



# Board of Trustees Materials

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**Tennessee State University  
Board of Trustees**



**Call to Order**

**Tennessee State University  
Board of Trustees**



**Roll Call/Declaration  
of a Quorum**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES  
REGULAR MEETING  
AGENDA**

1:30pm CST  
Thursday, March 15, 2018

Tennessee State University  
Main Campus – Hankal Hall  
3500 John A. Merritt Blvd.  
Nashville, TN

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Action Items:
  - A. Approval of the November 16, 2017, Board Meeting Minutes
  - B. Approval of the Calendar for the 2018 Board of Trustees Meetings
  - C. Audit Committee Report
    - i. Approval of the November 16, 2017, Audit Committee Meeting Minutes
    - ii. Approval of the Office of Internal Audit’s Charter
    - iii. Review of Completed Internal Audits
    - iv. Executive Session – Discussion of Items Deemed Confidential under State Law
  - D. Academic Affairs and Student Affairs Committee Report
    - i. Approval of the November 16, 2017, Academic Affairs and Student Affairs Committee meeting minutes
    - ii. Approval of Off-Campus Academic Program Site
    - iii. Report on SACSCOC Ten Year Reaffirmation Review
    - iv. Academic Affairs Report
    - v. Report on Student Residential Facilities
    - vi. Student Affairs Report
  - E. Executive Committee Report
    - i. Approval of the November 16, 2017, Executive Committee Meeting Minutes
    - ii. Adoption of Board Executive Committee Procedures Governing the President’s Annual Performance Review
    - iii. Report on Presidential Compensation Review
    - iv. Approval of Delegation of Authority to Executive Committee to Create Employment Contract for the President
    - v. President’s Recommendation for Board Appointment of Student Trustee
  - F. Appointment of Student Trustee
- IV. President’s Report
- V. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
November 16, 2017,  
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Approval of the November 16, 2017, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

The document reflecting the minutes from the November 16, 2017, Board meeting is included in the March 15, 2018, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 16, 2017, meeting, as contained in the Board materials for the Board's March 15, 2018, meeting.**

**Tennessee State University Board of Trustees**  
**Regular Meeting - November 16, 2017**  
**Tennessee State University – Main Campus – Hankal Hall 3500 John A. Merritt Blvd.,**  
**Nashville, Tennessee**

**MINUTES**

**Board Members Present:** Dr. Deborah Cole, Mr. Stephen Corbeil, Dr. Richard Lewis, Mr. William Freeman, Dr. Edith Peterson Mitchell, Ms. Pamela Martin, Dr. Joseph W. Walker, III, Dr. Ali Sekmen, and Ms. Sydnie Davis.

**University Staff Present:** President Glenda Glover, and Laurence Pendleton, University Counsel and Board Secretary.

**Guests:** Lauren Collier, Tennessee Higher Education Commission Director of Institution and Board Affairs, Members of the President’s Cabinet, Members of the Deans’ Council, and President of the Student Government Association – JerMilton Woods.

**I. CALL TO ORDER**

Chairman Walker called the meeting to order at 1:30 p.m. Chairman Walker welcomed the Trustees and audience members to the meeting. He then noted that several items were listed on the agenda for the November 16, 2017, Board Meeting and proceeded to the second item on the agenda.

**II. ROLL CALL/DECLARATION OF A QUORUM**

Chairman Walker asked the Board Secretary, Mr. Laurence Pendleton, to call the roll. The following Trustees were present: Dr. Deborah Cole; Mr. Stephen Corbeil; Mr. William Freeman; Dr. Richard Lewis; Dr. Edith Peterson Mitchell; Ms. Pamela Martin; Dr. Ali Sekmen; Dr. Joseph Walker, III; and Ms. Sydnie Davis.

Secretary Pendleton announced the presence of a quorum.

Chairman Walker then asked Dean of Students, Frank Stevenson, to give the invocation. After the invocation, Chairman Walker proceeded to the third item on the agenda.

**III. ACTION ITEMS**

**A. APPROVAL OF MINUTES OF THE AUGUST 17, 2017, BOARD MEETING**

Chairman Walker introduced the first action item —the approval of the August, 17, 2017, Board meeting minutes. Trustee Mitchell moved to approve the August, 17, 2017, meeting minutes as reflected and presented in the November 16, 2017, Board meeting materials. Trustee Martin seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

## **B. AUDIT COMMITTEE REPORT**

Chairman Walker yielded the floor to Audit Committee Chair, Trustee Cole, to report the actions and items covered in the November 16, 2017, Audit Committee meeting.

Trustee Cole announced that the Audit Committee met earlier that day to take actions on three items and to discuss two additional items. Trustee Cole stated the three action items as follows: (1) the approval of the August 17, 2017, Audit Committee meeting minutes, (2) the selection of Ms. Adrian Davis to serve as the Director of Internal Audit, and (3) the approval of the revised Fiscal Year 2018-2019 Audit Plan. Trustee Cole then shared that President Glover, Ms. Cynthia Brooks, and Ms. Adrian Davis discussed the completion of internal and external audits, and provided a report of the institutional risk assessment. Trustee Cole noted that information on each item discussed was contained in the November 16, 2017, Board meeting materials.

Trustee Cole then moved to approve the minutes of the August 17, 2017, Audit Committee meeting, as reflected in the Board materials. Trustee Martin seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

Trustee Cole informed the Board that following the departure of Michael Batson as the University's Director of Internal Audit, President Glover commenced a search to fill the Director of Internal Audit position. Trustee Cole further noted that in the August 17, 2017, Audit Committee meeting, President Glover discussed the search process for selecting a new Director of Internal Audit. She then stated that after conducting an extensive and thorough search process, President Glover identified Ms. Adrian Davis as the top candidate for the position.

Trustee Cole stated that President Glover called and conferred with her, as Chair of the Audit Committee, on President Glover's selection of Ms. Adrian Davis for the Director of Internal Audit position. Trustee Cole then announced that after she and President Glover conferred, President Glover offered Ms. Davis the Director of Internal Audit position and Ms. Davis accepted. Trustee Cole noted that the information regarding Ms. Adrian Davis' background was contained in the November 16, 2017, Board meeting materials.

Trustee Cole shared that Ms. Davis is a certified public accountant who graduated from the Alabama A&M University with a Bachelor of Science degree in Accounting and obtained her Master of Business Administration with a concentration in accounting from Tennessee Technological University. Trustee Cole further asserted that Ms. Davis comes to TSU with extensive auditing experience as she had previously worked at the Comptroller's Office for eleven years in a supervisory auditing role. Trustee Cole stated that the Audit Committee charter requires the Audit Committee's approval of the appointment of the Director of Internal Audit.

Trustee Cole then announced that the Audit Committee voted to recommend to the full Board the approval of Ms. Adrian Davis' selection as Director of Internal Audit at Tennessee State University. On behalf of the Audit Committee, Trustee Cole moved to approve the selection of Ms. Adrian Davis to serve as TSU's Director of Internal Audit. Trustee Mitchell seconded the motion. With no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

Trustee Cole then stated that the Audit Committee voted to recommend to the full Board the approval of the Department of the Internal Audit's plan for the fiscal year 2017 – 2018. She noted that the revised audit plan is contained in the November 16, 2017, Board meeting materials. Trustee Cole shared that the revised audit plan reflects the Director and Assistant Director's updated



workloads, which includes risk based audit recommendation and covers the annual audit period ending in June 2018.

On behalf of the Audit Committee, Trustee Cole then moved to approve the fiscal year 2017-2018 audit plan, as reflected in the Board materials. Trustee Mitchell seconded the motion. With no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

### **C. FINANCE AND BUDGET COMMITTEE REPORT**

Chairman Walker yielded the floor to Finance and Budget Committee Chair, Trustee Corbeil, to discuss the action and information items from the November 17, 2017, Finance and Budget Committee meeting.

Trustee Corbeil announced that the Finance and Budget Committee voted to recommend three items for action for the Board's approval: (1) the approval of the August 17, 2017, Finance and Budget Committee meeting minutes, (2) the approval of the institutional revised budget, and (3) the approval of authorization for President Glover to execute a Notice of Intent to Sever from the Tennessee Board of Regents on the procurement function. Trustee Corbeil also shared that the Finance and Budget Committee heard from President Glover and members of her staff on a report of the THEC Funding Formula and a report on TSU's external funding. He then noted that information on each discussed item was contained in the November 16, 2017, Board meeting materials.

Trustee Corbeil then moved to approve the August 17, 2017, Finance and Budget Committee meeting minutes as contained in the November 16, 2017, Board meeting materials. Trustee Freeman seconded the motion. With no discussion, Chairman Walker called for a vote. The motion carried (8 Ayes/ 0 Nays).

Trustee Corbeil then shared information pertaining to the institutional revised budget as contained in the November 16, 2017, Board meeting materials. Trustee Corbeil stated that under TSU's Budget and Control Policy, the budget for each fiscal year is known as the proposed budget and is prepared in the spring of each year. He further noted that the budget is based on the level of State funds recommended in the Governor's proposed Budget Control as well as early estimates or factors, such as enrollment growth, research activity and the availability of federal funds. Trustee Corbeil then announced that the proposed budget was approved by the Board in the June 15, 2017, Board meeting.

Trustee Corbeil then stated that, historically, a revised budget is prepared in the fall of each year and is submitted to the governing Board for approval. He further noted that the final budget for each fiscal year is the estimated budget. Trustee Corbeil explained that the estimated budget includes final adjustments to the current year budget and is the current budget against which final year end actuals are compared. He then stated that the estimated budget is compared and submitted at the same time as the proposed budget for the upcoming fiscal year.

Trustee Corbeil then stated that based on the aforementioned process and the Finance and Budget Committee's review and discussion of the institutional revised budget, the Finance and Budget Committee voted to recommend for the approval by the full Board the institutional revised budget as contained in the November 16, 2017, Board meeting materials.

Trustee Corbeil then moved to approve the institutional revised budget as contained in the November 16, 2017, Board meeting materials. Trustee Lewis seconded the motion. Chairman Walker stated that pursuant to the Board of Trustees of Tennessee State University Bylaws, Article 7.8, Section D, a roll call vote of the Board is required on all motions regarding budget approval. With there being no further discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (8 Ayes/ 0 Nays).

Trustee Corbeil then moved to the third item in the Finance and Budget Committee Report. He noted that under the FOCUS Act, effective April 13, 2017, Tennessee State University severed from the Tennessee Board of Regents (TBR) as to all functional operations, not including three specific areas: Procurement, Capital Project Planning and Management, and Data Systems. Trustee Corbeil shared that TSU, as well as all local universities formerly governed under TBR, must apply to and receive approval from THEC in order to assume the performance of the above-referenced functions of Procurement, Capital Project Planning and Management, and Data Systems. He further noted that THEC has issued guidance to TSU and other locally governed institutions about the conditions and requirements to sever from the TBR in the above-mentioned functional areas.

Trustee Corbeil noted that under the FOCUS Act and THEC guidance, TSU may sever from the TBR for the purpose of Procurement beginning on December 1, 2017, or anytime thereafter, pending THEC's approval. He further noted that TSU is required to inform THEC in writing, six months prior to the intent to sever from TBR and an Intent to Sever form must be signed by the Chairman of the Board or the President, with proper Board authorization.

