tntech.edu/private/hr/companclass-study.php#team>



Classification & Compensation Study – Project Timeline

Phase	Month											
	3	4	5	6	7	8	9	10	11	12	1	
Phase 1: Project Planning & Strategy Development	■	■	■									
Phase 2: Job Structure Review for Staff	■	■	■	■	■	■						
Phase 3: Salary Market Assessment			■	■	■	■	★					
Phase 4: Compensation Philosophy & Salary Structure Development						■	■	■	■			
Phase 5: Presentation of Results									■			
Phase 6: Strategic Implementation										■	■	



Classification & Compensation Study – Project Phases

- Understand current state
- Conduct stakeholder meetings
- Gather data for review

**Project Planning
& Strategy
Development**



- Review current job families and classifications
- Review job descriptions

**Job Structure
Review for Staff**



- Collect market data
- Develop salary structure
- Assign jobs to structure
- Complete cost analysis

**Market
Assessment &
Salary Structure**



- Develop a compensation philosophy
- Determine guiding principles for benchmarking roles

**Compensation
Philosophy &
Methodology**



- Finalize compensation philosophy
- Present best practices
- Finalize rollout including roadmap and communication plan

**Presentation of
Results**



- Develop guidelines
- Present report of findings
- Identify areas for ongoing maintenance & review

**Strategic
Implementation**



Mercer Interviews – Stakeholder Feedback

Mercer facilitated stakeholder interviews with the following groups:

- Executive leadership
- Academic Affairs (Provost office, chairs, and deans)
- Managers and Supervisors
- Clerical and Support Staff (Staff Advisory)

The feedback gathered from the interviews is being evaluated as part of the study.





Tenure Upon Appointment Recommendations



