Board of Trustees Materials

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Tennessee State University
Board of Trustees

CALL TO ORDER

Tennessee State University
Board of Trustees

WELCOME AND INTRODUCTIONS

Tennessee State University
Board of Trustees

ROLL CALL/ DECLARATION OF A QUORUM

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
REGULAR MEETING
AGENDA

1:30 p.m. CST
Thursday, February 21, 2019

Tennessee State University
Main Campus – Hankal Hall
3500 John A. Merritt Blvd.
Nashville, TN 37209

ORDER OF BUSINESS

I. Call to Order

II. Welcome and Introductions

III. Roll Call/Declaration of a Quorum

IV. Action Items:
   A. Approval of the November 15, 2018, Board Meeting Minutes
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    iv.   Academic Affairs Report
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V.   Campus Safety Report

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VII. Board Chair's Report

VIII. Adjournment

Tennessee State University
Board of Trustees

Approval of the
November 15, 2018,
Board Meeting Minutes

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>ACTION ITEM</u>

DATE: February 21, 2019

ITEM: Approval of the November 15, 2018 Board Meeting
                                             Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Board of Trustees, Joseph Walker, III

The document reflecting the minutes from the November 15, 2018, Board meeting is
included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the November 15, 2018, Board of Trustees'
meeting as contained in the Board materials for the Board's February 21, 2019, meeting.**

Tennessee State University Board of Trustees
Regular Meeting – November 15, 2018
Tennessee State University – Main Campus – Hankal Hall.

3500 John A. Merritt Blvd., Nashville, Tennessee
MINUTES

Board Members Present: Dr. Joseph Walker, III, Dr. Deborah Cole, Mr. Stephen Corbeil, Mr. William Freeman, Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, Ms. Pam Martin, and Ms. Braxton Simpson.

University Board Staff Present: President Glenda Glover, General Counsel and Board Secretary, Laurence Pendleton, Arlene Nicholas-Phillips, Board Liaison

Guests: Members of the President's Cabinet, Members of the Deans' Council, Representatives of the Tennessee Higher Education Commission (THEC), and university staff.

I. CALL TO ORDER
Chair Walker called the November 15, 2018, Board of Trustees meeting to order at 1:39 p.m., CST.

II. WELCOME AND INTRODUCTIONS

The Board Chair welcomed the attendees. Dr. John Cade gave the invocation.

III. ROLL CALL/DECLARATION OF A QUORUM
Chair Walker asked the Board Secretary, Laurence Pendleton, to call the roll. The following Trustees were present: Dr. Deborah Cole, Mr. Stephen Corbeil, Mr. William Freeman, Dr. Richard Lewis, Ms. Pam Martin, Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, Dr. Joseph Walker, III, and Ms. Braxton Simpson. Board Secretary Pendleton announced the presence of a quorum.

IV. ACTION ITEMS

A. APPROVAL OF THE SEPTEMBER 20, 2018, BOARD MEETING MINUTES
Chair Walker introduced the first action item – the approval of the minutes of the September 20, 2018, board meeting. Trustee Lewis moved to approve the September 20, 2018, board meeting minutes and Trustee Freeman seconded the motion. There was no discussion. The motion carried unanimously (8 Ayes/ 0 Nays).

B. APPROVAL OF THE BOARD OF TRUSTEES' 2019 MEETING CALENDAR
Chair Walker directed the board members to the proposed Board of Trustees' 2019 Meeting calendar as provided in the board materials for the November 15, 2018, board meeting. Trustee Freeman moved to adopt the proposed 2019 Board of Trustees meeting calendar. Trustee Lewis seconded the motion, which carried unanimously (8 Ayes/ 0 Nays).

C. AUDIT COMMITTEE REPORT
Trustee and Audit Committee Chair Cole provided the report of the September 20, 2018, Audit Committee meeting.

Trustee Cole reported that the Audit Committee met to take action on one item, discussed two items, and voted to go into executive session to discuss litigation and other items deemed confidential by state law.

I. APPROVAL OF THE SEPTEMBER 20, 2018, AUDIT COMMITTEE MEETING MINUTES

Trustee Cole reported that the Audit Committee voted to recommend approval of the September 20, 2018, Audit Committee meeting minutes to the full board as contained in the materials for the November 15, 2018, Board materials and moved to approve the minutes. Trustee Mitchell seconded the motion, which was approved unanimously (8 Ayes/ 0 Nays).

D. FINANCE AND BUDGET COMMITTEE REPORT

Trustee Corbeil reported that the Finance and Budget Committee had three action items for approval, including the Finance and Budget Committee minutes from the November 15, 2018, committee meeting, the institutional revised budget, and the Notice of Intent from TSU to sever from the TBR on the capital management function. Trustee Corbeil also reported that the committee discussed two additional items including a report on enrollment and student recruitment and the associated marketing plan.

Trustee Corbeil noted that the Committee deferred to a later date the TSU foundation report because the committee had a robust discussion about student enrollment and noted that the committee will reconvene on January 22, 2019. Trustee Corbeil refreshed the committee's recollection that the university revises the budget several times during the fiscal year. He noted that those revisions consist of a proposed budget, which is produced in late summer to early fall and is a preliminary budget based on the initial projections, the revised budget prepared in mid to late fall and is submitted for the November Board meeting, and the estimated budget, which is produced late in the fiscal year.

Trustee Corbeil further noted that the university makes revisions as it obtains more information such as enrollment numbers, expenses, and funding from state appropriations. Trustee Corbeil reiterated that the committee had a very long discussion about the revised budget, the projections of some short-term and long-term mitigating factors, and preparations in the event of a shortfall.

I. APPROVAL OF SEPTEMBER 20, 2018, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

Trustee Corbeil moved to approve the minutes from the September 20, 2018, Finance, and Budget committee meeting as contained in the November 15, 2018, board materials. Trustee Lewis seconded the motion, which was approved unanimously (8 Ayes/ 0 Nays).

II. APPROVAL OF THE INSTITUTIONAL REVISED BUDGET

Trustee Corbeil moved to approve the Institutional Revised Budget as contained in the November 15, 2018, board materials. Trustee Lewis seconded the motion. Secretary Pendleton noted for the board that a roll call vote was required because the approval concerned a budget item. Trustee Mitchell seconded the motion. The chair called for discussion. Trustee Sekmen requested the floor to make a comment regarding the budget as the Faculty Representative. The chair acknowledged Trustee Sekmen. Secretary Pendleton advised the board that the chair should determine whether Trustee Sekmen's comments would be suitable for the full board meeting. Chair Walker asked Trustee Sekmen whether his comments were the same as comments previously made in the committee meeting. Trustee Sekmen stated that he wanted to make comments from

the faculty perspective on the revised budget. Chair Walker clarified that he intended to conserve time, noted that the Finance and Budget Committee had a robust conversation, that the committees were the preferred venue to work through issues, and declined to yield the floor to Trustee Sekmen. Chair Walker verified that 30-45 minutes had been spent discussing the revised budget in the Finance and Budget Committee. Trustee Sekmen reminded the board that he is not a member of the Budget and Finance Committee and thus is not entitled to motions. Secretary Pendleton clarified that all board members are invited to attend the committee meetings and that while Trustee Sekmen cannot make motions in the Finance and Budget committee meeting, Trustee Sekmen was able to request that someone make a motion on his behalf related to any item. Trustee Freeman moved to vote on the previous question. Trustee Lewis seconded Trustee Freeman's motion. The chair called for the vote, which passed with Trustee Sekmen voting no (7 Ayes/ 1 Nay).

III.   AUTHORIZATION TO EXECUTE NOTICE OF INTENT FOR TSU TO SEVER FROM THE TENNESSEE BOARD OF REGENTS ON CAPITAL MANAGEMENT FUNCTION

Trustee Corbeil stated that the Finance and Budget Committee voted to recommend to the full board the authorization for the university to execute a notice of intent to sever from TBR on the capital management function as provided in the materials for the November 15, 2018, board meeting. Trustee Corbeil moved to approve the authorization for TSU to execute a notice of intent to sever from TBR on the capital management function. The chair called for the vote, which passed unanimously. (8 Ayes/ 1 Nay.)

E. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT

The Chair yielded the floor to Trustee Martin to provide the report from the Academic Affairs and Student Affairs Committee. Trustee Martin reported that the committee voted to recommend to the full board the approval of the September 20, 2018, Academic Affairs and Student Affairs committee meeting minutes, as well as the approval of an off campus academic dual enrollment program at Knowledge Academies charter school. The Academic Affairs and Student Affairs committee also received reports on SACSCOC Ten Year Reaffirmation review, the College of Health Sciences nurses program, and general reports on Academic Affairs and Student Affairs. Trustee Martin noted that the Interim Vice President for Academic Affairs, Dr. Mosley, updated the committee on the institution's efforts to enhance its rankings in general higher education publications and HBCU rankings.

I.   APPROVAL OF THE SEPTEMBER 20, 2018, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES

Trustee Martin moved for the full board to approve the committee minutes from the September 20, 2018, Academic Affairs and Student Affairs committee meeting. Trustee Mitchell seconded the motion, which passed unanimously (8Ayes/ 0 Nays).

II.   APPROVAL OF OFF-CAMPUS ACADEMIC DUAL ENROLLMENT PROGRAM AT KNOWLEDGE ACADEMIES CHARTER SCHOOL

Trustee Martin moved for the full board to approve an off campus academic dual enrollment program at Knowledge Academies Charter School as contained in the board materials for the November 15, 2018, board meeting. Trustee Martin seconded the motion, which passed unanimously (8 Ayes/ 0Nays.)

The chair thanked Trustee Martin and the Academic Affairs and Student Affairs Committee for their continued efforts.

F. EXECUTIVE COMMITTEE REPORT

Chair Walker reported that the Executive Committee met to discuss and vote to recommend to the full board the approval of the September 20, 2018, Executive Committee meeting minutes and the approval of Board policy 006, the policy Governing Board Consideration of Tuition and Mandatory Fee Increases. Chair Walker also informed the board that the committee heard an update from Vice Chair Cole on the President's annual performance review and a report from Secretary Pendleton.

I. APPROVAL OF THE SEPTEMBER 20, 2018, EXECUTIVE COMMITTEE MEETING MINUTES

Chair Walker moved for the full board to approve the September 20, 2018, Executive Committee meeting minutes, as contained in the board materials for the November 15, 2018, board meeting. Trustee Cole seconded the motion, which carried unanimously (8Ayes/ 0 Nays).

II. APPROVAL OF BOARD POLICY 006 – POLICY GOVERNING BOARD CONSIDERATION OF TUITION AND MANDATORY FEE INCREASES

Chair Walker moved for the full board to approve the Board Policy 006 Policy Governing Board Consideration of Tuition and Mandatory Fee Increases as contained in the board materials for the November 15, 2018, board meeting. Trustee Martin seconded the motion, which carried unanimously (8Ayes/ 0 Nays).