Trustee Corbeil announced that the University wishes to notify THEC immediately of its intent to sever from TBR Procurement, effective July 1, 2018. Trustee Corbeil noted that the Intent to Sever form was contained in the November 16, 2016, Board meeting materials.

Following his announcement, Trustee Corbeil, on behalf of the Finance and Budget Committee, moved to authorize President Glover to execute the Intent to Sever form as contained in the November 16, 2017, Board meeting materials. Trustee Freeman seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried (8 Ayes/ 0 Nays).

#### **D. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT**

Chairman Walker yielded the floor to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to provide the action and information items from the Committee's November 16, 2017, meeting.

Trustee Martin announced that the Academic Affairs and Student Affairs Committee voted on an agenda item and received information on other agenda items during the Committee's November 16, 2017, meeting. She stated the first item was the Academic Affairs and Student Affairs' recommendation to the full board the approval of the August 17, 2017, Academic Affairs and Student Affairs Committee meeting minutes. Trustee Martin stated that the second item was an update on the visit by TSU's accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). She announced that after the SACSCOC team's visit to TSU's campus on December 19 – 21, 2017, the team concluded that TSU's change in governance is in full compliance with SACSCOC's governance accreditation standards.

Trustee Martin then stated that the Academic Affairs and Students Affairs Committee reviewed information from President Glover and her staff on SACSCOC's ten-year reaffirmation of

accreditation review. She shared that under SACSCOC accreditation standards, institutions of higher education, including TSU, must undergo an accreditation reaffirmation process every ten years. Trustee Martin stated that the University commenced its last reaffirmation process in 2010 and was approved for reaffirmation in 2012. She further stated that the University is in the reaffirmation class of 2020 with the next application for reaffirmation due in September 2019.

Trustee Martin shared that the President and her staff also provided an update on the implementation of the Strategic Plan, reported on new student housing, and provided information on the new Health Sciences building. Trustee Martin then stated that the Academic Affairs and Student Affairs Committee concluded its meeting with President Glover by reporting matters involving student affairs, including the prevalence of mental and physical health issues experienced by TSU students and university students, in general. Trustee Martin noted that information regarding each of the aforementioned items was contained in the November 16, 2017, Board meeting materials.

Trustee Martin then moved to approve the minutes of the August 17, 2017, Academic Affairs and Student Affairs Committee meeting, as reflected in the Board materials. Trustee Lewis seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

#### **E. EXECUTIVE COMMITTEE REPORT**

Chairman Walker reported the following action and information items from the Executive Committee's November 16, 2017, meeting. Chairman Walker announced that the Executive Committee voted to recommend to the full Board the (1) approval of the August 17, 2017, Executive Committee meeting minutes, and (2) the adoption of the Board's Executive Committee's procedures governing the President's annual performance review. Chairman Walker then stated that the Executive Committee also discussed the plan to review President Glover's salary and compensation package to ensure competitiveness with Presidents at peer institutions. Chairman Walker further noted that the Executive Committee will report back to the Board, at a later date, on its review and any related recommendations.

Chairman Walker then moved to approve the minutes of the August 17, 2017, Executive Committee meeting minutes as contained the November 16, 2017, Board meeting materials. Trustee Mitchell seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

Chairman Walker then shared that during the August 17, 2017, Executive Committee meeting, the Board approved Board Policy 004 – Selection, Evaluation, and Retention of the President which sets forth the policy under which the Board shall select, evaluate, and retain the President. Chairman Walker noted that under Board Policy 004, the Board shall evaluate the President's job performance on an annual basis. He further stated that Board 004 authorizes the Executive Committee to organize and conduct an annual job performance review in accordance with the procedures adopted by the Executive Committee. Chairman Walker stated that the procedures adopted by the Executive Committee were contained in the November 17, 2017, Board meeting materials.

Chairman Walker shared that the procedures include the President's preparation of a written self-assessment, review of the self- assessment by the full Board, and the solicitation of confidential, written feedback from Board members and others, as determined appropriate by the Executive Committee or the Board. Chairman Walker then stated that the Executive Committee recommends

to the full Board adoption of the Executive Committee's procedures governing the President's annual performance review.

Chairman Walker then moved to approve the adoption of the Executive Committee's procedures governing the President's annual performance review as contained in the November 16, 2017, Board meeting materials. Trustee Cole seconded the motion. Chairman Walker opened the floor for discussion and Trustee Sekmen provided a discussion point regarding the Executive Committee's proposed procedures governing the President's annual performance review.

Trustee Sekmen suggested that, in addition to an annual performance review, a comprehensive review take place every three to five years. Trustee Sekmen noted that the suggested comprehensive review is similar to a review that has been adopted by a peer institution and further asserted that the comprehensive review, once performed, could be incorporated into the annual review. Trustee Sekmen also suggested that independent consultants may be chosen by the Board to perform the comprehensive review, which he noted is consistent with the guidelines of the Association of Governing Boards. He further suggested that the President be evaluated by the faculty and that the information gathered from such evaluations may be used in the Board's evaluative process.

Following his discussion points, Trustee Sekmen proposed an amendment to the procedures governing the President's annual performance review to add a statement that the evaluation process shall include an annual survey of faculty regarding the performance of the President. Trustee Sekmen noted that students evaluate faculty members and those evaluations become a part of the department chairs' evaluation of faculty. He further noted that deans are evaluated by faculty in their respective colleges and those evaluations are utilized by Academic Affairs in evaluating the deans.

After further discussion regarding Trustee Sekmen's proposed amendment, Trustee Corbeil inquired as to whether it would be appropriate to refer the discussion back to the Executive Committee to allow for an opportunity to review the practices and policies of peer institutions in order to reach an informed decision. Trustee Lewis concurred with Trustee Corbeil's remarks.

Trustee Corbeil then moved to refer the issue regarding the Executive Committee's procedures governing the President's annual performance review back to the Executive Committee for further consideration and review. Trustee Lewis seconded the motion. Chairman Walker reaffirmed Trustee Corbeil's motion to refer Trustee Sekmen's recommendation back to the Executive Committee for further evaluation and to include supporting materials in the discussion in order to determine the motion that is to be reintroduced to the Board at a subsequent meeting. With there being no further discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

#### **IV. PRESIDENT'S REPORT**

Chairman Walker yielded the floor to President Glover to give her report.

President Glover then provided an overview of Accreditation, Enrollment Management, Funding Formula and Completion Initiatives, Institutional Advancement, Safety Initiatives, and the Legislative Agenda.

In the area of Accreditation, President Glover offered the following information regarding Accreditation:

- The SACSCOC peer review team visited TSU in September (9/19 – 9/21)
- The peer review team met with TSU Board members, TSU administrators, faculty, and students— in groups.
- The peer review team assessed the extent to which TSU is in compliance with the governance standards, post FOCUS Act
- The peer review team found TSU to be in compliance with all standards pertaining to the Governance Change
- Program Accreditations were reaffirmed for the Education, Music, and Social Work Units

In the area of Enrollment Management, President Glover offered the following information:

- Undergraduate enrollment of the University for Fall 2016 was 7,007
- Undergraduate enrollment of the University for Fall 2017 was 6,756
- Graduate enrollment of the University for Fall 2016 was 1,746
- Graduate enrollment of the University for Fall 2017 was 1,705
- The total number of undergraduate and graduate student enrollment decreased from Fall 2016 to Fall 2017 by 3.33%
- Goal to increase enrollment by at least 5% by 2020
- By streamlining TSU’s recruitment process with greater focus on magnet schools and high achieving students
- By targeting specific student populations, including community colleges and nontraditional students
- Increase social media marketing and TSU branding
- By developing partnerships with School Superintendents in major cities, including Birmingham, Memphis, Nashville, and Chicago
- By continuing to seek new scholarship opportunities for students matriculating at TSU (including scholarships for athletes)
- By redesigning the graduate school admissions process
- By increasing TSU’s social media marketing and branding
- By realigning TSU’s recruitment personnel

With respect to the Funding Formula and Completion Initiatives, President Glover offered the following information:

- It is an outcomes-based funding formula model included in The Complete College Tennessee Act of 2010
- The Formula Review Committee (FRC) reviews the model and recommends changes
- TSU is a member of the FRC
- The Funding Formula (based on weights) provides incentives to institutions for completion and workforce preparation
- TSU’s weighted outcomes on par or above average for credit hour accumulation
- Areas of improvement for TSU is in students obtaining Bachelor and Associate Degrees and the six-year graduation rate
- TSU’s weighted outcome for research and service funding is more than double the average outcome among other universities
- Fundraising and Partnerships: Total Grant Award in fiscal year 2015-16 was \$54,471,180
- Total Grant Award in fiscal year 2016-17 was \$43, 605, 525
- The Grant Goal for fiscal year 2017-18 is \$50,000,000

- Fundraising goal for FY 2017-18 is \$10,000,000

In the area of Safety Initiatives, President Glover noted the following:

- Continued to reduce the overall crime on campus
- Received approval from the state for \$1.9 million in funding for safety initiatives
- Continued to increase police visibility by hiring more police and security guards
- Continued to control access to the campus, and to use the swipe system with ID cards
- Implemented recommendations from LEMAP audit (Loaned Executive Management Assistance Program) of TSUPD
- Reintroduced Bike Patrol, with an emphasis on community-oriented policing
- Proceeded with Tennessee Association of Chiefs of Police accreditation with completion anticipated by year 2019
- Facilitated a system for the digital recording of Incident Reports, which allowed the department to easily transmit copies of the reports directly to the University offices that require them, or who have a need to know
- Participated in Advance Active Shooter Training for sworn officers

In the area of Institutional Advancement, President Glover noted the following:

- TSU received a \$2 million grant from UNCF Career Pathways Initiative (CPI) to implement a comprehensive employment program
- Contributions for the year were over \$3 million from almost 3,300 donors. This was an increase of 20% over the last year
- More than \$2 million in scholarships were provided to students during the 2016-2017 academic year
- TSU continued to seek financial support from both alumni and corporations
- TSU initiated text and online giving platforms
- TSU continued its partnership with the Tennessee Titans who served as the title sponsor of the 2016 Scholarship Gala with a check presentation of \$150,000
- TSU achieved a record Vintager Reunion attendance and \$302,757 in gifts, including a record gift of \$125,983 from the Class of 1967
- TSU developed and executed the course of action required to change the Alumni Giving to encourage chapters to use the TSU Foundation as its primary vehicle to receive funding

With respect to Student Affairs, President Glover noted the following achievements:

- Continued to provide robust services to the students
- Strengthened the Career Development Center through campus wide engagement including Open House, Career and Job Fairs, Graduate School Showcase, Professional Fitness, and Senior Career Week
- Continued to improve residential life and housing on the campus
- Developed the Student Court Justices in an effort to provide peer leadership and input as it relates to minor conduct issues
- Recorded the highest number of students from any other university in Davidson County to participate in the Mayor's Office Opportunity NOW program
- Implemented initiatives pertaining to safe sex, healthy lifestyles, and bullying
- Implemented crime prevention and safety tips, including domestic violence

- Developed a campus wellness initiative that included group exercise classes, individual workout plans, and health and fitness seminars
- All 9 National Panhellenic organizations are active this year

With respect to the Legislative Agenda, President Glover noted the following:

- Capital Match – TSU sought a reduction in the capital match funding formula from 25% to 10%. THEC will require a range of 5% to 15% for FY 2017-2018
- Land Grant Match – TSU now receives a 1:1 USDA federal funds match. TSU will be seeking legislation to receive a funding ratio no less than 3:1 (UT currently receives this minimum)
- Security Initiatives – TSU is currently seeking \$4 million to help fund its Security Plan
- Public-private Partnerships – TSU has sought and will continue to seek consideration of alternative financing and operations models to provide more flexibility in financing new construction
- Cumberland River Development Project – TSU is currently seeking \$10 million in seed money for the Cumberland Shores at TSU Initiative.
- Opposition to Proposed Guns on Campus – TSU joined other universities in vigorously and successfully opposing any legislation to permit students to carry weapons on campus.

