

**MIDDLE TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES**

**FINANCE AND PERSONNEL COMMITTEE  
MINUTES**

The Finance and Personnel Committee met on Tuesday, November 11, 2025, in the Miller Education Center Meeting Room at Middle Tennessee State University.

**Call to Order**

Committee Chair Pete DeLay called the meeting to order at 10:52 a.m. and welcomed trustees, MTSU staff, and guests.

**Roll Call**

University Counsel James Floyd called the roll. The following Committee members were in attendance: J.B. Baker, Committee Chair Pete DeLay, John Floyd, Jimmy Granbery, Bill Jones, Kari Neely, Steve Smith, Michael Wade, Chad White, and Michai Mosby. Tom Boyd participated electronically and, in accordance with T.C.A. §8-44-108(c)(3), confirmed he could hear those present in the meeting, and no one else was present in the room with him. A quorum was declared.

Also present were President Sidney A. McPhee; Joe Bales, Vice President for University Advancement; Mark Byrnes, University Provost; Drew Harpool, Interim Vice President for Business and Finance; Andrew Oppmann, Vice President for Marketing and Communications; Yvette Clark, Vice President for Information Technology and Chief Information Officer; Danny Kelley, Interim Vice President for Student Affairs and Dean of Students; Leah Ladley, Chief Audit Executive; and Keith Huber, Senior Advisor for Veterans and Leadership Initiatives.

**Approval of Minutes – Action**

The first agenda item was the approval of the minutes from the August 19, 2025, Finance and Personnel Committee meeting. Trustee Jones moved to approve the minutes from the August

19, 2025, meeting, and Trustee Wade seconded the motion. A roll call vote was taken, and the motion to approve the minutes from the August 19, 2025, Finance and Personnel Committee meeting passed unanimously.

### **Compensation – Action**

The next item on the agenda, presented by Laura Jent, Assistant Vice President for Human Resource Services, was a recommendation to approve compensation adjustments. Ms. Jent informed the Committee that on June 17, 2025, the MTSU Board of Trustees approved the allocation of the state appropriation salary pool of \$3.2 million to employees. This approval included the implementation of an across-the-board increase of 1.8% or \$750, whichever is greater, for employees on the payroll as of June 30, 2025. These increases were implemented on the July 31, 2025, payroll for classified and administrative staff and on August 31, 2025, for faculty.

Since the State only partially funds the salary pool, the University committed an additional \$2.6 million to support market salary increases for faculty and staff, consistent with prior years. Of these funds, \$2.15 million will be allocated to salary increases and the remaining amount to associated employee benefit costs.

The market adjustments will be based on 2024-25 CUPA data and will be effective January 1, 2026, for employees on the payroll as of December 31, 2025.

Chairman Smith moved to approve the proposed compensation adjustments, and Trustee Baker seconded the motion. A roll call vote was taken, and the motion to approve the proposed compensation adjustments passed unanimously.

### **Performance-Based Pay Update – Information**

Mr. Harpool provided an update regarding the University's Compensation Committee. He noted that the committee met regularly to discuss potential elements of a performance-based pay plan

for the University. As mentioned during the spring committee meetings, the Compensation Committee compiled and submitted a report to the President.

In preparing the report and analyzing the University's current compensation landscape, the committee identified two primary challenges. First, performance-based pay structures are uncommon within higher education, limiting the ability to model a plan after existing examples. Second, while the University maintains a comprehensive tenure and promotion process that includes regular evaluations and reviews across nearly all levels, those evaluations are primarily qualitative in nature and do not produce quantitative data that would readily support a performance-based model.

Following review of the committee's report over the summer, the University is proceeding with the implementation of an updated performance review framework for staff and a new evaluation instrument for faculty. These tools will be utilized in training and informational sessions on performance instruments and conducting evaluations under the revised framework. The University will also incorporate artificial intelligence (AI) technology to assist in developing related training materials and resources.

Throughout the current year, the University will collect data from the new performance evaluations to identify areas of success and opportunities for improvement. In addition, multiple financial models will be run using the collected data to determine potential outcomes under a performance-based pay structure. The data obtained through this process will provide a clearer indication of the direction a future performance-based pay plan may take at the University.

### **2025-2026 October Revised Budget – Action**

The next item on the agenda was a recommendation for the approval of the 2025-26 October Revised Operating Budget. Drew Harpool, Interim Vice President for Business and Finance, briefly discussed the adjustments made to the October budget. Changes included adjustments to Tuition and Fee Revenue to include the remaining tuition and enrollment increases,

increased state appropriations to reflect additional funding of our Medical Education Program jointly administered by MTSU and Meharry Medical College, and re-budgeting of various student fee balances from the prior year.

Trustee Granbery moved to approve the 2025-26 October Revised Budget, and Trustee Baker seconded the motion. A roll call vote was taken, and the motion to approve the 2025-26 October Revised Budget passed unanimously.

**Closing Remarks and Adjournment**

Committee Chair DeLay adjourned the meeting at 11:06 a.m.

Respectfully submitted,

Finance and Personnel Committee