V. REPORT ON ATHLETICS

Theresa Phillips, Director of Intercollegiate Athletics, reported on her tenure with the university. Director Phillips overviewed TSU's legacy of excellence in academia and in athletics, its three iconic coaches: John McClendon, father of the fast-break offense, legendary coach John Merritt and the players he sent to the NFL, and the famed Edward S. Temple, Olympic coach, and member of the national Hall of Fame.

Director Phillips also reported that Tennessee State is a member of the NCAA, the National Collegiate Athletics Association, and the Ohio Valley Conference. She discussed the Athletics department budget and its funding sources and ranking amongst other OVC schools. Director Phillips listed the sports offered to women and men students of TSU as well as cheerleading and dance, which are also offered under athletics.

Director Phillips detailed how the athletics department supports the academic progress report of its athletes and the resultant graduation rate that is 10% above the federal average. Director Phillips lauded the men's basketball team on its award of Defensive Player of the Year, the women's track and field group that won 24 medals last year, women's tennis win of the HBCU national championship tournament last year, OVC Medal of Honor winners, and athletes that achieved a grade point average of 3.0 or higher.

Director Phillips then discussed the administrative safeguards Athletics provides to ensure its athletes conform to regulatory oversight while matriculating at the university. Director Phillips discussed the media relations arm of the Athletics department, auxiliary services provided to the student athletes for uniforms, personal protection gear, infectious disease monitoring and prevention, sport medical care, the university's medical affiliates, and the university's

neurologist's role in caring for Christian Abercrombie, the university's affiliation with Ticket Master, and the department's purchasing staff.

VI. PRESIDENT'S REPORT

President Glover reported on the GPAs of the institution's incoming freshman, which increased from 2.8 to 3.07 and reiterated that the university has a robust plan to increase enrollment with a recruiting ground game. The president reported that 900 students were not admitted this past fall despite the requests of their parents and that the enrollment is currently hovering around 8,000 students. President Glover stated that a reason for decreased enrollment is that TSU does not have the funding to give students full-packages and that she and Dr. Cade have worked out opportunities for some students to obtain more funding.

President Glover outlined the strategic marketing plan the university has developed as well as the effects of the 250-mile radius in-state tuition plan.

The President discussed the capital improvements and new buildings with a marketing emphasis on social media and e-recruiting, mobile applications and application completion assistance for admission candidates and need based scholarships offered by the Office of Institutional Advancement.

The President commented on the effects of Tennessee promise and marketing of TSU's graduate school to TSU students and the TSU Alumni. President Glover informed the board that outreach efforts are under way to reenroll former graduate students who have not completed their advanced degrees.

The President assured the board that the fiscal health of the university is sound and that fears that the university, as an HBCU, is close to extinction are unfounded jargon. The President acknowledged that the university derives a large portion of its revenues from student tuition and fees and that our operating budgets fluctuate according to the enrollment numbers. She presented an plan to endure the current fiscal environment.

The President noted that the institution can decrease expenses and would adopt a ten percent reduction in the operating budget. The President outlined that the budget reduction will include a hiring freeze of state-funded positions including temporary personnel and an institutional review by outside independent consultants to seek cost savings. The President emphasized for the board that the cost reduction measures will not include faculty layoffs and she highlighted that she has reorganized the strategic team and processes. Dr. Glover outlined the strategic priorities including increasing the four-year graduation rates, improvements in campus health and safety, improvements in customer service, diversification of the institution's revenue streams, and campus infrastructure improvements.

The President highlighted past strategic actions such as the across-the-board salary increases, effective July 1, 2018, the faculty salary increases of two percent, the staff salary increases of one and a half percent, increase in the PhD faculty salary floor of $55,000, increase in the department head salary floor of $90,000, and zero pay increases for cabinet members. The President commented on SACSCOC rules and accreditation, Global Competitiveness proposals, and others career readiness thrusts scheduled to be operational by the end of the semester.

The President touched on the physical therapy, public administration, and nursing program accreditation statuses. The President then highlighted for the board the capital projects underway

including the ground breaking on two residence halls, an alumni house, and Welcome Center. The President noted that the day prior to the board meeting, representatives Ms. Gilmore and Mr. Love toured the campus and discussed legislation that would touch and concern the institution. President Glover expressed thanks in observation of the 2018 Thanksgiving holiday and for TSU's alumni.

VII. BOARD CHAIR'S REPORT

Chair Walker acknowledged that he felt incredibly blessed for the extraordinary composition of the board. The chair lauded the five-point strategy to increase enrollment and bolster the university's operating budget and reiterated his support for raising the academic standards for the institution's candidates for admission. Chair Walker noted the board's concern and focus on the institution's deferred maintenance and capital construction programs. The chair also noted the importance of the board's committees and their work and accomplishments. The chair acknowledged Dr. Edith Mitchell, who received the Thomas Jefferson Award in Philadelphia as the first person of color and woman to receive the award. The chair also acknowledged President's Glover's receipt of the Thurgood Marshall HBCU President of the Year award. The chair thanked everyone in attendance for their support and presence. At the request of the President, the chair yielded the floor for President Glover to acknowledge Governor Haslam and the governor elect for his anticipated support of the university.

VIII. ADJOURNMENT

The chair called for a motion to adjourn, which was made by Trustee Freeman and seconded Trustee Mitchell. The meeting was adjourned at 2:47 p.m. CST.

Tennessee State University
Board of Trustees

**AUDIT
COMMITTEE
REPORT**

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
AUDIT COMMITTEE MEETING AGENDA

10:00 a.m. CST
Thursday, February 21, 2019

Tennessee State University – Main Campus
McWherter Administration Building,
President's Conference Room
3500 John A. Merritt Blvd. Nashville, TN 37209

ORDER OF BUSINESS

I.   Call to Order

II.   Roll Call/Declaration of a Quorum

III.   Approval of the November 15, 2018, Audit Committee Meeting Minutes

IV.   Approval of the Office of Internal Audit's Revised Charter

V.   Review of Completed Internal Audit Reports

VI.   Report on University's Risk Assessment Process

VII.   Executive Session – Discussion of Items Deemed Confidential under State Law

VIII.   Adjournment

Tennessee State University
Board of Trustees

Approval of the November 15, 2018, Audit Committee Meeting Minutes

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TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of the November 15, 2018, Audit Committee
                                        Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Deborah Cole, Chair of the Audit Committee

The document reflecting the minutes from the November 15, 2018, Audit Committee
meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 15, 2018,
Audit Committee meeting, as contained in the Board materials for the Board's
February 21, 2019, meeting.**

Audit Committee Meeting. November 15, 2018
Tennessee State University. 3500 John A. Merritt Blvd. Nashville, Tennessee
McWherter Administration Building
President's Conference Room

MINUTES

Committee Members Present: Dr**.** Deborah Cole and Dr. Edith Peterson Mitchell.

Other Board Members Present: Dr. Joseph Walker, III, Bill Freeman, Pam Martin, Dr. Ali Sekmen, Braxton Simpson, and Mr. Stephen Corbeil.

University Staff Present: President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Ms. Adrian Davis, Director of Internal Audit; Dr. Curtis Johnson, Chief of Staff and Associate Vice President of Administration; and Ms. Tamika Parker, Executive Assistant to the General Counsel.

Guests: 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 11:45 a.m. and welcomed all attendees.

II.   ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the committee chair's request. Trustees Cole and Mitchell were present. Secretary Pendleton announced the presence of a quorum.

III.   APPROVAL OF SEPTEMBER 20, 2018, COMMITTEE MEETING MINUTES

Trustee Cole proceeded to the approval of the September 20, 2018, Audit Committee Meeting Minutes, as included in the November 15, 2018, board materials. Trustee Cole moved to approve the minutes. Trustee Mitchell seconded the motion, which carried unanimously.

IV.   REVIEW OF COMPLETED INTERNAL AUDIT REPORTS

Dr. Glover asked Adrian Davis, Director of Internal Audit to provide the report for this item as the President's designee. Director Davis reported that the state audit found that the university did not perform its return of Title IV funds calculations in compliance with federal regulations for 51% of the aid recipients tested. Director Davis commented that errors in calculating days in the semester resulted in the university returning more aid than required and that Title IV funds were not returned to the Department of Education in a timely manner. Director Davis informed the committee that the repeat calculations for fall 2017 were also incorrect and will be redone for FY 17-18, FY18-19, and FY 19-20.

Trustee Mitchell asked if the recommended process adjustments would correct the systemic errors to which Director Davis responded affirmatively.

Trustee Cole asked Director Davis to perform a test of the plan for FY 19-20 and report the results for the next board meeting.

Director Davis then confirmed that the President's expenses, travel, hospitality, and holiday celebration expenses were all found to comply with state law.

Trustee Cole asked President Glover why her travel expenses only reflected $400 total. Director Davis responded that President Glover pays some of her travel expenses herself and President Glover responded that she had nothing to add. Trustee Cole noted that the University should pay the authorized travel expenses to maintain an accurate expectation for the President's typical travel expenses. President Glover commented that she requests that organizations that invite her to come and speak cover the travel expenses to offset the costs to the university. Trustee Corbeil reiterated the need for the President to use the authorized travel expenses to avoid any conflict of interest or related appearance issues.

This was a discussion item, thus no vote was taken.

V.   REVIEW OF THE EXTERNAL QUALITY ASSESSMENT REPORT

President Glover asked Director Davis to present information on the external audit. Director Davis commented that consecutive external annual audits have begun.

Director Davis reported that the Department of Internal Audit performed a self-assessment. Kraft CPAs validated the assessment and found that the university was generally conforming. The Department was advised to develop a manual by June 2019 to document risk mitigation, include a planning memo, and develop a follow-up process.

Trustee Lewis asked how many people work in the office for Internal Audit to which Director Davis answered two.

President Glover thanked Director Davis and her staff for their hard work. Trustee Lewis asked how the office came to work with Kraft CPSs and Director Davis responded that an open bid was conducted and Kraft was the lowest priced qualified bidder.

Trustee Cole asked if there was any other business, including fraud, that Director Davis was aware of that could potentially result in TSU being front-page negative news. Director Davis answered in the negative.

This was a discussion item, thus no vote was taken.

VI.   EXECUTIVE SESSION - DISCUSSION OF LITIGATION AND OTHER ITEMS DEEMED CONFIDENTIAL UNDER STATE LAW

Trustee Cole moved to start the discussion of items deemed confidential under state law. Trustee Mitchell seconded the motion and the Executive Session of the audit committee began at 12:04 p.m.

VII.   ADJOURNMENT

There was no further discussion. Trustee Cole moved to adjourn the meeting. Trustee Mitchell seconded the motion, which carried unanimously. The meeting was adjourned.

Tennessee State University
Board of Trustees

Approval of the
Office of Internal Audit's
Revised Charter

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of the Office of Internal Audit's Revised Charter

RECOMMENDED ACTION: Approval

PRESENTED BY: Adrian Davis, Director of the Office of Internal Audit

The document reflecting the Office of Internal Audit's Revised Charter is included in the February 21, 2019, Board materials.