## **V. ADJOURNMENT**

Chairman Walker called for a motion for adjournment. Trustee Mitchell moved that the meeting be adjourned, noting there is no further business. Trustee Cole seconded the motion.

With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes / 0 Nays). Chairman Walker adjourned the meeting at 2:17 p.m.

**Tennessee State University  
Board of Trustees**



**Approval of the Calendar  
for the 2018  
Board of Trustees  
Meetings**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Approval of the Calendar for the 2018 Board of Trustees Meetings

RECOMMENDED ACTION: Approval

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

The FOCUS Act requires the Tennessee State University Board of Trustees to meet a minimum of four times per year. The March 15, 2018, meeting is the first meeting of the year. The following calendar is proposed for the remaining Board meetings for the year:

Board of Trustees Meetings:

Thursday, June 21, 2018  
Thursday, September 13, 2018  
Thursday, November 15, 2018

The Board may schedule other regular and special meetings in the manner prescribed under its Bylaws and Board policies. In the future, the plan is to set the meeting calendar at the November Board meeting.

**MOTION: To approve the calendar for the 2018 Board of Trustees meetings, as outlined above.**

**Tennessee State University  
Board of Trustees**



**Audit Committee  
Report**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES  
AUDIT COMMITTEE MEETING AGENDA**

8:30 a.m. CST  
Thursday, March 15, 2018

Tennessee State University – Main Campus  
McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd. – Nashville, TN

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 16, 2017, Audit Committee Meeting Minutes
- IV. Approval of the Office of Internal Audit’s Charter
- V. Review of Completed Internal Audits
- VI. Executive Session – Discussion of Items Deemed Confidential under State Law
- VII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
November 16, 2017,  
Audit Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Audit Committee Report - Approval of the November 16, 2017, Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the November 16, 2017, Board meeting is included in the March 15, 2018, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 16, 2017, Audit Committee meeting, as contained in the Board materials for the Board's March 15, 2018, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Audit Committee – November 16, 2017  
Tennessee State University – Main Campus – McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd., Nashville, Tennessee  
MINUTES**

**Committee Members Present:** Dr. Deborah Cole, Mr. Obie McKenzie (via phone), and Dr. Edith Peterson Mitchell.

**Other Board Members Present:** Dr. Joseph W. Walker, III, Mr. Stephen Corbeil, Dr. Richard Lewis, and Dr. Ali Sekmen.

**University Staff Present:** President Glenda Glover; Mr. Laurence Pendleton, University Counsel and Board Secretary; Ms. Cynthia Brooks, Vice President for Business and Finance; Dr. Curtis Johnson, Chief of Staff and Associate Vice President of Administration; Ms. Adrian Davis, Director of Internal Audit; and Bradley White, Associate Vice President of Financial Services.

**Guest:** Ms. Lauren Collier, Tennessee Higher Education Commission, Director of Institution and Board Affairs.

**I. CALL TO ORDER**

Trustee Cole called the meeting to order at 8:01 a.m.

**II. ROLL CALL/DECLARATION OF AQUORUM**

Trustee Cole asked Board Secretary Pendleton to call the roll. Secretary Pendleton called the roll, which reflected that Committee members McKenzie (via Conference Phone) and Mitchell were present. Secretary Pendleton then announced the presence of a quorum.

**III. APPROVAL OF NOVEMBER 16, 2017, COMMITTEE MEETING MINUTES**

Trustee Cole announced the next item on the agenda, which was the approval of the August 17, 2017, Audit Committee minutes. Trustee Mitchell moved to recommend to the full Board the approval of the August 17, 2017, Audit Committee minutes, as contained in the Board materials for the November 16, 2017, Board meeting. Trustee McKenzie seconded the motion. With there being no discussion, Trustee Cole called for a vote. Secretary Pendleton called the roll. The motion carried unanimously.

**IV. SELECTION OF DIRECTOR OF INTERNAL AUDIT**

Trustee Cole moved to the next item on the agenda – approval of the selection of the Director of Internal Audit. Trustee Cole then recognized President Glover or her designee to discuss the agenda item. President Glover asked Ms. Brooks to provide pertinent information related to the agenda item.

Ms. Brooks provided the board with a brief synopsis of Ms. Davis’ background.

- Ms. Davis was with the state Audit for approximately eleven (11) years;
- She possess a Bachelor’s degree in Accounting and a Master’s degree in Business; Administration from Tennessee Technology University;

- She is a Certified Public Accountant; and
- Ms. Davis served as the lead on several of TSU's audits

Ms. Brooks also noted that she has found Ms. Davis to be a very good person to work with, very thorough and fair. Ms. Brooks then asked Ms. Davis to provide additional background information.

Ms. Davis stated that she did not have anything more to add to her background information; however, she expressed that she was excited to be a part of the team and to work on TSU's side now.

Board Secretary Laurence Pendleton noted the following:

Under the Audit Committee Charter, the Director of Internal Audit reports directly to the Audit committee, has direct access to the Chair of the Audit Committee, and reports internally to the President. The Audit Committee Charter also requires the Audit Committee's approval of the appointment of the Director of Internal Audit. President Glover requests the Audit committee approve her selection of Ms. Davis to serve as Director of Internal Audit and for her recommendation to go to the full board for approval.

Trustee McKenzie moved to recommend to the full Board the approval of the selection Ms. Adrian Davis to serve as Director of Internal Audit. Trustee Mitchell seconded the motion. There being no discussion, Secretary Pendleton called the roll. The motion carried unanimously.

## **V. REVIEW OF THE COMPLETED EXTERNAL AND INTERNAL AUDITS**

Trustee Cole moved to the next item on the agenda, which was the review of the Completed External and Internal Audits. She also advised that the information regarding this agenda items was included in the November 16, 2017, Board meeting materials.

Trustee Cole asked President Glover or her designee to provide pertinent information related to the agenda item. She also stated after the presentation the Committee members and other Board members would be recognized for the purpose of questions pertaining to the information presented. Trustee Cole advised the board that the presentation was an informational item and no vote was required.

President Glover yielded the floor to Ms. Brooks, who in turned asked Ms. Adrian Davis, Director of Internal Audit, to provide information related to the agenda item.

Ms. Davis provided a brief review of the external and internal reports as follows:

The Office of the Comptroller of the Treasury, Division of State Audit conduct two external audits of the financial statements of Tennessee State University and TSU Foundation Endowment for Educational Excellence. Both audits covered the fiscal year ending June 30, 2016. The financial statements received a clean opinion; however, there was a financial reporting finding due to errors contained in the financial statements and accompanying notes for both the foundation and the university. An additional financial reporting finding was noted in the TSU Foundation Endowment for Educational Excellence due to errors contained in the notes.

Ms. Davis also advised the follow-up reports are due March 2018 for the University and April 2018 for the Foundation and for the Trust. The Director, Ms. Davis, will provide the results of the follow-up at the next Board meeting.

Trustee McKenzie inquired about the errors and stated what he understood, which was that the error was not a cash flow error; but a calculation of a liability. Ms. Davis stated that Trustee McKenzie's assertion was correct. There was a calculation error as it relates to leave and the associated benefits. The University's financial statements had a finding as it relates to the current and noncurrent compensated absences and benefits expenses, which were understated.

The Board also inquired about TSU's corrective measures and follow-up. In addition, the Board wanted to know if the document was public. Ms. Davis advised that the document can be accessed via the Comptroller's website.

Ms. Brooks advised that with every finding, a response must be provided to the State as to the solutions to the issues noted in the report. Follow-ups are also conducted to ensure the measures taken are for everything that the State Audit has determined as a finding. TSU has to submit a corrective action plan and Internal Audit conducts a follow-up to ensure compliance.

## **VI. APPROVAL OF FY 2017-18 AUDIT PLAN**

There being no further discussion, Trustee Cole moved to the next item on the agenda – approval of the revised FY 2017-18 Revised Audit Plan. Trustee Cole recognized President Glover again. President Glover asked Ms. Brooks to provide an overview.

Ms. Brooks requested for Ms. Davis to provide an overview of the Audit Plan. Ms. Davis advised the Board of the Revised Audit plan. The revised Audit Plan reflects the Director and Assistant Director's workloads and it includes risk-based audits recommended by the Institute of Internal Auditors. The revised audit plan covers the annual audit period ending June 30, 2018.

The Board reviewed the audit plan as presented and their being no further discussion, Trustee McKenzie moved to approve to recommend to the full Board the approval of the Revised FY 2017-18 Audit Plan as contained in the Board materials for the November 16, 2017, board meeting. Trustee Mitchell seconded the motion. There being no discussion; Secretary Pendleton called the roll. The motion carried unanimously.

## **VII. INSTITUTIONAL RISK ASSESSMENT**

Trustee Cole presented the next item on the agenda, which was a report on the Institutional Risk Assessment. Information regarding this agenda item was included in the November 16, 2017, Board meeting materials. Trustee Cole asked President Glover and her designees to provide pertinent information related to the agenda item. She also informed the Board that the items were an informational discussion item, so no vote was required.

President Glover asked Ms. Brooks and her designee to provide the requested information. Ms. Brooks stated that an enterprise-wide risk assessment was conducted and led by Mr. Bradley White, Associate Vice President of Financial Services and his team. Ms. Brooks asked Mr. White to provide additional information about the Risk Assessment.



Mr. White provided a brief overview of the requirements and process as required by the *Tennessee Financial Integrity Act*. The team identified a list of approximately 20 risks. The items on the list are ranked according to high and low impact to the institution.

The objectives of Tennessee State University's annual risk management and internal controls assessment are to provide reasonable assurance of the following:

- Accountability for meeting program objectives;
- Promote operational efficiency and effectiveness;
- Improve reliability of financial statements;
- Strengthen compliance with laws, regulations, rules, and contract and grants agreements; and
- Reduce the risk of financial or other asset losses due to fraud, waste, and abuse. Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation.

The list was 90% completed; Dr. Glover will review the final list again.

Trustee McKenzie inquired about what kind of risk matrix TSU was using. Dr. Glover advised that TBR has a rubric, which TSU has adopted. However, TSU must define and determine the risk through self-review. The risk that TSU identifies may be different from other institutions.

Mr. White noted that some risk are natural disasters, and the goal is to minimize the risk. After the final list is completed and approved by the President, a letter will be sent under the President's signature to the Comptroller. The letter will confirm TSU performed a risk assessment and have fully complied with the requirements specified in T.C.A. § 9-18-102.

## **VIII. ADJOURNMENT**

There being no further discussion, a motion to adjourn the public portion of the meeting to go into Executive Session for discussion of litigation, items deemed confidential under state law, and ongoing Audits.

There being no further business, Trustee Cole moved to adjourn. Trustee Mitchell seconded the motion. Trustee Cole called for a vote and the motion carried unanimously.

The Board of Trustees Audit Committee meeting adjourned at 8:41 a.m.

