



MEMORANDUM

To: Board of Trustees

From: Mark T. Brainard, President

Date: June 10, 2024

Re: **Request for Approval of Revisions to Salary Plan D**

Like you, I share the belief that the most important responsibility of any leader is to build the organization and develop the senior leadership to ensure that, when the opportunity arises (planned or unexpected), the successful transition of senior leadership occurs with no or minimal disruption to the organization and its stakeholders – the most important of which are our students.

If the Board concurs with this approach, a very effective mechanism that can be utilized for succession planning is the restoration of the Executive Vice President position. Delaware Tech has successfully used the Executive Vice President model in the past to facilitate an effective leadership transition from the College's first president to its second (Dr. Paul Weatherly to Dr. John Kotula), and from Dr. George to me in 2014. That position has not been active in recent years but serving in that capacity was very helpful to me in preparing for the eventual departure of the College's CEO, as the incumbent has opportunities to gain experience in all aspects of the College's operations and policy development beyond the existing vice president roles in our current system.

In addition, the Executive Vice President can serve as Interim President, when specifically designated by the President, in emergency situations in which the President may not be immediately available, or for any such period of time in which the President may be incapacitated in any way.

I therefore respectfully recommend that the Board of Trustees re-establish the position of Executive Vice President and authorize the following recruitment process: (a) posting the

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position internally for 10-calendar days; (b) screening of applicants and initial interviews by a committee selected by the President and comprised of members of President's Council; (c) final interview of the recommended candidate by the President; and (d) at the conclusion of the process, ask for Board approval at the Fall 2024 meeting to appoint that individual, effective January 1, 2025.

In order to facilitate and accomplish this succession-planning recommendation, I am requesting Board approval to make the following revisions to Salary Plan D effective immediately:

- (1) Add a new Level V position: Executive Vice President, who will report directly to and work closely with the President in carrying out the mission and goals of the College and facilitating a smooth and seamless transition of leadership at some point in the future. (Attachment A)

- (2) Modify Section L: Vice President Supplements to include an additional 15% Executive Vice President supplement for purposes of eliminating inequities in the division and scope of responsibilities, accountabilities, and expectations between this position and other Level V-Salary Plan D Vice President positions. (Attachment B)

ATTACHMENT A

Salary Admin Plan D – FY21 – Position Classification and Level Schedule – Effective 7/1/24

Level	Position
Level I	Assistant Dean of Student Affairs Assistant Director of Business Services Assistant Director of Workforce Development and Community Education
Level II	Assistant Dean of Instruction Dean of Student Affairs Director of Business Services Director of Communication and Planning Director of Human Resources
Level III	Assistant Vice President for Finance Assistant Vice President for Human Resources Assistant Vice President for Development Assistant Vice President for Financial Operations and Project Management Dean of Instruction Director of Workforce Development and Community Education
Level IV	Assistant Campus Director Associate Vice President for Academic Affairs Associate Vice President for Student Affairs Associate Vice President for Workforce Development and Community Education
Level V	General Counsel Vice President and Campus Director Vice President for Academic Affairs Vice President for Finance Vice President for Human Resources Vice President for Information and Instructional Technology Vice President for Institutional Effectiveness and Development Vice President for Strategic Communication and Marketing Vice President for Diversity, Equity and Inclusion Executive Vice President

ATTACHMENT B

L. VICE PRESIDENTS' SUPPLEMENTS

(1) Vice Presidents who have attained one or more years of College service in a Vice President position may receive, upon the recommendation of the President, an annual supplement of three to eight percent of their annual base salary depending on their years' service in a V.P. position. The supplement shall be paid annually as a lump-sum cash bonus or tax-sheltered annuity, at the individual employee's discretion, and is not to be added to the annual base salary; provided, however, that the president may elect to defer the disbursement of any supplement, without interest, until such time as s/he may choose. Deferred bonuses shall not be restricted to a lump-sum payment. Determination of supplements shall be based on the following schedule:

Years in VP Position	Supplemental Percentage
1	3%
2	4%
3	5%
4	6%
5	7%
6+	8%

(2) An executive vice president who has attained one or more years of College service in a Level V administrative position will be entitled to an annual supplement equal to 15% of their total annual rate of compensation. "Total annual rate of compensation" means the employee's annual base rate plus any supplements the employee was receiving at the time of appointment, including the supplement from the administrative responsibility schedule. This supplement is in recognition of the division and scope of responsibilities, accountabilities, and expectations between this and other Level V positions.

(Amended Board of Trustees 4/16/2002, 9/18/2003, 4/7/2009, 6/10/2024)