Background Information:
The internal audit 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."

As part of its external quality assessment, an internal assessment was performed on the Office and independently validated by KraftCPAs. At the conclusion of the validation process, KraftCPAs recommended additional language be added to the Office's Audit Charter to better reflect the mandatory nature of and specific elements of the *Institute of Internal Auditors' International Professional Practices Framework*. The 'Audit Standards and Ethics' section of the charter has been updated to include this information.

The charter has been signed by the President and the Director of Internal Audit.

The purpose of this agenda item is to consider for approval the Office of Internal Audit's Revised Charter.

Item Details: See attachment.

MOTION: To approve the Office of Internal Audit's Revised Charter, as contained in the Board materials for the Board's February 21, 2019, meeting.

Department 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.

The internal audit department will govern itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing, and the Definition of Internal Auditing. The Director of Internal Audit will report periodically to senior management and the audit committee regarding the internal audit department's conformance to the Code of Ethics and the Standards.

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 the Tennessee State University Audit Committee Charter, the university's Department 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
Department of Internal Audit

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>DISCUSSION ITEM</u>

DATE: February 21, 2019

ITEM: Review of Completed Internal Audit Reports

RECOMMENDED ACTION: Discussion

PRESENTED BY: Adrian Davis, Director of the Office of Internal Audit

The completed internal audit reports are included in the February 21, 2019, Board materials.

January 21, 2019

Dr. Deborah A. Cole, Audit Committee Chair
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, Tennessee 37209

Dear Chairwoman Cole:

During the most recent Audit Committee meeting held on November 15, 2018, the Audit Committee requested of the Department of Internal Audit to report on the status of management's implementation of corrective actions implemented in response to the Division of State Audit's finding related to Return of Title IV funds.

The Division of State Audit found that Return of Title IV funds were not in compliance with federal regulations for the fiscal year ended June 30, 2017. It was determined that returns were not accurate and funds were not returned to the Department of Education within the required timeframe.

In response to the Audit Committee's request, we tested the compliance of return calculations performed during the fall 2019 semester. We identified 32 student withdrawals for fall 2019 that required the performance of the Return of Title IV funds calculation. Testwork was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

Our testing found that:
- ❖ All 32 return of Title IV funds calculations performed during the fall 2018 semester were accurate

- ❖ For 31 of the 32 (97%) return calculations performed, the funds were returned within 30 days of the determination of student withdrawal. The Department of Education has a 45-day requirement. Office of Financial Aid personnel set their own goal of 30 days. For one of 32 (3%) return calculations performed, funds were returned to the Department of Education 57 days late.

It appears that management has taken steps to address the fiscal year 2017 finding noted by the Division of State Audit.

We appreciate the assistance and cooperation of university personnel contacted during our review.

Sincerely,

Adrian R. Davis

Adrian R. Davis, CPA, CGFM
Director of Internal Audit
Tennessee State University

CC: Dr. Glenda Baskin Glover, President
         Dr. John Cade, Vice President, Enrollment Management and Student Success

DEPARTMENT OF INTERNAL AUDIT

Follow-up to the Division of State Audit, Financial and Compliance Audit of Tennessee State University For the Fiscal Year Ended June 30, 2017

January 28, 2019
Dr. Glenda Glover, President
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, TN 37209-1561

Dear Dr. Glover:

Transmitted herewith is the Department of Internal Audit's report on our follow-up of the status of management's implementation of the audit recommendations for the findings included in the Division of State Audit's finance and compliance report for the fiscal year ended June 30, 2017. The review was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by The Institute of Internal Auditors.

Based upon our review, management has implemented corrective actions to address the issues identified in the findings.

We wish to express our appreciation for the cooperation of university staff contacted during our review.

Sincerely,

Adrian R. Davis

Adrian Davis, CPA, CGFM, Director
Department of Internal Audit

CC: Dr. Deborah A. Cole, Audit Committee Chair
Mr. Horace Chase, Vice President for Business and Finance
Dr. Lesia Crumpton-Young, Vice President for Research and Institutional Advancement
Dr. Curtis Johnson, Chief of Staff
Mr. Tim Warren, CIO

Tennessee State University
Follow-up to the State Audit Report
For the Fiscal Year Ended June 30, 2017

Key Staff: VP for Business and Finance; VP for Research and Institutional Advancement; and Chief Information Officer	**Auditor:** Adrian Davis, CPA, CGFM, Director of Internal Audit Tennessee State University

Introduction:
The Comptroller of the Treasury, Division of State Audit, performed a financial and compliance audit of the financial statements and related notes to the financial statements of Tennessee State University for the fiscal year ended June 30, 2017. The report included five audit findings.

Objective:
The objective of this review was to determine whether adequate corrective actions have been taken to address the audit findings, implement the audit recommendations, and mitigate the risks that either errors or fraud could occur and not be detected in a timely manner.

Findings:

1. **Finding:** As noted in the prior two audits, management needs to improve procedures for preparing and reviewing financial statements

2. **Finding:** TSU and TSU Foundation's accounting records show $246,000 more cash on hand than shown on the bank statements; this variance is unexplained

3. **Finding:** The university did not have adequate policies and procedures for the collection of accounts receivable

4. **Finding:** Return of Title IV funds were not in compliance with federal regulations

5. **Finding:** As noted in the prior three audits, Tennessee State University did not provide adequate internal controls in one area

Current Status: Management has implemented corrective actions to address the issues included in the audit findings.

Restriction on use of report:
This report is intended solely for the internal use of the *Tennessee State University Board of Trustees' Audit Committee* and *Tennessee State University*. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the Audit Committee and the university's Office of Internal Audit, and handled in accordance with institutional policies. However, this report is a matter of public record.

FINDINGS, RECOMMENDATIONS, AND CURRENT STATUS

1. As noted in the prior two audits, management needs to improve procedures for preparing and reviewing financial statements

Recommendation
As noted in the prior two audits, the Vice President of Business and Finance should ensure improved communication and cooperation between all staff with accounting responsibilities improves and should ensure timely completion of information necessary to compile and review the financial statements and notes. The Vice President of Business and Finance should institute procedures that ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and accompanying notes. The procedures should address the preparation of the financial statements and the notes, as well as the subsequent review process. Management should perform adequate reviews on the statements and the notes to mitigate the risk of errors.

Management's Comment
We concur. To ensure the accuracy, proper classification, and disclosure of information presented in the university's financial statements and accompanying notes, the Associate Vice President for Accounting and Payroll will ensure year-end checklists are updated to reflect all required entries noted in TBR's annual Financial Reporting Update. In addition, the Vice President for Business and Finance will review the checklist and the final statements and notes to ensure completion and accuracy.
For the foundation statements and notes referenced, the Vice President for Research and Institutional Advancement and the Vice President for Business and Finance will meet by January 31, 2019, to clearly define the accounting duties and responsibilities assigned to foundation personnel; establish timeframes for the preparation and review of financial data; and develop procedures to ensure the accurate and timely completion of the foundation's statements and notes. The Vice President for Research and Institutional Advancement will ensure that accurate and timely financial statement information is disseminated to the university as outlined in the foundation's accounting duties and responsibilities document drafted in the prior year. The Vice President for Business and Finance and the Vice President for Research and Institutional Advancement will meet with university and foundation staff quarterly to discuss progress and to ensure all targeted deadlines are being met. The Vice President for Business and Finance will provide a final review of the university and foundation's financial statements and notes at year-end. In addition, the Vice President for Business and Finance will search for relevant financial recording and reporting training to be provided for university and foundation accounting staff who are involved in financial statement preparation.

Current Status
Management will implement the year-end procedures after the June 30, 2019, fiscal year-end. At the time of our follow-up, we were able to verify that management has updated its year-end spreadsheet to address the items included in the current year's financial reporting finding. The VP for Business and Finance also stated that he and the Assistant VP for Accounting and Payroll would meet by January 31, 2019, to discuss university accounting staff expectations of the timeframes for the communication of financial information between foundation and university personnel to ensure that information is received timely throughout the year. This meeting is a prerequisite to the meeting between the VP for Business and Finance and the VP for Research and Institutional Advancement, which is anticipated to occur during the first half of February 2019. At that time, an agreed-upon plan of action will be documented.

2. TSU and TSU Foundation's accounting records show $246,000 more cash on hand than shown on the bank statements; this variance is unexplained

Recommendation

Business office personnel should prepare and review separate bank account reconciliations for each bank account monthly, soon after the receipt of monthly bank statements, but no later than 30 days after month-end. Bank reconciliation policies should be readily available to Business Office staff and should require reconciliation to be performed within 30 days. Management should develop written procedures to require individual reconciliations to be prepared for each bank account and the prompt resolution of reconciling items for both the university and foundation. Management should investigate the unresolved differences between cash per the bank and cash per the accounting records and determine whether they were caused by fraud or by error. Necessary adjustments to the accounting records should then be made. Management should forward the results of this investigation to the Comptroller of the Treasury upon completion.

Management's Comment

We concur. Management will revise the current policies and procedures to require separate bank account reconciliations for each bank account monthly, but no later than 30 days after month-end. The Vice President for Business and Finance and the Vice President for Research and Institutional Advancement will meet by January 31, 2019, to clearly define the responsibilities for each reconciliation and timeframe for resolution of reconciling items for both the university and foundation. The unresolved differences will be researched and the necessary adjustments will be made to the accounting records by March 31, 2019. A report of our findings will be forwarded to the Comptroller of the Treasury upon completion.

Current Status

At the time of our inquiry, management was delegating responsibilities among the various Business Office staff in order to facilitate a plan of action for its investigation into the cause of the difference between the book and bank balances at the 2018 fiscal year-end. At January 28, 2019, the cause had not yet been identified.

3. The university did not have adequate policies and procedures for the collection of accounts receivable

Recommendation

Management should develop an up-to-date written collection policy. The institutional policy should include, but not be limited to
- a schedule defining delinquent periods;
- the timing of collection letters;
- when an account should be considered in default; and
- a statement concerning when the account should be sent to the collections agency after the final collection letter is sent and the debtor has not responded.

Management should ensure that staff perform collection efforts timely and that the tracking system maintains documentation of when collection letters are mailed.

Management's Comment

We concur. The Associate Vice President for Financial Services will work with the Bursar's Office to write up-to-date policies and procedures for the collection of accounts receivable. This written policy will include at a minimum: 1) a schedule defining delinquent periods; 2) the timing

of collection letters; 3) when an account should be considered in default; and 4) a statement concerning when the account should be sent to a collections agency. This updated policy will be submitted for approval by the Board of Trustees at its February Board Meeting. Additionally, the Associate Vice President for Financial Services will ensure that Bursar's Office staff perform collection efforts in accordance with approved policies and procedures.

Current Status
Management has drafted a policy for the collection of accounts receivable to be presented to the Board for approval at the February 2019 Board of Trustees meeting.