**Tennessee State University  
Board of Trustees**



**Approval of the  
Office of  
Internal Audit's Charter**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Audit Committee Report – Approval of the Office of Internal Audit’s Charter

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The Board’s Audit Committee Charter sets forth the purpose, mission, and authority of the Audit Committee, and sets forth the Audit Committee’s relationship with the Director of Internal Audit. The Charter also details the Audit Committee’s responsibilities related to internal audit activities. Under the Charter, the Audit Committee must approve the Internal Audit Office’s charter.

The Internal Audit Office Charter is a formal document that defines the internal audit activity’s purpose, authority, and responsibility. The *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors, states “The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.”

The Internal Audit Office Charter presented for approval was adopted from the Internal Audit Charter previously approved by the Tennessee Board of Regents Audit Committee. The current Internal Audit Charter reflects governance by the Tennessee State University Board of Trustees and the Audit Committee.

Pursuant to Tennessee State University Audit Committee Charter, the University’s Office of Internal Audit’s Charter will be reviewed and approved by the Audit Committee.

**MOTION: To approve the Internal Audit Office Charter in its entirety, as contained in the Board materials for the Board’s March 15, 2018, meeting.**

# Office of Internal Audit Charter

## Introduction

Tennessee State University is governed by the Tennessee State University Board of Trustees, which consists of 10 members (the Board) as determined by state law. The TSU Audit Committee is a standing committee of the Board. In accordance with the "State of Tennessee Audit Committee Act of 2005," the Director of Internal Audit reports directly to the Audit Committee of the Board and oversees the internal audit operations. Tennessee State University employs an audit staff in accordance with TSU policy.

## Purpose

Internal Audit is an independent objective assurance and consulting activity designed to add value and improve Tennessee State University's management systems. Internal Audit helps Tennessee State University accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Internal Audit assists Tennessee State University's management in the effective discharge of their duties and responsibilities by evaluating activities, recommending improvements, and providing other information designed to promote effective controls.

Assurance services involve the internal auditor's objective assessment of evidence to provide an independent opinion or conclusion regarding an entity, operation, function, process, system, or other subject matters. The nature and scope of the assurance engagement are determined by the internal auditor. There are generally three parties involved in assurance services: (1) the person or group directly involved with the entity, operation, function, process, system, or other subject matter - the process owner, (2) the person or group making the assessment - the internal auditor, and (3) the person or group using the assessment - the user.

Consulting services are advisory in nature, and are generally performed at the specific request of an engagement client. The nature and scope of the consulting engagement are subject to agreement with the engagement client. Consulting services generally involve two parties: (1) the person or group offering the service - the internal auditor, and (2) the person or group seeking and receiving the advice - the engagement client. When performing consulting services, the internal auditor should maintain objectivity and not assume management responsibility.

Tennessee State University's management has the primary responsibility for establishing and maintaining a sufficient system of internal controls.

## Authority and Scope

Internal Audit's review of operations may include the examination and evaluation of the effectiveness of all aspects of institutional operations at Tennessee State University. In the course of its work, Internal Audit has full and complete direct access to all Tennessee State University books, electronic and manual records, physical properties, and personnel information relative to the performance of duties and responsibilities. All documents and information given to Internal Audit during their work will be handled in the same prudent manner that Tennessee State University expects of the employees normally accountable for them.

Internal Audit has neither direct responsibility for, nor authority over, any of the activities, functions, or tasks it reviews nor shall their review relieve others of their responsibilities. The internal auditor(s) must maintain a high degree of independence and not be assigned duties or engage in any operations or decision making in any activities that they would normally be expected to review or evaluate as part of the normal audit function.

## **Responsibility and Role**

TSU Policy 04:01:05:00, *Internal Audit*, states the role of Internal Audit is to assist members of the organization in the effective discharge of their responsibilities. Meaningful internal auditing requires cooperation among Internal Audit, the University's administration, and the department under audit. In fulfilling their responsibilities, Internal Audit will:

- Comply with auditing standards established by the Institute of Internal Auditors to ensure the effectiveness and quality of the internal audit effort.
- Develop and implement audit plans and programs after consultation with the President, Audit Committee, and other university management that respond to both risk and cost effectiveness criteria.
- Review the reliability and integrity of information, and the information technology processes that produce that information.
- Verify compliance with applicable policies, guidelines, laws, and regulations.
- Suggest policies and procedures or improvements to existing policies and procedures where appropriate.
- Provide audit reports that identify internal control issues and make cost-effective recommendations to strengthen control.
- Facilitate the resolution of audit issues with administrators who have the most direct involvement and accountability.
- Review institutional operations (financial and other) on an advisory basis to inform and assist management in the successful execution of their duties.
- Review management's risk assessment process and advise management on the reasonableness and propriety of the assessment.
- Promote and evaluate fraud prevention and identification programs, and investigate allegations involving fraud, waste, and abuse.
- Demonstrate and promote appropriate ethics and values within the organization.
- Communicate activities and information among the board, internal auditors, external auditors, and the administration.

## **Organizational Status/Reporting Structure**

In accordance with T.C.A. 49-14-102 and TSU Policy 4-01-05-00, *Internal Audit*, the Director of Internal Audit reports directly to the Audit Committee. Tennessee State University's internal auditors report to the President with audit reporting responsibility to the Audit Committee and the Board through the TSU Audit Committee.

The internal auditing services provided by Internal Audit are reported directly to the President and the TSU Audit Committee. All audit work is summarized in timely written reports distributed to management to ensure that the results are given due consideration. In addition to management, reports or summaries are distributed to all members of the Audit Committee and a copy of each report is distributed to the State of Tennessee, Comptroller's Office. Management is provided a discussion draft of the audit report prior to the report being issued. Internal Audit is responsible for following up timely on audit findings to ascertain the status of management's corrective actions.

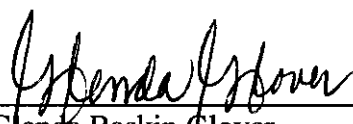
## **Audit Standards and Ethics**

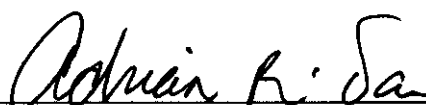
All internal audit work conforms to the *Standards for the Professional Practice of Internal Auditing and Code of Ethics* promulgated by the Institute of Internal Auditors. Internal auditors are expected to consistently demonstrate high standards of conduct and ethics as well as appropriate judgment, independence and discretion.

## **Periodic Review of Internal Audit Charter**

This charter will be periodically assessed by the chief audit executive to determine whether the purpose, authority, and responsibilities defined in this charter are adequate to enable the internal auditing activity to accomplish its objectives. The results of the periodic assessment will be communicated to senior management and the Audit Committee.

Pursuant to Tennessee State University Audit Committee Charter, the University's Office of Internal Audit's Charter will be reviewed and approved by the Audit Committee.

  
\_\_\_\_\_  
Dr. Glenda Baskin Glover  
President, Tennessee State University

  
\_\_\_\_\_  
Adrian R. Davis, CPA  
Director, Internal Audit

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 15, 2018

ITEM: Audit Committee Report - Review of Completed Internal Audits

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Pursuant to State law (T.C.A. Section 8-4-109(c)), the University is required to report on the follow-up actions the institution has taken to implement audit recommendations issued by the Comptroller of the Treasury, within six months after the issuance of a Comptroller of the Treasury report. The University's Office of Internal Audit will discuss its report on the follow-up actions.

The Director of Internal Audit will also review any completed internal audits.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 15, 2018

ITEM: Audit Committee Report - Executive Session – Discussion  
of Items Deemed Confidential under State Law

RECOMMENDED ACTION: Discussion

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The Audit Committee will go into Executive Session for the reasons set forth above, as authorized under the Audit Committee Charter and State Law.



**Tennessee State University  
Board of Trustees**



**Academic Affairs and  
Student Affairs Committee  
Report**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES  
ACADEMIC AFFAIRS AND STUDENT AFFAIRS  
COMMITTEE MEETING AGENDA**

9:30 a.m. CST  
Thursday, March 15, 2018

Tennessee State University – Main Campus  
McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd. – Nashville, TN

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 16, 2017, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of Off-Campus Academic Program Site
- V. Report on SACSCOC Ten Year Reaffirmation Review
- VI. Academic Affairs Report
- VII. Report on Student Residential Facilities
- VIII. Student Affairs Report
- IX. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
November 16, 2017,  
Academic Affairs and  
Student Affairs  
Committee Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Academic Affairs and Student Affairs Committee Report –  
Approval of the November 16, 2017, Academic Affairs and  
Student Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

The document reflecting the minutes from the November 16, 2017, Academic Affairs and Student Affairs Committee meeting is included in the March 15, 2018, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 16, 2017, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's March 15, 2018, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee**

**November 16, 2017**

**Tennessee State University – Main Campus – McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd., Nashville, Tennessee**

**MINUTES**

**Committee Members Present:** Ms. Pam Martin; Dr. Richard Lewis; Dr. Ali Sekmen; and Ms. Sydney Davis.

**Other Board Members Present:** Dr. Deborah Cole; Dr. Edith Peterson Mitchell; Mr. Obie McKenize (via phone); Mr. Stephen Corbeil; Mr. William Freeman; and Dr. Joseph W. Walker, III.

**University Staff Present:** President Glenda Glover; Mr. Laurence Pendleton, University Counsel and Board Secretary; Dr. Mark Hardy, Vice President for Academic Affairs; Dr. Alisa Mosley, Associate Vice President for Academic Affairs; Dr. Curtis Johnson, Chief of Staff and Associate Vice President of Administration; Dr. Mark Hardy, Vice President of Academic Affairs; and Dr. Tracey Ford, Vice President of Student Affairs.

**I. CALL TO ORDER**

Academic Affairs and Student Affairs Committee Chair Martin called the meeting to order at 10:19 a.m.

**II. ROLL CALL/DECLARATION OF A QUORUM**

Trustee Martin asked Board Secretary Pendleton to call the roll. Secretary Pendleton called the roll, which reflected that Committee members Martin, Lewis, Sekmen and Davis were present. Secretary Pendleton then announced the presence of a quorum.

**III. APPROVAL OF AUGUST 17, 2017, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES**

Trustee Martin announced the next item on the agenda, which was the approval of the August 17, 2017, Academic Affairs and Student Affairs Committee meeting minutes. Trustee Martin stated that the Committee meeting minutes were included in the November 16, 2017, Board materials for review. Trustee Lewis moved to recommend to the full Board the approval of the August 17, 2017, Academic Affairs and Student Affairs Committee meeting minutes. Trustee Sekmen seconded the motion. With no further discussion, Trustee Martin called for a vote and the motion carried unanimously.

#### **IV. REPORT ON SACSCOC SUBSTANTIVE CHANGE IN GOVERNANCE CAMPUS VISIT ON SEPTEMBER 19-21, 2017**

Trustee Martin turned to the next item on the agenda – an update and report on the visit to campus by team members from TSU’s accrediting body – the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC or commonly known as SACS) - in connection with TSU’s substantive change in governance. The materials for the agenda item were included in the Board materials for the November 16, 2017, Board meeting. Trustee Martin recognized President Glover and her designee to provide pertinent information related to the agenda item.

Dr. Mosley provided a status update on the SACS visit that took place in September 19-21, 2017. The visit included a three person Peer Review Team from three different institutions, and the assigned SACSCOC Vice President. The team reviewed TSU’s governing standards and the alignment with the standards as it is related to the new governing board structure, fiscal stability, university leadership, and operations. They team met with numerous groups and individuals, including the President, the Senior Leadership team, Deans, Faculty Senate, and students. The team also met with some of the Board members.

Dr. Mosley stated she was happy to report the team determined TSU’s new governance structure is in full compliance with SACSCOC standards and there were no recommendations for change.

Trustee Martin thanked Dr. Glover, Dr. Mosley and her team for an excellent job.

#### **V. REPORT ON SACSCOC TEN YEAR REAFFIRMATION REVIEW**

Trustee Martin moved to the next item on the agenda – report on the SACSCOC ten year Reaffirmation Review. The relevant information regarding the agenda item was provided in the Board materials for November 16, 2017, Board meeting. Trustee Martin once again asked President Glover and her designee to provide pertinent information related to the agenda item.

President Glover yielded the floor to Dr. Mosley, who provided a status update. The University commenced its last reaffirmation process in 2010, and was approved for reaffirmation in 2012. The University is in the Reaffirmation Class of 2020. The next reaffirmation report for SACSCOC is due September 2019, with a site committee visit in 2020. The orientation for the Reaffirmation Class of 2020 will be held in Atlanta. Currently, TSU is in compliance; and TSU plans and expects to be in compliance in 2020.

Trustee Martin thanked Dr. Glover, Dr. Mosley and her team. She also expressed that she noticed how impress the SACS team were with the students and administration.

#### **VI. UPDATE ON IMPLEMENTATION OF STRATEGIC PLAN**

Trustee Martin moved to the next item on the agenda – update on implementation of the Strategic Plan. She informed the Board that the information regarding the agenda item was in the Board materials for the November 16, 2017, Board meeting. Trustee Martin again asked for President Glover and her designee to provide pertinent information related to the agenda item.

President Glover asked Dr. Mark Hardy, Vice President of Academic Affairs to provide an update.

Dr. Hardy updated the Board on the Strategic Plan (SP). He distributed TSU Strategic Plan pamphlet to the Board members. He also reminded the Board that the SP was approved at the last Board meeting and the SP is dynamic. The plan outlined five (5) strategic priorities, which are:

1. Increase 4-year Graduation Rates
2. Ensure Campus Health and Safety
3. Improve Customer Service
4. Sustainability/diversify Revenue Streams

The Strategic Plan Implementation document/worksheet provides priorities, specific objectives, and the methods to be utilized in order to meet the objectives outlined. The chart also has milestones, which will be utilized to track TSU's progress. In addition, the chart identifies the individuals who will be responsible for each objective. The chart also outlines the action items by month, quarter, and year.

Trustee Sekmen expressed his concerns with calling the document a "Strategic Plan." He asked to review the data that supported the priorities identified and inquired why the data was not included in the document distributed. Dr. Hardy explained TSU engaged Mr. Kevin Williams, former CEO of GM Canada, to assist in the development of the Strategic Plan. Dr. Hardy stated that companies no longer have enormous Strategic Plans that sit on a shelf somewhere and collect dust, but they now use a more dynamic document that is easy to understand. Dr. Hardy confirmed that TSU has the data; although, it was not included in the document distributed.

Trustee Sekmen asked that the document be called "Strategic Objectives," not a "Strategic Plan." Trustee Davis stated she and other students appreciated the concise format. She stated, "as a student, it's very understandable as to what TSU is trying to do." She also noted that students would not read something that has all of the data included as suggested. The discussion continued and concluded with Dr. Hardy agreeing to meet with Trustee Sekmen to provide more details on the assessment and data analysis.

## **VII. REPORT ON NEW STUDENT HOUSING AND HEALTH SCIENCES BUILDING**

Trustee Martin moved to the next item on the agenda – report on New Student Housing and Health Sciences Building. Trustee Martin once again asked President Glover and her designees to provide pertinent information related to the agenda item. President Glover asked Vice President of Student Affairs, Dr. Tracey Ford to provide an update.

Dr. Ford informed the Board that the Nashville housing market has proven to be challenging for some of the members of the TSU community. Currently, TSU has 2,960 beds for approximately 30% of the student population. The ratio meets the national best practices standards for University housing and residence life. On the first day of class for the fall 2017 semester, the University had a need for housing at 107% capacity; thus, space is a challenge. TSU is experiencing a significant demand for on-campus housing from both undergraduate and graduate students, as well as from faculty and staff.

TSU continues to explore other options to address its housing needs, including discussions with

management of local apartments to assist with the overflow. TSU is also seeking to ensure that all on-campus living spaces are repaired, updated, and available for student occupancy.

In addition, Dr. Ford advised the Board on the establishment of a Housing Improvement Committee to review current housing application, placement, and payment processes and make recommendations for improvements.

Dr. Curtis Johnson, Chief of Staff and Assoc. Vice President of Administration stated that the University is also exploring and pursuing the purchase of facilities in the surrounding areas of the campus for conversion to campus housing.

President Glover advised the Board of TSU's goal is to get four (4) residence halls, with two already set to be built.

President Glover asked Dr. Johnson to provide information about the next item, the soon to be constructed Health Sciences Building.

Dr. Johnson shared with the Board the Health Sciences – 50 year Plan and rendering of the new facility. The new facility will be flexible and adaptable to changing academic program needs, to accommodate advancements in health sciences practices and technology. The expected programs for the facility are occupational therapy, physical therapy, cardio respiratory, health management programs and nursing. The new facility will include all industry standard laboratories, model medical facilities, and IT infrastructures needed to prepare students for their respective professions.

Trustee Lewis inquired about the level of minority participation/involvement in the process.

President Glover agreed with Trustee Lewis' comments regarding the importance of minority participation/involvement. She also noted that Tennessee Board of Regents will actually make the final call and selection. Currently, TSU is not severed from TBR as it pertains to capital planning.

Secretary of the Board, Laurence Pendleton, advised the goal is to sever capital planning from the TBR next year.

Trustee Davis inquired if the Jane Elliott building will be torn down. President Glover stated that the building would remain.

Trustee Lewis also emphasized the need to connect with the Governor, TBR, and others to ensure minority businesses are involved in the building process.

## **VIII. STUDENT AFFAIRS REPORT**

Trustee Martin moved to the next item on the agenda – the Student Affairs Report. Trustee Martin asked President Glover and her designees to provide pertinent information related to the agenda item. She also reminded the Board of the materials for the agenda item was in the November 16, 2017, Board materials.

President Glover asked Dr. Ford to provide the report on Student Affairs.



Dr. Ford advised the Committee of the various areas within the Division of Student Affairs affecting the development and success of students at TSU. The areas noted were, student activities, Student Government Association, housing, judicial affairs, and counseling and health services. The focus was on counseling and health services.

Dr. Ford also informed the Board that nationally, students from all racial and socioeconomic backgrounds are in need of access to quality mental and physical health services to address a myriad of issues that impact their academic success. The national trend shows that universities are developing cost effective strategies to meet the demand for mental and health services. TSU is moving in the same direction by improving both counseling and health services, including partnering with community health agencies, gaining accreditations, and expanding services and hours of availability.

## **IX. ADJOURNMENT**

There being no further discussion, Trustee Martin moved to adjourn the meeting. Trustee Lewis seconded the motion. Trustee Martin called for a vote and the motion carried unanimously.

The Academic Affairs and Student Affairs Committee meeting adjourned at 11:09 a.m.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Academic Affairs and Student Affairs Committee Report – Approval of Off-Campus Academic Program Site

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee, Trustee Pamela Martin

Pursuant to the FOCUS Act, Tennessee State University adopted the Tennessee Board of Regents' policy governing Academic Programs, Units, and Modifications at Universities (Policy 2:01:01:00).

From time to time, Colleges request to operate an academic program off TSU's campus. Colleges may seek off-campus academic program sites to accommodate students dually enrolled in high school and college, enhance TSU's pipeline with community college students, and increase convenience for working professionals. In this instance, the institution is proposing an off-campus academic program site – the Nashville Electric Service - to increase convenience for working professionals. Your board materials contain information about this program and site.

Colleges that seek to operate an academic program off campus must follow a review process, including reviews at the department and College levels, and review and approval by the Division of Academic Affairs, and the President. Upon approval by the Vice President and President, off-campus academic program requests must be submitted to the Board for approval, pursuant to the Board's Bylaws and its Delegation of Authority to the President Policy. Following approval by the Board, off-campus academic program site requests must be submitted to THEC for final approval.

**MOTION: To approve the off-campus academic program site, as contained in the Board materials for the Board's March 15, 2018, meeting.**

### Off-campus Academic Program Proposed Site

<b>College</b>	<b>Academic Area</b>	<b>Degree Offered</b>	<b>Proposal</b>
Engineering	Electrical and Computer Engineering	BS	To offer a BS in Electrical Engineering at NES

The College of Engineering seeks to offer the Bachelor of Science (BS) in Electrical Engineering at Nashville Electric Service (NES). Currently, TSU offers an approved BS program in Electrical Engineering in the College. However, we have initiated a program whereby NES employees may take courses at the worksite. This maintains a cohort-based mode of program delivery.

The request site of program delivery is:

Nashville Electric Service  
1214 Church Street  
Nashville, TN 37246

Nashville Electric Service (NES) was founded in 1939 and is one of the 12 largest public electric utilities in the nation. NES has acquired new computer hardware that will perform all future meter reading services. NES will be eliminating the meter reader division, affecting approximately 70 positions.

Thus, the NES leadership, through its Office of Human Resources, decided to provide an opportunity for these employees to transition to the Engineering department. All Engineering positions require a Bachelor's degree in Engineering from an accredited College or University. The Company, therefore, has taken a proactive approach to retaining these employees by providing training and offering financial assistance.

NES is making it possible for their employees to earn the BS degree in Electrical Engineering at Tennessee State University (TSU). The employees will enroll as a cohort of approximately 32 students in the summer of 2018 studying for the degree in Electrical Engineering. This will make attending class more convenient and in line with the students' work schedule.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 15, 2018

ITEM: Academic Affairs and Student Affairs Committee Report –  
Report on SACSCOC Ten Year Reaffirmation Review

RECOMMENDED ACTION: Information

PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

As we informed the Academic Affairs and Student Affairs Committee and the Board at previous Board and Committee meetings, Tennessee State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

As part of SACSCOC’s accreditation standards, institutions of higher education, including TSU, must undergo an accreditation reaffirmation process every ten years. The University commenced its last reaffirmation process in 2010 and was approved for reaffirmation in 2012. The university is in the Reaffirmation Class of 2020. The Orientation for the Reaffirmation Class of 2020 was held in Atlanta on January 26, 2018.

The University established an internal reaffirmation of accreditation committee to prepare for the accreditation process, including a review of the SACSCOC Board of Trustees’ newly adopted revised set of accreditation standards. The Committee is chaired by Interim Vice President for Academic Affairs, Dr. Alisa Mosley, and comprised of faculty and staff at the institution. The Committee has met on two occasions to go over accreditation standards, assign tasks among the committee members, and established a portal to house and share information.