4. Return of Title IV funds were not in compliance with federal regulations

Recommendation
The Registrar's Office and the Student Financial Aid Office should ensure federal regulations are followed. While the Registrar's Office is responsible for entering the number of days in the period of enrollment, including breaks, into the Banner information system, the Student Financial Aid Office should verify that the Registrar's Office entered the information correctly. Management should ensure that the Student Financial Aid Office reperforms all return of Title IV funds calculations and make necessary corrections to student and federal fund accounts. Management should ensure that the Registrar's Office to communicate any status change to the Financial Aid Office.

Management's Comment
We concur. Daily reports are currently provided to the university's Records Office and the Financial Aid Office of students who are no longer attending due to official withdrawal or due to reporting of nonattendance by faculty. The Financial Aid Office reviews these reports, calculates the amount of aid that needs to be returned, adjusts students' accounts, and notifies students of all adjustments made.

To ensure compliance with federal regulations, the following corrective actions will be taken:

- Within two weeks of the first day of class, the Assistant Vice President for Financial Aid and Scholarships will verify that the published academic calendar aligns with the information in the Banner system. This verification will be performed to ensure the number of break days includes all applicable weekend days and the start and end dates of the semesters are accurate. The Assistant Vice President for Financial Aid and Scholarships will document this review in an email to the Registrar and the Vice President for Enrollment Management and Student Success.

- The Assistant Vice President for Financial Aid and Scholarships will review the parameters of the current daily report with the Office of Technology Services by March 31, 2018, to ensure all students are being captured so that the return of funds is accurate and timely. The results of the review will be reported to the Vice President for Enrollment Management and Student Success by April 30, 2018.

- The Registrar will ensure all status changes are communicated via email to the Assistant Vice President for Financial Aid and Scholarships at the time of determination.

- The Assistant Vice President for Financial Aid and Scholarships will recalculate all returns of Title IV funds and make necessary corrections to student and federal fund accounts by April 30, 2018. The Vice President for Enrollment Management and Student Success will document his review of the recalculations.

Current Status
Return calculations were reperformed for fiscal years ended June 30, 2017, and June 30, 2018 by financial aid personnel. Some errors were identified with these recalculations. Our review of Return of Title IV funds calculations performed for the fall 2018 semester found that the university was in compliance with federal regulations for 31 of 32 (97%) return calculations tested. For one of 32 students tested (3%), funds were returned 57 days late.

5. **As noted in the prior three audits, Tennessee State University did not provide adequate internal control in one area**

Recommendation
Management should ensure that this condition is remedied by promptly developing and consistently implementing internal controls in this area. Management should implement effective controls to ensure compliance with applicable requirements; assign staff to be responsible for ongoing monitoring of the risks and mitigating controls; and take action if deficiencies occur.

Management's Comment
We concur. The Chief of Staff and the Vice President for Business and Finance will ensure internal controls are developed and implemented to prevent recurrence.

Current Status
We verified that additional internal controls were developed and implemented to prevent recurrence in the area.

DEPARTMENT OF INTERNAL AUDIT

Audit of
Research and Sponsored Programs

January 30, 2019

Dr. Glenda Baskin Glover, President
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, Tennessee 37209

Dear Dr. Glover:

Enclosed is the internal audit report related to our audit of two university grants - Preparing Our Tomorrow Uniquely in STEM (POTUS) and Career Commitment and Retention in STEM: The Intersection of Professional Identity and Career Management Skills in Minority and Women STEM Students. The audit was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

The primary objective of the audit was to ensure the proper management of sponsored programs, special projects, and activities involving external funding sources. Our findings are documented in the attached report.

We appreciate the courtesy and cooperation of institution personnel during the audit.

Sincerely,

Adrian R. Davis

Adrian R. Davis, CPA, CGFM
Director of Internal Audit
Tennessee State University

CC: Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair
        Mr. Horace Chase, Vice President for Business and Finance

Table of Contents

Tennessee State University
Department of Internal Audit
Audit of Research and Sponsored Programs
Executive Summary

Key Area	Research and Sponsored Programs	**Internal Auditor**	Ray Trobaugh, MBA, CGFM , Assistant Director of Internal Audit
Introduction	Tennessee State University (TSU) receives awards for research, training, and technical assistance from extramural funding sources, including the federal government and private organizations. A sponsored project is defined as an activity that is sponsored, or funded, by an external organization, such as a federal, state, or private organization or agency. The characteristics of a sponsored project include: - Specific scope of work or set of specific aims - Financial accountability and/or reporting; the funds must be separately budgeted and accounted for - Specific period of performance - Deliverables, including a final technical report - Disposition of property We selected for review the following grants: **Preparing Our Tomorrow Uniquely in STEM (POTUS)** **Career Commitment and Retention in STEM: The Intersection of Professional Identity and Career Management Skills in Minority and Women STEM Students**		
Objectives	1. Determine that costs charged to the grant are allowable, allocable, and reasonable under federal agency cost principles 2. Determine if appropriate controls are in place to ensure timely and accurate drawdowns of grant funds 3. Determine if applicable financial and/or performance reports are accurately prepared and timely submitted to sponsoring agencies 4. To compare amounts included in the approved grant budget to the actual expenses and explain significant variances 5. Determine that effort reporting systems ensure accurate and properly documented evidence of work performed		
Scope	**Preparing Our Tomorrow Uniquely in STEM (POTUS)** - All expenses for budget period October 1, 2016 through September 30, 2017 **Career Commitment and Retention in STEM: The Intersection of Professional Identity and Career Management Skills in Minority and Women STEM Students** - All expenses for budget period May 1, 2017 through April 30, 2018		
Questioned Costs	$2,526.45	**Recoveries**	N/A
Audit Finding Ranking	Audit findings are rated as high, medium or low depending on auditor judgment. Some of the factors considered in judging the seriousness of a finding include: (1)		

	level of financial impact, (2) extent of violation of laws, regulations and restrictions, (3) lack of a university policy or noncompliance with a matter in an important matter, (4) lack of internal controls or ineffective controls and procedures, and (5) fraud, theft, conflicts of interest or serious waste of university resources.
Findings	**Preparing Our Tomorrow Uniquely in STEM (POTUS)** ▪ Objective 1 - Unallowable benefit expenses of $1,285.20 were charged to the grant [high] ▪ Objective 2 - None ▪ Objective 3 – None ▪ Objective 4 – None ▪ Objective 5 - None **Career Commitment and Retention in STEM: The Intersection of Professional Identity and Career Management Skills in Minority and Women STEM Students** ▪ Objective 1 – Unallowable indirect costs totaling $1,241.25 were charged to the grant [high] ▪ Objective 2 - None ▪ Objective 3 – The required annual project report was not submitted timely during the budget period [medium] ▪ Objective 4 - None ▪ Objective 5 – Time and effort certifications were not prepared for time charged to the grant during the budget period [high]
Conclusion	The objectives of the audit were met. During the time periods under review, it was determined that the university was in compliance with institution and federal policies, rules, and regulations for the two grants, except for the issues included as findings in the report.
Restriction on Use of Report	*This report is intended solely for the internal use of Tennessee State University and the Tennessee State University Audit Committee, a standing committee of the Tennessee State University Board of Trustees. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the TSU Audit Committee and Tennessee State University Office of Internal Audit, and handled in accordance with institutional policies; however, this report is a matter of public record.*

Analysis

We obtained a population of all university grants at April 12, 2018. We isolated those grants having project end dates occurring on or after January 1, 2017. We isolated the grants by agency and ranked the agencies in descending order according to the current award amounts provided by the agency. Four agencies accounted for over 72% of the current award amounts for the periods ending after January 1, 2017 (at April 12, 2018).

The four agencies were:

1. National Institute of Food and Agriculture
2. United States Department of Education
3. Tennessee Department of Human Services
4. National Science Foundation

For two of the four agencies (National Institute of Food and Agriculture and Tennessee Department of Human Services), we were notified that the grantor was performing audits or reviews at the time of our inquiry. We reviewed the audit results included in the reports issued by the related grantors. From the two remaining agencies, (United States Department of Education and National Science Foundation), we selected the grant with the highest current amount for testing from each agency.

The results of our review are summarized in this report.

Preparing Our Tomorrow Uniquely in STEM (*POTUS*)

Agency: United States Department of Education

Objective: This project attempts to address the global need to increase African American representation in the Science, Technology, Engineering and Math (STEM) disciplines at the doctoral level. The program will provide graduate leadership, education, and a wide range of research and education activities to support STEM doctoral students pursuing degrees in engineering, biology, and physical therapy.

Budget Period under review: October 1, 2016 through September 30, 2017

Amount awarded for budget period under review: $1,105,119.00

Actual Expenses: $793,768.55
Payroll ($474,839.43); Travel ($25,265.90); Operating ($132,741.22); Scholarships ($160,922)

Audit Results

1. **Audit Objective**: Determine that costs charged to the grant are allowable, allocable, and reasonable under federal agency cost principles

   Conclusion: We tested a sample of travel expenses (62%), operating expenses (66%) and all scholarship expenses charged to the grant during the budget period. It was determined that the costs were allowable, allocable, and reasonable under federal agency cost principles. We also selected a sample of salary and benefit expenses charged to the grant. We found that unallowable benefit expenses of $1,285.20 were charged to the grant for the period October 2016 through May 2017. These expenses were erroneously paid on behalf of a graduate student associated with the project. The grant budget documents did not allow for the payment of student benefits. In addition, the university's *Operating Manual* states that the fringe benefit rate for undergraduate and graduate students is zero percent.

   Audit Recommendation: The Principal Investigator, with the assistance of Grants Accounting personnel, should ensure that the grant is reimbursed $1,285.20 for the expenses improperly charged to the grant. Procedures should be implemented immediately to prevent improper benefit expense charges in the future.

   Principal Investigator's Response:

   The Grants Accounting Office, HR and Payroll have been notified of the finding and the charges will be removed from the POTUS grant and placed on unrestricted funds. A review of the paperwork submitted to initiate hiring the student indicated that it was correct and appropriate for the hiring of the student; thus, no change in hiring procedure is necessary.
   The charging of benefits was an error that originated in the Office of Business and Finance. The Director of Planning and Analysis will for work with Payroll, HR, and GAO to correct the error and make any necessary reimbursement to the POTUS grant for FY16-17. A meeting is set for Tuesday, January 29, 2019, with the Director of Grants Accounting and

the Title III Fiscal Team. Additionally, Title III is working with Business and Finance to identify what triggered the charge and offer a recommendation to mitigate this happening again.

There has also been an update to the monitoring procedure as indicated below.

Updated Monitoring Procedure: The Associate Director will review labor distribution quarterly, for allowability of charges for all personnel on grant-funded accounts. If unallowable charges are found, the Associate Director will notify the Title III Director of Financial Planning and Analysis along with the P.I. The Director will be responsible for working with payroll, HR, and GAO to correct the error and make any necessary labor redistributions to move or remove the charges as deemed appropriate.