The next reaffirmation report for SACSCOC is due September 10, 2019, with a site committee visit to be held on March 30-April 2, 2020.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 15, 2018

ITEM: Academic Affairs and Student Affairs Committee Report -  
Academic Affairs Report

RECOMMENDED ACTION: Information

PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

Online Degrees at TSU

We currently have 12 online/hybrid degree programs:

*Online*

1. BS – Interdisciplinary Studies
2. BS – Professional Studies
3. BS – Sociology
4. BS – Urban Studies
5. MS – Speech and Hearing Science
6. Master of Professional Studies
7. Master of Public Administration
8. Master of Public Health
9. Master of Science in Nursing
10. Master of Professional Science with a concentration in Applied Geospatial Sciences

*Hybrid*

1. Executive MBA
2. Accelerated MBA

We are in the process of developing the following online program areas through 2020:

1. BS – Criminal Justice
2. BS – Healthcare Administration and Planning
3. BS Completion in Dental Hygiene
4. PhD – Public Health
5. Executive Doctorate in Educational Leadership
6. Bachelor of Business

### ASN and BSN Programs

The Tennessee Board of Nursing (TBON) reviewed TSU on Tuesday, February 13, 2018. The TBON decided to continue the suspended status for admissions until further notice. The TBON voted to keep TSU on the approved listing of programs so current classes at TSU could graduate and sit for the NCLEX exam.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 15, 2018

ITEM: Academic Affairs and Student Affairs Committee Report -  
Report on Student Residential Facilities

RECOMMENDED ACTION: Information

PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

**REPORT ON STUDENT RESIDENTIAL FACILITIES**

Tennessee State University has an aging physical plant that requires significant investments in order to repair and upgrade buildings. Specifically, the Residence Halls are experiencing major issues related to plumbing, HVAC, electrical, roofing and elevators. Additionally, the institution must continue to address the ongoing issue of general maintenance.

**Overview of Wilson Hall Water Issues**

In late 2017, it was determined that a new water tank was needed to address intermittent hot water issues in Wilson Hall. The tank was ordered and expected to be received on January 12, 2018; however, due to the tank not meeting specifications, the tank's arrival was delayed until January 19. A series of other issues were identified that prolonged the repair, but on January 26, the hot water was restored in 90% of the showers. During spring break (March 12-16, 2018), the remaining hot water issues will be repaired resulting in 100% hot water throughout the building.

**Overview of the Go Forward plan for addressing all Housing Maintenance Concerns**

- **Maintenance Blitzes.**
  - Occurs every Friday, first commencing on Friday, January 26<sup>th</sup>. A team of maintenance personnel and, when necessary, contractors converge on a residence hall and complete outstanding repairs. Blitzes have occurred in Rudolph, Wilson, Eppse, Boyd, and Watson Halls.
- **Spring Break Blitz and Deep Cleaning.**
  - Students responded to a maintenance survey whereby they reported issues and concerns. Facilities and the Housing teams developed a plan of action to address all reported repairs, deep clean the common areas, and complete project related work such as repairing heat pumps, installing isolation valves, completing extensive plumbing and steam room repairs.

- **Washers and Dryers.**
  - Install New Washers and Dryers to those residence halls that have not received them.
  - Repair any existing issues that will allow washers and dryers to run optimally.
- **Summer Major Projects and Upgrades.**
  - Roofs in Wilson and Rudolph Hall
  - Elevators in Hale and Rudolph
  - Install Fitness Room Equipment in Rudolph Residence Center and Apartments
- **Housing Assessment.**
  - An initial assessment of the conditions of Residence Life facilities will be conducted by TSU employees by April 30, 2018, utilizing existing data. Then, consultants will complete a more comprehensive Housing Assessment that will provide TSU with a report of the condition of all residence halls. A plan will be developed to outline maintenance, budgets and timelines to address all issues identified in the assessment.
- **Housing Maintenance Team**
  - Housing and Residence Life has established a 4-person team to supplement the services provided by Facilities Management. This team will be “first responders” to address, repair and identify issues and coordinate work by FM when needed.



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 15, 2018

ITEM: Academic Affairs and Student Affairs Committee Report -  
Student Affairs Report

RECOMMENDED ACTION: Information

PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

**STUDENT AFFAIRS REPORT**

Effective Student Engagement has been proven to increase student satisfaction, retention and other academic outcomes for students. The Division of Student Affairs is developing strategic initiatives that will allow students to:

- Connect to the University in a meaningful way;
- Develop leadership, personal, professional, financial, and social skills needed for a 21<sup>st</sup> century, global environment;
- Acquire internships and permanent placement in their fields of study.

## STUDENT AFFAIRS REPORT

Signature Engagement Initiatives	Description
UNCF Career Pathways Initiative	<p>In partnership with Academic Affairs and Alumni Relations, TSU has embraced a curricular enhancement and co-curricular engagement to strengthen career placement outcomes for our students. The purpose is to fully integrate career readiness skills and workforce knowledge across curricula and co-curricular activities.</p> <p><u>Overall outcomes of the funding</u></p> <ul style="list-style-type: none"> <li>• Students obtain 21st century workplace “soft skills”</li> <li>• Students learn current and needed knowledge for the workforce</li> <li>• Students know career pathways</li> <li>• Graduates obtain employment in related fields</li> <li>• Students obtain internships and/or participate in experiential learning opportunities</li> <li>• Transform curricula as needed to coincide with industry standards and needs</li> <li>• Faculty connect to employers and industry to remain current</li> </ul>
Transit Financial Literacy	Online modules to help students develop critical financial management skills. Topics include budgeting, opening and managing bank accounts, savings, etc.
Leadership TSU	A selected cohort of undergraduate and graduate students chosen to participate in a year-long program that will expose them to the inner workings of government and private business. This initiative will also allow the students to test their skills and abilities in professional settings as well as engage in service learning and community development.
HIP HOP Chronicles	Residence Life and Housing utilized Hip Hop programming to address and enhance student identity theory by utilizing the pillars of culture, service learning, social engagement, education, and health and wellness to engage students in thought provoking discussions.

**Tennessee State University  
Board of Trustees**



**Executive Committee  
Report**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES  
EXECUTIVE  
COMMITTEE MEETING AGENDA**

11:00 a.m. CST  
Thursday, March 15, 2018

Tennessee State University – Main Campus  
McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd. – Nashville, TN

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 16, 2017, Executive Committee Meeting Minutes
- IV. Adoption of Board Executive Committee Procedures governing the President’s Annual Performance Review
- V. Report on Presidential Compensation Review
- VI. Approval of Delegation of Authority to Executive Committee to Create an Employment Contract for President
- VII. President’s Recommendation for Board Appointment of Student Trustee
- VIII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
November 16, 2017,  
Executive Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Executive Committee Report – Approval of  
November 16, 2017, Executive Committee Meeting  
Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

The document reflecting the minutes from the November 16, 2017, Executive Committee meeting is included in the March 15 2018, Board materials.

**MOTION: To approve the November 16, 2017, Executive Committee Meeting Minutes, as contained in the Board materials for the Board’s March 15, 2018, meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting- November 16, 2017  
Tennessee State University – Main Campus – McWherter Administration Building,  
President’s Conference Room – 3500 John A. Merritt Blvd., Nashville, Tennessee**

**MINUTES**

**Executive Board Members Present:** Dr. Joseph W. Walker, III, Dr. Deborah Cole, and Ms. Pam Martin.

**Other Board Members Present:** Dr. Edith Peterson Mitchell, Mr. Stephen Corbeil, Mr. William Freeman, Dr. Richard Lewis, and Dr. Ali Sekmen.

**University Staff Present:** President Glenda Glover, and University Counsel and Board Secretary, Mr. Laurence Pendleton.

**I. CALL TO ORDER**

Chairman Walker called the meeting to order at 11:15 a.m. He then proceeded to the second item on the agenda.

**II. ROLL CALL/DECLARATION OF A QUORUM**

Chairman Walker asked the Board Secretary, Mr. Laurence Pendleton, to call the roll. The following Trustees were noted as present: Executive Committee members Walker, Cole, and Martin.

Secretary Pendleton announced the presence of a quorum.

**III. APPROVAL OF AUGUST 17, 2017, EXECUTIVE COMMITTEE MEETING MINUTES**

Chairman Walker introduced the first order of business — the approval of the August 17, 2017, Executive Committee meeting minutes. Trustee Walker informed the Board of the minutes for the Executive Committee’s August 17, 2017, meeting was included in their review in the Board materials for the November 16, 2017, Board meeting.

Trustee Cole moved to recommend to the full Board the approval of the August 17, 2017, Executive Committee minutes, as contained in the Board materials for the November 16, 2017, Board meeting. Trustee Martin seconded the motion. With there being no discussion, Chairman Walker called for a vote. Secretary Pendleton called the roll. The motion carried unanimously.

#### **IV. ADOPTION OF BOARD EXECUTIVE COMMITTEE PROCEDURES GOVERNING THE PRESIDENT'S ANNUAL PERFORMANCE REVIEW**

Chairman Walker introduced the second order of business—the adoption Board Procedures/Process governing the President's Annual Performance Review. He noted that the proposed procedures were included in the Board materials for the November 16, 2017, Board meeting.

Chairman Walker shared that pursuant to Board Policy No. 004, the Board shall evaluate the President's job performance on an annual basis. He stated that under Policy No. 004, the Board has delegated to the Executive Committee the authority to organize and conduct an annual performance review of the President, in accordance with procedures adopted by the Executive Committee.

Chairman Walker further stated that at the August 17, 2017, Executive Committee meeting, the Executive Committee reviewed and discussed the Executive Committee procedures governing the President's annual performance review. He also noted that he discussed the procedures as part of the Executive Committee report at the August 17<sup>th</sup> Board meeting.

Chairman Walker advised in accordance with Board Policy 004, the Executive Committee now seeks the Board's adoption of the Executive Committee Procedures governing the President's Annual Performance Review, as contained in the November 16, 2017, board materials.

Chairman Walker yielded the floor to President Glover for comments. President Glover had no comments. Secretary Pendleton reiterated that the procedures had been reviewed and discussed by the Executive Committee at its November 16, 2017, Board meeting.

Trustee Cole then moved to approve to recommend to the full board, the adoption of the Executive Committee's procedures governing the President's annual performance review as contained in the November 16, 2017, Board meeting materials. Trustee Martin seconded the motion. Chairman Walker called for a vote. Secretary Pendleton called the roll. The motion carried unanimously.

#### **V. DISCUSSION OF PRESIDENTIAL COMPENSATION REVIEW PLAN**

Chairman Walker moved to the next agenda item – a discussion of the Presidential Compensation Review. Chairman Walker informed the Board that the materials for the agenda item were included in the materials for the November 16, 2017, Board Meeting.

Chairman Walker shared that as the governing body charged with personal authority directly involving the University, the Tennessee State University Board of Trustees should ensure that it can attract and retain an outstanding chief executive officer by providing competitive base compensation. He further commented that the Board should seek to determine the competitiveness of the President's current salary and compensation package by conducting a review of the President's salary and compensation package in comparison to the other President at peer institutions.

Chairman Walker yielded the floor to President Glover and her designee to provide pertinent information related to the agenda item. Secretary Pendleton discussed the compensation review plan and noted the information gathered would be provided to the Executive Committee at its next meeting.



Chairman Walker then indicated there was no vote required, as this was an informational discussion item.

With there being no discussion, Chairman Walker moved to the next agenda item.

## **VI. ADJOURNMENT**

Chairman Walker opened the floor for any additional business. After seeing none, Chairman Walker moved for adjournment. Trustee Cole seconded the motion.