Grants Accounting Response:

Payroll is refunding the unallowable FICA benefit amounts, which will credit the grant.

2. **Audit Objective:** Determine if appropriate controls are in place to ensure timely and accurate drawdowns of grant funds

   Conclusion: It was determined that the university has effective controls in place to ensure timely and accurate drawdowns of grant funds, except for the $1,285.20 in funds drawn down related to the benefits issue noted in item number 1 above.

3. **Audit Objective:** Determine if applicable financial and/or performance reports are accurately prepared and timely submitted to sponsoring agencies

   Conclusion: We obtained an understanding of the performance report required to be submitted during the budget period. It was determined that management submitted the required Annual Performance Report timely.

4. **Audit Objective:** To compare amounts included in the approved grant budget to the actual expenses and explain significant variances

   Conclusion: We compared amounts included in the approved grant budget to the actual expenses. Actual expenses for the period under review were 28% lower than the budgeted total. These funds were carried forward to the following budget period. Approximately half of the difference between budgeted and actual expenses is attributed to distance education expenses, and research and operational supply expenses being lower than originally estimated. The majority of the remaining variance is due to lower scholarship and payroll-related expenses.

5. **Audit Objective:** Determine that time and effort reporting systems ensure accurate and properly documented evidence of work performed

   Conclusion: We obtained an understanding of how management's effort reporting system works. The system was determined to comply with federal guidelines. No issues were noted.

Career Commitment and Retention in STEM: The Intersection of Professional Identity and Career Management Skills in Minority and Women STEM Students

Agency: National Science Foundation

Objective: The primary goal of this project is to examine the basic career skills of minority and women STEM students and their role in the formation of career choice and persistence. A secondary goal of this project is to examine the role of various identities (professional, social, cultural) and mental complexity in the development of STEM career commitment.

Budget Period under review: May 1, 2017 through April 30, 2018

Amount awarded for 3-year period: $1,417,169 (approximately $472,390/year)

Actual Expenses: $406,674.31
Payroll ($194,931.43); Travel ($13,651.98); Operating ($43,773.13); Scholarships ($48,328); Indirect Costs ($105,989.77)

Audit Results

1. **Audit Objective**: Determine that costs charged to the grant are allowable, allocable, and reasonable under federal agency cost principles

   Conclusion: We tested a sample of travel expenses (85%), operating expenses (95%) and all scholarship expenses charged to the grant during the budget period. It was determined that costs were allowable, allocable, and reasonable under federal agency cost principles. In addition, we reviewed 98% of indirect costs charged to the grant. We determined that $1,241.25 in indirect costs were erroneously charged to the grant. These funds represent indirect costs related to participant travel, which is not allowed per grant documents. University policy 5.11.15, *Participant Support Costs*, states, "the University will account for participant support costs separately in the University's accounting system." While participant costs were separated in the accounting system using a different fund number, the Principal Investigator did not ensure that travel expenses for participants were charged to the designated participant fund. This caused unallowable indirect costs to be charged to the grant.

   Audit Recommendation: The Principal Investigator, with the assistance of Grants Accounting personnel, should ensure that the $1,241.25 is immediately reimbursed to the grant. In addition, the Principal Investigator should ensure that participant costs are charged to the appropriate fund in the accounting system to ensure unallowable indirect costs are not incurred in the future.

Grants Accounting Response:

We will move the charges to the participant account, which will charge the correct fund and credit the incorrect fund.

2. **Audit Objective:** Determine if appropriate controls are in place to ensure timely and accurate drawdowns of grant funds

   Conclusion: It was determined that the university has effective controls in place to ensure timely and accurate drawdowns of grant funds, except for the $1,241.25 received for unallowable costs mentioned in item number 1 above.

3. **Audit Objective:** Determine if applicable financial and/or performance reports are accurately prepared and timely submitted to sponsoring agencies

   Conclusion: We obtained an understanding of the performance report required to be submitted during the budget period. It was determined that the Principal Investigator did not submit the performance report timely during the budget period.

   The National Science Foundation Proposal & Award Policies and Procedures Guide states,
   > "…annual project reports should be submitted electronically no later than
   > 90 days prior to the end of the current budget period to allow adequate time
   > for the cognizant Program Officer to review and approve the report. As
   > reflected in the Project Report System, the report is considered due during
   > the 90 day period. The report becomes overdue the day after the 90 day
   > period ends. Failure to submit timely reports will delay processing of
   > additional funding and administrative actions, including, but not limited to,
   > no cost extensions."

   It appears that management interpreted this requirement as indicating the report due date was within the 90 days prior to the end of the current budget period. As a result, the report was submitted late.

   Audit Recommendation: The Principal Investigator should ensure that all required reports are submitted timely in accordance with the federal reporting requirements.

4. **Audit Objective:** To compare amounts included in the approved grant budget to the actual expenses and explain significant variances

   Conclusion: We compared amounts included in the approved grant budget to the actual expenses. There were no significant variances. Actual expenses for the period under review were only 8% lower than the budgeted total.

5. **Audit Objective:** Determine that time and effort reporting systems ensure accurate and properly documented evidence of work performed

Conclusion: We obtained an understanding of management's effort reporting system. We selected a sample of salary and benefit expenses charged to the grant during the period under review. It was determined that management did not always comply with the university's established policies and procedures for time and effort reporting, which were designed to comply with federal guidelines. University policy 5.11.12, *Time and Effort Reporting*, states that "time and effort will be certified three times per year…" Discussions with management revealed that university procedure is to perform quarterly certifications for this grant. During our testing of payroll expenses, we found that time and effort certifications were not performed for the grant during the period under review. Management provided supporting documentation from Office of Technology (OTS) staff who noted that the university's Time and Effort system was not supported by the accounting system at the time, preventing creation of all required time and effort reports. OTS staff do expect the systems to work well together in the new updated version of the accounting system.

Audit Recommendation: The Principal Investigator, with the assistance of Grants Accounting personnel, should ensure that all individuals charging time to the grant are adhering to university policy and timely certifying their time spent working on the grant. If the reporting system is not working properly, management should consider using the Word or Excel program to ensure compliance with university policies and federal guidelines.

DATE: February 21, 2019

ITEM: Report on University's Risk Assessment Process

RECOMMENDED ACTION: Discussion

PRESENTED BY: Adrian Davis, Director of the Office of Internal Audit

The report on the university's risk assessment process is included in the February 21, 2019, Board materials.

Background Information:
The Financial Integrity Act of 2010 requires each agency of state government and institution of higher education to establish and maintain internal controls that provide reasonable assurance that:

(1) Obligations and costs are in compliance with applicable law;
(2) Funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; and
(3) Revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accurate and reliable financial and statistical reports and to maintain accountability over the assets.

To document compliance, Tennessee State University must annually perform a management assessment of risk, incorporating the above-referenced internal controls into that assessment. The objectives of the annual risk assessment are to provide reasonable assurance of the following:
(1) Accountability for meeting program objectives;
(2) Promoting operational efficiency and effectiveness;
(3) Improving reliability of financial statements;
(4) Strengthening compliance with laws, regulations, rules, and contracts and grant agreements; and
(5) Reducing the risk of financial or other asset losses due to fraud, waste and abuse.

Tennessee State University
Board of Trustees

Executive Session
Discussion of Items Deemed
Confidential
under State Law

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>ACTION ITEM</u>

DATE: February 21, 2019

ITEM: Executive Session - Discussion of Items Deemed
                                         Confidential under State Law
RECOMMENDED ACTION: None

PRESENTED BY: Trustee Deborah Cole, Chair of Audit Committee

Motion: To go into Executive Session to discuss items deemed confidential under State law.

Tennessee State University
Board of Trustees

FINANCE AND BUDGET COMMITTEE REPORT

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

FINANCE AND BUDGET COMMITTEE MEETING AGENDA

11 a.m. CST
Thursday, February 21, 2019

Tennessee State University – Main Campus
McWherter Administration Building,
President's Conference Room
3500 John A. Merritt Blvd. Nashville, TN 37209

ORDER OF BUSINESS

I.   Call to Order

II.   Roll Call/Declaration of a Quorum

III.   Approval of November 15, 2018, Finance and Budget Committee Meeting Minutes

IV.   Approval of February 4, 2019, Finance and Budget Committee Meeting Minutes

V.   Report on February 4, 2019, Finance and Budget Committee meeting with the Foundation Board

VI.   Approval of the Student Fee Payment and Enrollment Policy

VII.   Approval of the Deferred Payment Plan Policy

VIII.   Update on Enrollment, Marketing and Student Recruitment Plan

IX.   Report on TSU's Severance from the Tennessee Board of Regents on Capital Management Function

X.   Adjournment

Tennessee State University
Board of Trustees

**Approval of the
November 15, 2018,
Finance and Budget
Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>ACTION ITEM</u>

DATE: February 21, 2019

ITEM: Approval of the November 15, 2018, Finance and
                                       Budget Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee
                                       Stephen Corbeil

The document reflecting the minutes from the November 15, 2018, Finance and Budget
Committee meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 15, 2018,
Budget and Finance Committee meeting, as contained in the Board materials for the
Board's February 21, 2019, meeting.**

Tennessee State University Board of Trustees
Finance and Budget Committee Meeting. November 15, 2018
Tennessee State University. 3500 John A. Merritt Blvd. Nashville, Tennessee 37209
McWherter Administration Building
President's Conference Room

MINUTES

Committee Members Present: Stephen Corbeil, Bill Freeman, and Dr. Richard Lewis

Other Board Members Present: Joseph W. Walker, III, Dr. Deborah Cole, Dr. Edith Peterson Mitchell, Pam Martin, Dr. Ali Sekmen, and Braxton Simpson.

University Staff Present: President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Horace Chase, Vice President for Business and Finance; Dr. Curtis Johnson, Chief of Staff; Dr. John Cade, Vice President for Enrollment; Terrence Izzard, Assistant Vice President of Recruitment; Ben Northington, Director of Fiscal Affairs; and Tamika Parker, Executive Assistant to the General Counsel.

Guests Present: Lauren Collier, the Tennessee Higher Education Commission.

I.   CALL TO ORDER

Trustee Corbeil called the meeting to order at 9:25 a.m. and welcomed all attendees.

II.   ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the committee chair's request. Trustee Corbeil, Trustee Freemen, and Trustee Lewis were present. Secretary Pendleton announced the presence of a quorum.

III.   APPROVAL OF SEPTEMBER 20, 2018, COMMITTEE MEETING MINUTES

Trustee Corbeil proceeded to the approval of the September 20, 2018, Finance and Budget Committee meeting minutes, as included in the November 15, 2018, board materials. Trustee Corbeil moved to approve the minutes. Trustee Freeman seconded the motion, which carried unanimously.

IV.   APPROVAL OF THE INSTITUTIONAL REVISED BUDGET

President Glover asked Vice President Horace Chase to present the report on the institutional revised budget.

Vice President Chase informed the committee that the institutional revised budget (IRB) includes a $15.3 million reduction to the unrestricted revenues shown in the July Proposed Budget. Mr. Chase noted that adjustments in the projections for Tuition and Fees was the largest portion of the reduction and accounted for $13.3 million of the $15.3 million reduction to the IRB. He also noted that the reduction to the proposed budget resulted from a downward trend in enrollment from the projected 7800 total student enrollment to the actual enrollment of 7300 students and

suggested that the out of state projections were too optimistic. Vice President Chase also stated that expenditures were higher than expected.

Trustee Lewis asked Mr. Chase to confirm the portion of the reduction due to reduced enrollment. Mr. Chased confirmed that $13.3 million of the $15.3 million reduction to the IRB was due to reduced enrollment.

Trustee Corbeil asked how FY 18-19 enrollment compared to FY 17-18 enrollment.

President Glover responded that last year's decline was larger than this year and that the committee should remember that the university refused approximately 400 applicants due to the higher admission standards.

Trustee Corbeil warned that the university will have to adjust to the current circumstances.

President Glover responded that three options exist for the university: to increase revenues, decrease expenses, or draw from reserves. President Glover commented that the administration plans to reduce expenses and remains committed not to use reserves and not to reduce faculty.

Trustee Lewis asked the President to verify that the university's reserves would not be utilized.

President Glover clarified that the administration has committed not to use reserves to cover operating expenses, but that reserves would be an option to cover unforeseen emergency costs.

Trustee Corbeil noted that we drew from the university's reserves last year to cover operating expenses and asked if there were any other questions or concerns. He noted that the committee meetings were the most appropriate forum for debate and discussion.

Trustee Sekmen commented that he believed that trustees should be able to voice their concerns and views both in the committee meetings and in the full board meeting. He then asked for clarification of the last paragraph on page 60 of the full board materials for the November 15, 2018, board meeting.

Trustee Corbeil asked Trustee Sekmen to hold his question until the cost reduction plan was presented for discussion.

Trustee Sekmen then asked President Glover for the value of the write-off of non-recoverable student debt.

Mr. Chase responded, as the President's designee, that the write-off was approximately $2 million and was reduced down from $5 million.

Trustee Sekmen asked President Glover to confirm how the $6.7 million from reserves was used for FY 17-18.

Mr. Chase confirmed that the $6.7million from reserves was used to cover the entire budget shortfall.

Trustee Corbeil reiterated that the funds covered the entire shortfall and not just non-recoverable student debt. Trustee Corbeil asked what portion of the non-recoverable student debt was attributed to students who were not properly purged and how much did those students owe to TSU.

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Mr. Chase responded, as the President's designee, that he did not know but that he would try to get those values to the committee following the meeting.

Trustee Corbeil clarified that what Trustee Sekmen was asking was what assumptions were made about the student projections.

President Glover noted that the allowance account does not get written off and she asked Mr. Chase how non-payment is factored into the budget.

Mr. Chase clarified that students that confirm their registration are included in revenue projections. Students with deferred payment plans are not purges and are counted in revenue projections. When projections are made, they are done in March of the fiscal year. Mr. Chase referred the attendees to the third column of page 61 in the November 15, 2018, board materials. He noted that $71 million was shown in the October 2018-19 revised budget as compared to $79 million actual revenue for Fiscal year 2018-19. The $8 million reduction over one year increased part of the $15.3 million short fall. Mr. Chase noted that the university must reduce expenditures at four and one half months into the fiscal year after funds have already been spent or encumbered.

Trustee Corbeil noted for the committee that the discussion had transitioned into the action plan for the budget.

Mr. Chase commented that the Finance and Budget department was freezing operations at $6 million. He also noted that $9 million allocated to vacant positions would also be frozen, which would total $15 million and would be sufficient to cover the $15.3 million shortfall in the IRB. Mr. Chase detailed that the university has some vacant positions that are critical for the current year and would still be filled. Mr. Chase also commented that some positions are under additional scrutiny with respect to the long-term strategic plan to determine whether they could and should be revised or consolidated into other positions. Mr. Chase noted that he plans to bring in unbiased independent consultants to help identify the critical needs of TSU and allow the university to return to fiscal security. The consultant's report is scheduled to be submitted to the university by January 2019 in time for planning in February 2019. Mr. Chase iterated that the report will focus on the operating budget and growing the student body.

Trustee Sekmen asked if the hiring freeze will affect faculty positions for which candidates are currently being interviewed. Mr. Chase answered that necessary faculty positions will be filled.

Trustee Sekmen asked if full-time faculty positions will be filled. President Glover responded that she and Mr. Chase went through the list of open positions, faculty and staff like the bursar, identified the positions for which candidates are being interviewed and those for which offers had been made. The open positions that are unfilled and have not had candidate interviews are frozen.

Trustee Sekmen asked whether the positions that are not yet advertised are frozen and President Glover answered yes, but that exceptions may exist for some critical positions. President Glover also noted that the hiring freeze is anticipated to last for up to six months.

Vice President Chase commented that the allocated money was temporarily frozen for unfilled positions.

Trustee Freeman stated that he wanted to discuss the decline in enrollment, its causes, and trends

over the past several years including the decline in the nursing program. He asked if the administration expected the decline to continue.

Trustee Corbeil asked for details on the plan to stabilize and reverse the trend in downward enrollment with the higher admission standards taken into account.

President Glover noted that the Board might want to admit the 400 students that were not granted admission in the fall term of FY 2018-19. She also noted that the funding formula was based on progression as opposed to earlier models based on enrollment. President Glover confirmed that it was the administration's preference to have 7800 students who had demonstrated a good chance at progressing as opposed to admitting 9100 enrolled students with little to no chance of progressing.

Trustee Corbeil reiterated that the committee wants a plan on enrollment. Trustee Corbeil then asked Trustee Freeman if he would assent to deferring the discussion about enrollment to a later date. Trustee Freeman agreed.

Trustee Corbeil state that his concern is how the university will proceed if the stated cost reduction measures were insufficient. He asked President Glover whether the university needs to consider layoffs.

Trustee Corbeil reiterated that the committee could not ignore the possibility that the current cost reduction plan is insufficient.

President Glover noted that the university operates similarly to a household and confirmed that no assurances that no one would be laid off had been given, but that she gave assurances that faculty would not be touched.

Trustee Corbeil commented that the committee will leave it to management to make sure that the budget is met. He referenced the cost reduction plan as written because it does not include any other options if reserves will not be used to cover operating expenses.

Trustee Sekmen noted that the board needs to be clear on what the assurances to faculty mean. He posited that as an example, what if the independent consultant finds that there are too few nursing students to sustain the nursing faculty.

Mr. Chase reiterated that the freeze is a short-term plan. The consultant's findings will be used to create the long-term plan and forward strategy.

Trustee Corbeil noted for the committee that the administration will not simply take the consultant's report and recommendations and implement them as written. The administration will review the recommendations and decide how best to move forward.

Trustee Mitchell commented that Dr. Glover has a plan for correction, but that the committee does not want the details to leave the room.

President Glover noted that she wanted to make clear that faculty will not be cut and that they should feel secure.

Trustee Corbeil asked for a motion to accept the institutional revised budget. Trustee Lewis moved to accept the institutional revised budget and Trustee Freeman seconded the motion, which carried unanimously.

V. AUTHORIZATION TO EXECUTE NOTICE OF INTENT FOR TSU TO SEVER FROM THE TENNESSEE BOARD OF REGENTS ON CAPITAL MANAGEMENT FUNCTION

President Glover designated Vice President Chase to present the report for this item.

Vice President Chase commented that he is working with THEC on job descriptions, putting the right people in the right place, and making sure bond requirements are met. He noted that people with the required qualifications need to be in place to review and start preventative maintenance as opposed to reacting to issues. Mr. Chase noted that the timeline is July 1, 2019, to begin implementing the plan to sever from the TBR on capital management by July 1, 2020. He also informed the committee that this step will eliminate the TBR as the middleman.

Lauren Collier commented that other land grant institutions are still transitioning on capital management.

Trustee Lewis moved to authorize the notice of intent for TSU to sever from the TBR on capital management and Trustee seconded the motion, which passed unanimously.

VI. REPORT ON ENROLLMENT, STUDENT RECRUITMENT, AND MARKETING PLAN

President Glover designated Dr. John Cade to present the report for this item.

Dr. Cade reported that the university has experienced a 9% decline in student enrollment from 9,179 to 7,780 students over the last 5-7 academic years. He noted that total enrollment had typically fluctuated between 8,500 and 9,000 students, and that over the last five years, the university has experienced a 15% decline. He also pointed out that the university is no longer funded based on head count, but progression, which is affected by whether students meet bench marks, progress, and graduate. Dr. Cade commented that the number of students determines the number of faculty and staff required to support them. Dr. Cade noted that regardless of the number of students recruited, the university must retain them and retention is dependent on the students' finances. Dr. Cade stated to the committee that the average out of state student pays $30,000 per academic year to attend TSU.

Trustee Lewis asked Dr. Cade to clarify the significance of benchmarks. Dr. Cade clarified that benchmarks are based on the number of students in the same cohort of students completing 30, 60, and 90 credit hours and then progression to graduation.

Trustee Lewis asked if there is a time limit regarding benchmarks.

Trustee Mitchell stated that many schools struggle with recruitment and retention, but they address innovation, which the TSU administration has yet to do. Trustee Mitchell asked what strategies the university will implement that will allow recruited students to reach benchmarks.

Trustee Corbeil asked the committee to turn to the appendix of the materials for the November 15, 2018, board meeting to review the draft strategic enrollment plan.

Trustee Mitchell stated that it is important that as the plan is reviewed, that the committee note

that a uniform plan without information silos would be the best option for the university.

Trustee Corbeil agreed and reiterated that an integrated plan is needed.

Terrance Izzard greeted the committee and provided a general overview of the Strategic Management Plan starting with the executive summary. Mr. Izzard detailed that Dr. Glover appointed a committee consisting of members representing various constituencies of the university including deans faculty, staff, administrators, and students. The chairman of the committee is Dr. Curtis Johnson, Chief of Staff and the co-chairs are Terrence Izzard and Dr. Sharon Peters. Mr. Izzard outlined the five elements of the undergraduate strategic plan: outreach, marketing, communications, technological infrastructure enhancement and capital improvements, and scholarship funding. Mr. Izzard reviewed category 1 and Action item 1.1.6, high school recruitment receptions for metropolitan Nashville, Memphis, Chattanooga, Clarksville, and Jackson, Tennessee.

President Glover noted that her aim is to increase the number of high school visits and forge relationships with Clarksville and MNPS superintendents and the principals of Whitehaven HS in Memphis as well as MLK and Hume Fogg high schools in Nashville.

Trustee Freeman commented that a 15% cumulative decline was much higher than he realized. He clarified that he understood over the previous terms that a decline of a point or two had been observed, and asked how the university's enrollment declined by 15% over three years.