With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously. Chairman Walker adjourned the meeting at 11:48 a.m.

**Tennessee State University  
Board of Trustees**



**Adoption of Board Executive  
Committee Procedures  
Governing the President's  
Annual Performance Review**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Executive Committee Report – Adoption of Board  
Executive Committee Procedures Governing the President’s  
Annual Performance Review

RECOMMENDED ACTION: Adoption

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

At the August 17, 2017, Board meeting, the Board approved Board Policy No. 004 (Selection, Evaluation, and Retention of the President), which sets forth the policy under which the Board shall select, evaluate and retain the President.

Pursuant to Board Policy No. 004, the Board shall evaluate the President’s job performance on an annual basis. Under Board Policy No. 004, the Board delegated to the Executive Committee the authority to organize and conduct an annual performance review of the President, in accordance with procedures adopted by the Executive Committee.

At the August 17, 2017, Executive Committee meeting, the Committee preliminarily reviewed and discussed procedures for conducting the President’s annual performance review (“Performance Review Procedures”). The Performance Review Procedures were included in the August 17, 2017, Board meeting materials, and discussed as part of the Executive Committee report during the August 17, 2017, Board meeting.

At the November 16, 2017, Executive Committee meeting, the Executive Committee discussed again the Performance Review Procedures. The procedures reviewed by the Executive Committee included the President’s preparation of a written self- assessment, a review of the self-assessment by the full Board, and the solicitation of confidential written feedback from Board members and others as determined appropriate by the Executive Committee or the Board.

At the November 16, 2017, Executive Committee meeting, the Committee voted to recommend to the full Board the approval of the Executive Committee’s procedures governing the President’s annual performance review.

At the November 16, 2017, Board meeting, Trustee Sekmen provided some comments on possible modifications to the Performance Review Procedures. He suggested the inclusion of a comprehensive review every three to five years, based on a policy that has been adopted by a peer institution. Trustee Sekmen also suggested that independent consultants could be chosen by the Board to perform the comprehensive review, which he noted, is consistent with the guidelines of the Association of Governing Boards. He further suggested that the President be evaluated by the faculty and that the information gathered from such evaluations may be used in the Board's evaluation process.

At the meeting, the Board voted to refer the matter back to the Executive Committee for consideration of additional modifications.

Based on Trustee Sekmen's comments, conducting additional research involving peer institutions, and conferring with individuals, the Performance Review Procedures have been revised to include a comprehensive performance review every five years. Similar to the annual performance review, the comprehensive performance review will be conducted by the Executive Committee. In conducting the comprehensive review, the Executive Committee will have the option of utilizing an outside, independent consultant.

Under the new version of the Performance Review Procedures, the Executive Committee retains discretion and flexibility in soliciting confidential feedback from faculty, administrators, and staff as part of conducting the annual performance review.

The Executive Committee now seeks the Board's adoption of the Executive Committee Procedures governing the President's Annual Performance Review, as contained in the March 15, 2018, Board materials.

**MOTION: To recommend to the full Board the adoption of the Board Executive Committee Procedures governing the President's Annual Performance Review.**

# **Tennessee State University Board Executive Committee Procedures Governing the President's Annual Performance Review**

## **I. Purposes**

- A. General Purpose.** The procedures and process described herein are implemented to establish the method by which the Board shall evaluate the President's performance on an annual basis. The procedures/process set forth below allow the Board the opportunity to provide input into the President's annual evaluation while affording the President the same level of confidentiality enjoyed by all other Tennessee State University employees.
- B. Specific Purposes.** The specific purposes of the annual performance review are:
1. To enable the President and the Tennessee State University Board of Trustees ("Board") to set mutually agreeable goals in connection with the President's performance of her/his responsibilities/duties;
  2. To assess the President's progress and achievement on the established goals;
  3. To assist the Board in determining whether the President's performance is effective;
  4. To enable the President to enhance his or her performance and leadership;
  5. To promote good communications and strong working relationships between the President, the Board, and Tennessee State University constituencies;
  6. To assist the Board on decisions on compensation and other terms of employment for the President.

## **II. Responsibility**

- A.** Pursuant to TSU Policy 004 (Selection, Evaluation, and Retention of the President), the Board is responsible for assessing the President's annual performance.
- B.** Pursuant to TSU Policy 004, the Board has delegated to the Executive Committee the responsibility for organizing and conducting an annual performance review of the President.

## **III. Process for the President's Annual Performance Review**

- A.** The President shall prepare a confidential written self-assessment statement in a format and according to a timetable mutually agreed upon by the President and the Executive Committee. The confidential statement shall include the following:
1. Progress toward meeting goals and expectations previously agreed upon<sup>1</sup> by the President and the Board,
  2. Assessment of Tennessee State University's strategic directions pertaining to its mission and vision statements,

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<sup>1</sup> This requirement is not applicable to the President's evaluation in fiscal year 2018 or in the first year of any subsequent President's tenure. In those cases, the President shall identify reasonable goals in writing and submit them to the Executive Committee and Board for approval.

3. Assessment of contributions to the overall academic quality of Tennessee State University, including its achievements and accomplishments,
  4. Assessment of Tennessee State University's financial status,
  5. Identification of significant institutional challenges faced over the prior year, and a prospective statement of challenges and opportunities facing Tennessee State University in the upcoming year, and
  6. Goals proposed by the President for the coming year.
- B. After receipt of the President's confidential self-assessment statement, the Executive Committee will confidentially share the President's self-assessment with the Board and solicit confidential feedback from the Board members on the President's statement.
  - C. The Executive Committee may, in its sole discretion or at the request of the Board, solicit confidential feedback from faculty, administrators, or staff, as needed.
  - D. The Chair of the Board or a member of the Executive Committee designated by the Chair (either of whom hereinafter referred to as "the Executive Committee Representative") will summarize the comments from the Board and others invited by the Executive Committee to provide feedback, and share the summary with the Executive Committee for its review.
  - E. Based on the summary of the materials received, the Executive Committee Representative will meet with the President concerning the President's self-assessment statement, feedback received, and the President's goals and expectations for the coming year.
  - F. Based on the President's self-assessment statement, feedback received, and the meeting with the President, the Executive Committee Representative will prepare a confidential draft written assessment of the President's performance, and share this assessment with the President and the Board, who may offer confidential written comments concerning this assessment. The Executive Committee Representative will incorporate these comments as appropriate.
  - G. The Executive Committee Representative will provide a copy of the final confidential written assessment to the Board and the President.
  - H. The Executive Committee may, in its sole discretion, vary the requirements of the annual performance review process.

#### **IV. Periodic Comprehensive Review of the President's Performance**

- A. The President shall also be subject to a comprehensive performance review every five years.
- B. When a comprehensive review is performed, it is to be incorporated into the annual review process, with such adjustments to the schedule as may be necessary.
- C. At the discretion of the Executive Committee or by request of the Board, the comprehensive review may be performed with the assistance of one or more outside, independent consultants to be chosen by the Executive Committee.

- D.** The specific details for a comprehensive review will be determined by the Executive Committee in consultation with the consultant, if one is utilized, and the President.
  
- E.** The comprehensive review shall include input from the University administration, faculty, staff and students, and may include input from others, including alumni leadership and community members.

Adopted \_\_\_\_\_, 20\_\_.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 15, 2018

ITEM: Executive Committee Report – Report on Presidential Compensation Review

RECOMMENDED ACTION: Information

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

At the November 16, 2017, Executive Committee meeting, the Committee discussed the need to ensure that it can attract and retain an outstanding chief executive officer by providing competitive base compensation.

The Executive Committee endeavored to determine the competitiveness of the President's current salary and compensation package by conducting a review of her salary and compensation package in comparison to other Presidents at peer institutions (Tennessee universities and HBCUs). To that end, the Executive Committee discussed a plan for the President to obtain comparable salary and compensation information from peer institutions and report back to the Executive Committee.

President Glover asked Secretary Pendleton to conduct the salary and compensation review. Enclosed is a document containing information Secretary Pendleton developed through his review.



## PRESIDENTIAL SALARY AND COMPENSATION REVIEW

### Universities Reviewed

- 1) Alabama A&M University
- 2) Austin Peay State University\*
- 3) East Tennessee State University\*
- 4) Florida A&M University
- 5) Jackson State University
- 6) Middle Tennessee State University\*
- 7) Morgan State University
- 8) North Carolina A&T State University
- 9) North Carolina Central University
- 10) Prairie View A&M University
- 11) Tennessee Tech University\*
- 12) Texas Southern University
- 13) University of Memphis\*
- 14) University of Tennessee-Chattanooga
- 15) University of Tennessee-Knoxville

### **\*Former Tennessee Board of Regents Universities**

- 1) **Alabama A&M University** – *President Andrew Hugine Jr.* – \$272,486 annual salary (plus additional compensation/benefits)
  - FY 2017
  - Line Item Financial Report – Alabama A&M University, Alabama Commission on Higher Education
  - <http://aamu.biz/financialdisclosure.html>
- 2) **\*Austin Peay State University** – *President Alisa White* – \$261,319 annual salary (plus additional compensation/benefits)
  - FY 2016-2017
  - *Middle Tennessee State University Executive and Governance Committee Report, Page 15 (Sept. 12, 2017)*
  - <https://www.mtsu.edu/boardoftrustees/meetings/docs/eg-2017-September-12/EG-2017-September-12-materials.pdf>
- 3) **\*East Tennessee State University** - *President Brian Noland* – \$316,196 annual salary (plus additional compensation/benefits)
  - FY 2016-2017
  - *Middle Tennessee State University Executive and Governance Committee Report, Page 15 (Sept. 12, 2017)*
  - <https://www.mtsu.edu/boardoftrustees/meetings/docs/eg-2017-September-12/EG-2017-September-12-materials.pdf>

4) **Florida A&M University** – *President Larry Robinson* – \$385,000 annual salary

Additional Compensation Provided by the FAMU Foundation:

- Annuity of 15 percent of Robinson's annual salary
- \$3,500 monthly housing stipend
- \$1,200 monthly automobile allowance
- Reimbursement for FAMU-related business and travel expenses

**Additional Compensation Total – \$114,150; Total Compensation - \$499,150.**

- FY 2017-2018
- Tallahassee Democrat (Jan. 10, 2018)
- <http://www.tallahassee.com/story/news/2018/01/10/robinsons-proposed-contract-famu-President-pays-385-000-proposed-contract-famu-President-larry-robin/1022801001/>

5) **Jackson State University** – *President William Bynum, Jr.* – \$375,000 annual salary (plus additional compensation/benefits)

- FY 2017-2018
- The Clarion-Ledger (Aug. 1, 2017)
- <https://www.clarionledger.com/story/news/2017/07/26/miss-now-pays-jsu-ole-miss-msu-and-usm-Presidents-same/512427001/>

6) **\*Middle Tennessee State University** – *President Sidney McPhee* – \$347,816 annual salary (plus additional compensation/benefits)

- FY 2016-2017
- *Middle Tennessee State University Executive and Governance Committee Report, Page 15 (Sept. 12, 2017)*
- <https://www.mtsu.edu/boardoftrustees/meetings/docs/eg-2017-September-12/EG-2017-September-12-materials.pdf>

7) **Morgan State University** – *President David Wilson* – \$445,737 annual salary (plus additional compensation/benefits)

- FY 2017-2018
- Morgan State University website (Feb. 7, 2018)
- <http://news.morgan.edu/regents-new-five-year-contract-President-wilson/>
- Baltimore Business Journal (account needed)
- <https://www.bizjournals.com/baltimore/news/2018/02/07/morgan-states-President-secures-new-5-year.html>

8) **North Carolina A&T State University** – *Chancellor Harold Martin Sr.* – \$365,400 annual salary (plus additional compensation/benefits)

Benefits include a residence provided by the UNC system, complete with housekeeping and grounds keeping services, a car allowance or university-owned car, membership in a "club" for professional use, and moving expenses.