President Glover responded that the administration has shown the enrollment declines to the board at every meeting.

Trustee Freeman asked Dr. Cade to confirm that the largest decline in enrollment was 9%, which Dr. Cade confirmed. Dr. Cade further clarified that the university loses 300 – 700 students per year. Dr. Johnson added that research shows that enrollment in college declines during good economic years.

Trustee Mitchell asked if the administration analyzed major contributing factors for the decline, the greatest areas of impact, and projections for next academic year's enrollment.

President Glover designated Dr. Johnson to provide the answer to Trustee Mitchell's question.

Dr. Johnson provided that the nursing program was a major contributing factor. He noted that community colleges and local high schools provide great opportunities for improvement to the university. Dr. Johnson commented that the university believes that if we can get students to visit the TSU campus, we can recruit them and he noted that 400 students have visited the campus and attended basketball games.

Trustee Corbeil asked if exit interviews are conducted for students that fail to return to campus.

President Glover answered affirmatively and commented that the first documented reason students fail to return to campus is money or an inability to pay tuition and fees and the second major reason students fail to return to campus is customer service.

Trustee Freeman asked to make a point that MTSU's enrollment is rising and that while peer institutions are setting enrollment records, TSU is experiencing a 15% decline. Trustee Freeman exclaimed that the comparisons are shocking and that the university must get clear on the reasons for the decline.

Trustee Corbeil agreed that the board requires a clear and crisp answer on what factors are driving the decline in enrollment.

President Glover provided that the answer is that, if we recruit students that do not have the money, they do not stay. She noted that other peer institutions give students full-scholarships with I-pads, scooters, etc.

Trustee Lewis asked where other schools get the money.

President Glover noted that fundraising and alumni giving are greater at other schools.

Trustee Corbeil stated that the committee needs frequent updates on the plan. Trustee Lewis asked what frequent meant.

Trustee Mitchell noted that the report and plan are outstanding, but that she requires a market analysist on new programs as compared to other HBCU's and major areas of study. She noted that other institutions such as Rutgers and Penn State added a textile and design major, Asian studies, and African American studies programs. She then asked what TSU is doing to attract new students.

President Glover informed the committee that TSU has embarked on its strategic recruitment plan, increased exposure for the university through venues such as HBCUconnect.com, and is focusing on the gradate school's enrollment.

Trustee Mitchell commended the President and her designees on the beautiful report.

Trustee Lewis moved to add a review of the strategic enrollment plan to the agenda over the next four board meetings. Trustee Freeman seconded the motion, which passed unanimously.

VII.   ADJOURN

Trustee Corbeil moved to adjourn the meeting at 10:50 a.m. Trustee Freeman seconded the motion, which carried unanimously.

Tennessee State University
Board of Trustees

**Approval of the
February 4, 2019,
Finance and Budget
Committee
Meeting Minutes**

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TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of February 4, 2019, Finance and Budget
                                       Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee
                                       Stephen Corbeil

The document reflecting the minutes from the February 4, 2019, Finance and Budget
Committee meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' February 4, 2019,
Budget and Finance Committee meeting, as contained in the Board materials for the
Board's February 21, 2019, meeting.**

MINUTES

Committee Members Present: Stephen Corbeil, Bill Freeman, and Dr. Richard Lewis

Other Board Members Present: Dr. Joseph W. Walker, III, Dr. Deborah Cole, and Braxton Simpson.

University Staff Present: President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Horace Chase, Vice President for Business and Finance; Dr. Lesia Crumpton-Young, Vice President for Research; and Ben Northington, Director of Fiscal Affairs.

Guests Present: Dwayne Tucker, Chair, TSU Foundation Board of Directors; Terry Clayton, Secretary, TSU Foundation Board of Directors; Harvey Hoskins, Treasurer, TSU Foundation Board of Directors; and Kevin Williams, TSU Foundation Board of Directors.

I. CALL TO ORDER
Trustee Corbeil called the meeting to order at 1:01 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the committee chair's request. Trustee Corbeil and Trustee Lewis were present and were later joined by Trustee Freeman. Secretary Pendleton announced the presence of a quorum.

III. FINANCE AND BUDGET COMMITTEE/ BOARD AND FOUNDATION BOARD INTRODUCTIONS

Trustee Corbeil welcomed the attendees to the meeting. The attendees introduced themselves and described their role within the university structure.

Trustee Corbeil stated that the main objective of the meeting was to find a way to provide additional support to TSU's student body and address the financial shortfalls that endanger student enrollment and progression.

IV. OVERVIEW OF STUDENT FINANCIAL AID NEEDS AND ASSISTANCE AT`TSU
President Glover provided the attendees with information on the financial aid needs of TSU's students.

President Glover provided a profile of the TSU Student body showing that the average student's family income is $29,500, the average ACT score is 18.90, the average student's high school grade point average is 3.10, and that 94% of the freshman class receives financial aid.

President Glover overviewed the increase in admission standards from 2015 to the present.

President Glover provided the following student enrollment statistics:

Enrollment for Fall 2018	7,780
Enrollment for Spring 2019	6,600
# Students with prior balances who cannot enroll for Spring 2019	925
# Students on the purge list for February 4, 2019	971

President Glover stated that the number of students on the purge list had been reduced from 971 to approximately 650 as of the time of the meeting. President Glover provided statistics on the direct correlation between the financial amount owed by students and their GPAs. President Glover then detailed the number of students on the deferred payment plan for students and their debt amount. She commented that the average student has a balance of $2,800. President Glover commented that reduced enrollment affects completion rates, affects the revenue base, which affects student debt, and reduces the likelihood that students return to college. President Glover clarified for the attendees that TSU is no longer a state supported institution and that it has become a state assisted institution.

President Glover then covered the TSU Plan of Action. President Glover discussed the 250-mile radius plan, which provides a tuition discount to qualified students. She also detailed the meetings and partnerships established with surrounding school districts including Clarksville, TN, Hamilton County, TN, Davidson County, TN, and Shelby County, TN. President Glover discussed the dual enrollment program and certificate offerings. President Glover commented that international students make up the second largest demographic of students and she detailed outreach efforts to attract non-traditional students.

President Glover clarified that a lack of money was the primary reason for student enrollment attrition. The second reason for reduced enrollment, based on student survey responses, is poor customer service.

Trustee Corbeil agreed that the primary reason for reduced student enrollment is student financial need.

Kevin Williams commented that while funding was a significant cause of student enrollment attrition, it was not the only reason. He recalled a discussion he had with a student during which the student opined that TSU's culture had shifted in such a way that the community refers to TSU as Thug State University. The student planned to transfer to MTSU regardless of funding.

Trustee Corbeil noted the comment and stated that the university has done work to improve campus safety, security, registration processes, campus amenities, and campus activities.

Kevin Williams commented that while the foundation board appreciated being brought into the discussion, that raiding TSU Foundation funds is not a solution because there are not sufficient unrestricted funds to address the shortfall. He suggested colloquially that the board of trustees and the administration get to the root cause of student enrollment attrition.

President Glover confirmed that campus surveys showed that students view money, customer service and too few activities after 9:00 p.m. as the top three concerns.

Kevin Williams stated that the attendees needed to articulate the specific issue and determine whether the issue is a short-term issue that can be addressed with a program like SOS – Save Our Students, or whether a systemic deficiency in leadership needed to be corrected.

Trustee Cole commented that two issues must be addressed immediately. The first issue is scholarship money and the second is the number of students on the purge list resulting in a student body population of around 5,000. Trustee Cole then commented that a longer-term issue is that the administration and board of trustees should determine why students do not want to stay at TSU.

Kevin Williams retorted that this is at least the third time that the foundation board had been called in to solve a problem and that it appears that there is a perpetual problem in the system.

V.   REPORT ON THE FOUNDATION BOARD'S OPERATIONS, ENDOWMENT, AND CURRENT SPENDING POLICY

Dwayne Tucker commented that most of the funds in the foundation came from a consent decree where UT at Nashville was absorbed into TSU and became the Avon Williams campus. He stated that growth in the endowment is insufficient to solve the issues TSU is facing. He suggested that fewer than ten percent of alumni give donations, that the Nashville Alumni Association has approximately $1M that is not made available to students, and that the issue of low alumni support existed before President Glover took office. Dwayne Tucker continued that the alumni population is about 67,000, 45,000 of whom are alive, that 1700 of the 45,000 gave monetary donations, and that 300 of the 1700 gave 90% of the funds collected.

Chair Walker asked if the alumni are aware of the problem.

Dwayne Tucker opined that the alumni are unaware of TSU's financial need. He detailed how a donor was highlighted during one of the football games and honored at half time. The donor was praised for giving $1M. Mr. Tucker clarified that the display may have mislead alumni because the terms of the donation were $250,000 per year over four years as opposed to a lump-sum payment of $1M and that none of the money had actually been received at that point.

Trustee Lewis asked if the foundation board had always been independent.

Harvey Hoskins gave a brief history of the foundation board, which was founded in 1970. He stated that there are fifteen board members who are required to give $1,500 each to join the board. He detailed that the foundation transitioned from investing with regional banks to Goldman Sachs. He verified for the attendees that while Regions bank gave a monetary donation, the returns realized from the investments with Goldman Sachs were greater. He confirmed that the goal is to double the endowment by 2020.

Dwayne Tucker discussed the various alumni associations like the Detroit area alumni association and clarified that each of these associations is a separate 501(c)(3) charitable organization.

Kevin Williams commented that without a strategy, one is merely hoping for success. He detailed his work with the foundation in developing strategic goals, identified metrics for the goals, and implemented tracking of the foundation's progress toward meeting the goals. He suggested that the best approach might be to merge TSU's BOT and foundation goals into one cohesive strategy. Mr. Williams suggested that a well-developed strategic plan would help to avoid harsh management practices and expressed that, "poor leadership is about beating people over the head… you can't beat your way to success." He noted that staff feels beat up.

President Glover rejected Mr. Williams' assertion that staff feel beat up.

Mr. Williams returned that it was his belief that staff do feel beat up based on the time he has spent on campus.

Harvey Hoskins continued the discussion by covering the foundation endowment growth from 2008 to 2018. He stated that over the past ten years, the investment value has doubled.

Trustee Corbeil, Kevin Williams, and Harvey Hoskins agreed that it might be informative to have Goldman Sachs representatives come to the university and provide information on how the earnings are being reinvested.

Harvey Hoskins clarified that the value of scholarships awarded from 2008 – 2018 increased from $400,000 to $1.9M. He then detailed that 12% or $385,000 was used to solicit donations, not as salaries.

Secretary Pendleton asked Dr. Crumpton-Young to explain Title III funding.

Dr. Crumpton-Young explained that the federal government allows funds to be put in the endowment fund as long as TSU can match those funds.

Secretary Pendleton commented on the history of the *Geier* case, including the execution of a consent decree that resolved the litigation involving the University of Tennessee, TSU, and other state entities. In the agreement, UT Nashville relinquished its land and facility to TSU to become what is now known as the Avon Williams campus.