- FY 2016-2017
- The News & Observer (October 31, 2016)
- <http://www.newsobserver.com/news/databases/public-salaries/?appSession=51WEYSX3Q20P2E4DAO39UK726GLL42CWDQA70878P5P8IL2SZ02>

- 9) **North Carolina Central University** – *Chancellor Johnson Akinleye* – \$325,000 annual salary (plus additional compensation/benefits)

Benefits include a residence provided by the UNC system, complete with housekeeping and grounds keeping services, a car allowance or university-owned car, membership in a "club" for professional use, and moving expenses.

- FY 2017-2018
- UNC system spokesman, Josh Ellis, The Herald Sun (June 26, 2017)
- <http://www.heraldsun.com/news/local/counties/durham-county/article158233104.html>

- 10) **Prairie View A&M** – *President Ruth Simmons* – \$600,000 annual salary (plus additional compensation/benefits);

Benefits include a housing allowance of \$51,000 per year (\$4,250/mon).

- FY 2017-2018
- Prairie View A&M University Administrative Accountability Report, Page 2 (Dec. 1, 2017)
- [http://www.lbb.state.tx.us/Documents/Publications/Other/Admin\\_Acc/2018/715\\_PVAMU.pdf](http://www.lbb.state.tx.us/Documents/Publications/Other/Admin_Acc/2018/715_PVAMU.pdf)

- 11) **\*Tennessee Tech University** – *President Philip B. Oldham* – \$319,196 annual salary (reported as \$339,196) (plus additional compensation/benefits)

- FY 2016-2017
- 2017 Salary Equity Study Compensation, Tennessee Tech University, Page 2 (Dec. 31, 2016)
- [https://www.tntech.edu/assets/usermedia/ideaa/17ses/Compensation\\_Analysis\\_Report.pdf](https://www.tntech.edu/assets/usermedia/ideaa/17ses/Compensation_Analysis_Report.pdf)

- 12) **Texas Southern University** – *President Austin Lane* – \$406,000 annual salary  
**Total compensation - \$478,000**

Benefits include a yearly housing allowing of \$54,000, a yearly car allowance of \$16,800 (\$1400/mon), and \$1,200 in other benefits.

- FY 2017-2018
- Higher Education Administrative Accountability Report, Page 3 (Sept.1, 2017)
- [http://www.lbb.state.tx.us/Documents/Publications/Other/Admin\\_Acc/2018/717\\_TSU.pdf](http://www.lbb.state.tx.us/Documents/Publications/Other/Admin_Acc/2018/717_TSU.pdf)

- 13) **\*University of Memphis** – *President M. David Rudd* – \$382,597 annual salary

Additional Private Compensation:

- \$50,000 salary supplement over 12 months
- \$100,000 annual bonus if he meets targets
- \$20,000 housing supplement
- \$9,000 automobile allowance
- A \$5,000 expense account

**Additional Compensation Total - \$184,000; Overall Total Compensation - \$566,597**

- FY 2016-2017
- *Middle Tennessee State University Executive and Governance Committee Report, Page 15 (Sept. 12, 2017)*
- <https://www.mtsu.edu/boardoftrustees/meetings/docs/eg-2017-September-12/EG-2017-September-12-materials.pdf>

14) \***University of Tennessee-Chattanooga** – *Chancellor Steven R. Angle* – \$336,727.96 annual salary (plus additional compensation)

- FY 2017-2018
- *University of Tennessee System Salaries 2017, Knoxville News Sentinel (July 1, 2017)*
- <https://www.knoxnews.com/story/news/databases/2017/09/19/university-tennessee-system-salaries-2017/678440001/?appSession=8764A9JE8V9X09UDJ4X1TRA27Y239FR960953QIKUHR99H95BM275SWM8Z67Y1N6M1G5ML3461W8FDVWE1Y1B3O1IH0YMB47F9G72Q5FH52HAKPKPS2N5C521W12427&RecordID=12622&cpipage=1&PageID=8&PrevPageID=8&CPISortType=&CPIorderBy=&cbRecordPosition=1>

15) \***University of Tennessee-Knoxville** – *Chancellor Beverly Davenport* – \$585,000 annual salary; **Total compensation - \$660,000**

Benefits include a monthly housing allowance of \$5,000 for one year from the effective date of appointment (Mar. 1, 2017). After one year from the appointment date, the housing allowance will be \$1,666.67 per month. Benefits also include a one-time moving allowance of \$15,000 and potential for an annual performance incentive payment.

- FY 2016-2017
- *Employment Contract between The University of Tennessee, Knoxville and Beverly Davenport, Middle of Page (Nov. 20, 2016)*
- <https://www.knoxnews.com/story/news/education/2017/03/03/ut-pays-millions-former-administrators-who-now-faculty/97890080/>

### **Information Regarding Salary Averages (excluding Tennessee State University)**

HBCUs - \$396,828

HBCUs not including Prairie View - \$367,803

Tennessee Universities - \$366,979

Tennessee Universities not including UT-Knoxville - \$330,642

**\*\*Tennessee State University** – *President Glenda Glover* - \$322,520 annual salary;

- University owned residence provided (valued at \$600 mo.; 7200 annually)
- Expense account: \$5000
- Other income: \$400 (professional privilege tax payment - CPA)
- No university cell phone provided; automobile assigned for full-time use; personal vehicle used on daily basis; and University vehicle is used for official events, as needed

**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a lamp of knowledge, a book, and a gear. Above the shield is a sunburst. The shield is flanked by two figures. Below the shield is a banner with the words "THINK", "WORK", and "SERVE". The outer ring of the seal contains the text "TENNESSEE STATE UNIVERSITY" at the top and "NASHVILLE" at the bottom, separated by two small dots.

**Approval of  
Delegation of Authority to  
Executive Committee to Create  
an Employment Contract for  
the President**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Executive Committee Report – Approval of Delegation of Authority to Executive Committee to Create an Employment Contract for the President

RECOMMENDED ACTION: Approval

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

According to the American Council on Education, nationally, a majority of University Presidents serve their respective institutions under an employment contract. In Tennessee, the Chancellor of the University of Tennessee-Knoxville and the President of the University of Tennessee are under contract to the University of Tennessee Board of Trustees.

In addition, the Tennessee Tech University Board of Trustees is currently preparing an employment contract for the Tennessee Tech President. MTSU is also exploring a possible contract with the MTSU President. Furthermore, several Presidents at HBCUs, including Morgan State University and Florida A&M University, have historically served under contracts with their respective governing boards.

Under this delegation of authority, the Board is delegating authority to the Executive Committee to create an employment contract with President Glover. The contract will contain standard terms associated with University Presidential contracts. The contract developed by the Executive Committee will be presented by the Executive Committee to the full Board for approval at the June 21, 2018, Board meeting, or a meeting thereafter.

**MOTION: To approve the Board’s Delegation of Authority to its Executive Committee to Create an Employment Contract for President Glover, as contained in the Board materials for the Board’s March 15, 2018, meeting.**

## **DELEGATION OF AUTHORITY**

The Board of Trustees hereby delegates authority to the Board's Executive Committee to create an employment contract with President Glenda Glover. The contract created by the Executive Committee will be presented to the Board for review and approval at the Board's June 21, 2018, meeting, or a meeting thereafter.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: March 15, 2018

ITEM: President's Recommendation for Board Appointment of Student Trustee

RECOMMENDED ACTION: Discussion

PRESENTED BY: Vice Chair, Board of Trustees Deborah Cole

Pursuant to the FOCUS Act, T.C.A. § 49-8-201 (f), a Tennessee State University student shall serve as a non-voting student member of the Board. The Board shall appoint the non-voting student member to serve a term of one (1) year.

At the inaugural meeting of the Board on April 13, 2017, the Board appointed Sydnie Davis to serve as the Board's first Student Trustee, based on President Glover's recommendation. President Glover recommended Ms. Davis after the institution developed criteria and solicited applications from students who were interested in serving as the Student Trustee.

Through the solicitation and review process, which included a review of candidates by the Tennessee State University Student Government Association ("SGA"), the Board Secretary, and Cabinet members, President Glover recommended Ms. Davis.

Trustee Davis has made a significant contribution to the Board in her role. She has offered and contributed a student perspective to the important issues the Board has confronted in its first year of governance. Trustee Davis has served admirably as a member of the Academic Affairs and Student Affairs Committee, and has attended the numerous Board Committee meetings and been an active voice in addressing Academic Affairs and Student Affairs Committee agenda items, as well as agenda items for other Board committees, from a student perspective.

With Trustee Davis' term set to expire in April 2018, the Board must appoint someone to serve as the Student Trustee, effective April 13, 2018, who shall be seated at the June 21, 2018, Board meeting.

To assist the Board in making this appointment, President Glover embarked on the same process utilized last year to select the Student Trustee, as described above.



**Tennessee State University  
Board of Trustees**



**Appointment of  
Student Trustee**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 15, 2018

ITEM: Appointment of Student Trustee

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees/Glenda Glover, President

Pursuant to the FOCUS Act, T.C.A. § 49-8-201 (f), a Tennessee State University student shall serve as a non-voting student member of the Board. The Board shall appoint the non-voting student member to serve a term of one (1) year.

At the inaugural meeting of the Board on April 13, 2017, the Board appointed Sydnie Davis to serve as the Board's first Student Trustee, based on President Glover's recommendation. President Glover recommended Ms. Davis after the institution developed criteria and solicited applications from students who were interested in serving as the Student Trustee.

Through the solicitation and review process, which included a review of candidates by the Tennessee State University Student Government Association ("SGA"), the Board Secretary, and Cabinet members, President Glover recommended Ms. Davis.

Trustee Davis has made a significant contribution to the Board in her role. She has offered and contributed a student perspective to the important issues the Board has confronted in its first year of governance. Trustee Davis has served admirably as a member of the Academic Affairs and Student Affairs Committee, and has attended the numerous Board Committee meetings and been an active voice in addressing Academic Affairs and Student Affairs Committee agenda items, as well as agenda items for other Board committees, from a student perspective.

With Trustee Davis' term set to expire in April 2018, the Board must appoint someone to serve as the Student Trustee, effective April 13, 2018, who shall be seated at the June 21, 2018, Board meeting.

To assist the Board in making this appointment, President Glover embarked on the same process utilized last year to select the Student Trustee, as described above.

The Board's appointment of the new Student Trustee comes as a recommendation from the President and the Executive Committee based on the selection and recommendation process referenced above.

**MOTION: To appoint \_\_\_\_\_ to serve a one year term as Student Trustee on the Tennessee State University Board of Trustees, effective April 13, 2018.**

**Tennessee State University  
Board of Trustees**



**President's Report**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 15, 2018

ITEM: President's Report

RECOMMENDED ACTION: Information

PRESENTED BY: Glenda Glover, President

To be presented by President Glover at the March 15, 2018, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Adjournment**