VI.   **REPORT ON THE FOUNDATION'S SCHOLARSHIP FUNDING STATUS AND PLAN MOVING FORWARD**
Benjamin Northington commented the triple EEE awarded $283,000 as scholarships, which was 75% of the earnings. He also stated that 2/3 of the awarded funds went to Tennessee residents and 1/3 went to out of state students.

Dwayne Tucker stated that the foundation does not have $6M in unrestricted funds. He further clarified that there are not $1M in the foundation to help now.

Trustee Lewis asked whether the foundation would be able to provide funds in September 2019. Dwayne Tucker verified that there would not be $1M available to help in September 2019.

Trustee Corbeil commented that the TSU Board had not defined a dollar figure to make a request. Dwayne Tucker commented that the meeting was good because it starts an ongoing dialogue. He stated that if he were asked the number of students enrolled or purged, that he could not answer. He also stated that he did not know how much funding TSU students require. He noted that asking for funding from the foundation on purge day was too late and he commented that we cannot fish fry our way into fiscal solvency. He opined that the alumni do not know the current financial state of TSU. He commented that TSU is on life support, but that there is no transparency. He noted that some of TSU's marketing and self-lauding gives a false impression of stability. He noted the largest scholarship fundraising event in TSU's history was self-congratulatory, but that it only raised $90,000. Mr. Tucker stated that the BOT and administration should be honest with the alumni and tell them that TSU is on life support. He noted that communication should be improved.

Trustee Lewis agreed with Mr. Tucker's sentiments. He stated that in preparation for a previous board of trustees' meeting, he learned that the university had a $6M shortfall, which is how he decided that the board should ask the foundation for a one-time $10M request for scholarships. Trustee Lewis then suggested that the foundation board members should also sit on the board of trustees for TSU to develop a joint strategy. He noted that trustees should say what should be done and allow the administration to develop the steps required to run the institution well.

VII. FINANCE AND BUDGET COMMITTEE'S FINAL COMMENTS AND PROPOSED ACTION ITEMS

Chair Walker thanked everyone for their work. He then asked what the strategy would be to communicate the institution's needs to the alumni. He noted that the institution's leadership put a counterproductive narrative out in the public.

Chair Walker asked if there is a policy or way to consolidate the various alumni associations. Secretary Pendleton stated that there are ways to police the 501(c)(3) entities formed in association with TSU.

Chair Walker asked why the various associations want to be separate entities.

Dwayne Tucker responded that it gives individual donors better control over how their funds are spent. He then detailed his personal experience with being contacted by more than one association regarding TSU alumni membership after having already purchased a life membership with one association for $300. He noted that more efficient monitoring and distribution of funds would be realized if monies were not funneled through alumni associations before being received by the university.

Kevin Williams state that he was passionate about TSU and that he is dedicated to helping to right the ship. He also noted that he had been warned to expect some resistance from the administration and board of trustees, but that he was pleasantly surprised by everyone's focus on taking corrective action in the best interest of the institution.

Trustee Corbeil asked whether the Finance and Budget committee was the proper entity to be the liaison with the foundation board so that the university may move forward.

Dwayne Tucker agreed that a closer working relationship between the foundation and the board of trustees would improve transparency. He noted that an oversized check was displayed at a TSU football game showing that $13M was raised. Mr. Tucker concluded that the fundraising amount included $5M that had been pledged by a couple as part of a devise in their will. He noted that the funds were reported as received, when in fact, the date of delivery is uncertain.

Terry Clayton suggested consideration of restrictions on the various alumni associations on directly receiving and managing funds in TSU's name.

Trustee Cole noted that the board of trustees received a report on what to expect from the foundation board members. She thanked the foundation representatives for their efforts and noted that a small joint committee of board of trustees and foundations members should be formed.

Trustee Lewis commended everyone on their candor and efforts.

Dwayne Tucker stated that all HBCU's were on a collision course with an iceberg. He suggested that TSU work with Fisk and Meharry to pool resources and leverage the collective knowledge and resources to benefit the students.

Trustee Corbeil thanked the group and noted that a follow-up meeting of a smaller joint ad-hoc committee of board of trustees and foundation board members would be scheduled.

VIII. ADJOURN

Trustee Corbeil entertained a motion to adjourn which was provided by Trustee Freeman. Trustee Lewis seconded the motion, which carried unanimously. The meeting was adjourned at 2:45 pm.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>DISCUSSION ITEM</u>

DATE: February 21, 2019

ITEM: Report on February 4, 2019, Finance and Budget
                                         Committee Meeting Minutes

RECOMMENDED ACTION: Discussion

PRESENTED BY: Chair of Finance and Budget Committee, Trustee
                                         Stephen Corbeil

The document reflecting the minutes from the February 4, 2019, Finance and Budget Committee meeting is included in the February 21, 2019, Board materials above.

**Tennessee State University
Board of Trustees**

**Approval of the
Student Fee Payment and
Enrollment Policy**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	February 21, 2019
ITEM:	Approval of the Student Fee Payment and Enrollment Policy
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Chair of Finance and Budget Committee, Trustee Stephen Corbeil

The purpose of this agenda item is to consider for approval the Payment of Student Fees and Enrollment Policy.

The document reflecting the Student Fee Payment and Enrollment Policy, is included in the February 21, 2019, Board materials.

The TSU Student Fee Payment and Enrollment policy revises the Tennessee Board of Regents policy governing the same policy area. The policy sets forth the rights and conditions governing the payment of student fees and enrollment of students at Tennessee State University. This policy addresses when all assessed fees by the university is due and payable, which is at the time of registration. It also addresses when an applicant for admission will be considered enrolled and counted as a student. The applicant must have paid all assessed fees, or have paid the minimum initial payment required under the deferred payment plan, or have an acceptable commitment from an approved agency by the 21st day following the first day of classes in order to remain enrolled at TSU.

MOTION: To approve the Student Fee Payment and Enrollment Policy, as contained in the Board materials for the Board's February 21, 2019, meeting.

Payment of Student Fees & Enrollment

Policy Area

Business and Finance Policies

Purpose

The purpose of this policy is to set forth the rights and conditions governing the payment of student fees and enrollment of students at Tennessee State University. This policy modifies a previously established Tennessee Board of Regents policy covering the same policy area (TBR Policy 4:01:03:00).

Policy/Guideline

I. Student Fees and Enrollment

    A. All assessed fees by the university are due and payable at the time of registration, except when a student executes a deferred payment plan as provided herein and under University policy.

        1. A deferred payment plan may be implemented for students in accordance with University policy.

    B. An applicant for admission to the university will be considered enrolled and counted as a student when:

        1. all assessed fees have been paid in cash; or

        2. all assessed fees have been paid by a personal check or credit card; or

        3. the initial minimum payment due under any deferred payment plans has been paid and a promissory note has been signed; or

        4. an acceptable commitment from an agency or organization approved by the university has been received by the university.

    C. An applicant will not be considered for admission as a student until all past due debts and obligations to the university incurred in prior academic terms, of whatever nature, have been paid.

        1. The university will allow enrollment when the outstanding obligation is $200 or less.

2. The university will continue to withhold diplomas, transcripts, certificates of credit or grade reports until the student involved has satisfied all debts or obligations or the debts or obligations meet the criteria established in T.C.A. § 49-9-108.

3. All outstanding debts and obligations must be fully satisfied by the 21st day purge of the semester in which enrollment with outstanding debt was allowed.

D. An applicant shall possess an acceptable commitment when an application(s) for financial aid has been timely submitted with the reasonable probability of receiving such.

1. All state financial aid granted to a student shall be applied to pay maintenance fees or tuition, student dormitory or residence hall rental, board, and other assessed fees before any excess may be distributed to the student.

E. Agencies or organizations which may be approved by the university for purposes of making acceptable commitments for applicants shall be limited to agencies of the federal or state governments authorized to provide financial aid, established financial institutions within the state, established in-state and out-of-state corporations which employ the applicant, foreign embassies and foreign corporations, and other organizations within the state which have previously demonstrated the ability to pay the commitment.

1. An acceptable commitment from an agency or organization shall be limited to a commitment which identifies the applicant and promises to pay all unpaid assessed fees for such applicant.

2. No commitments from individuals will be accepted on behalf of applicants.

F. When an applicant tenders payment of fees by means of a personal check or credit card, the applicant may be considered and counted as a student. If the payment is subsequently dishonored by the financial institution, and the payment is not redeemed in cash, the university has the option to not consider that student as enrolled for the term.

1. At the discretion of the university, the student may be considered enrolled and will be assessed the applicable returned payment fee, the applicable late registration fee, and

will be denied grade reports, transcripts and future registration privileges until such dishonored payment is redeemed.

2. Pursuant to T.C.A. § 49-9-108, diplomas, transcripts, certificates of credit, and grade reports cannot be withheld for debts that are both less than $25 and more than 10 years in age.

3. The university may deny future check writing privileges to students that have paid registration fees with checks that are subsequently dishonored.

4. The university shall allow enrollment in the following semester when the outstanding obligation is $200 or less.

5. The university shall continue to withhold diplomas, transcripts, certificates of credit or grade reports until the student involved has satisfied all debts or obligations or such meet the criteria established in T.C.A. § 49-9-108.

6. All outstanding debts must be fully satisfied by the 21st day purge of the semester in which enrollment with outstanding debt was allowed.

G. The university has established charges for late registration and/or payments which are returned dishonored, and such charges shall become assessed fees for purposes of admission.

H. In accordance with these guidelines, the president has the authority to determine the applicability of certain fees, fines, charges, and refunds, and to approve exceptions in instances of unusual circumstances. All such actions should be properly documented for auditing purposes.

Tennessee State University
Board of Trustees

**Approval of the
Deferred Payment
Plan Policy**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>ACTION ITEM</u>

DATE: February 21, 2019

ITEM: Approval of the Deferred Payment Plan Policy

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee
                                         Stephen Corbeil

The purpose of this agenda item is to consider for approval of the Deferred Payment Plan
Policy.

The document reflecting the Deferred Payment Plan Policy is included in the February 21,
2019, Board materials.

The purpose of this policy is to implement, clarify and ensure the consistent administration of the
deferred fee payment program at Tennessee State University. The TSU Deferred Payment Plan
policy revises the Tennessee Board of Regents policy governing the same policy area.

A deferred payment plan is available for regular academic semesters (fall and spring) only and for
students who are in good financial standing. All financial aid awarded to a student is applied
before the deferred payment plan is utilized. There are two deferred payment plan options. One
option is for students with balances above $2,000. In this option, the student pays a $50 service
fee, a fifty percent down payment of the balance, and three equal installments due prior to the end
of the semester. The second option is for students with balances of $2,000 or less. The second
option is the same as the first except there is no down payment required.

**MOTION: To approve the Deferred Payment Plan Policy, as contained in the Board
materials for the Board's February 21, 2019, meeting.**

Deferred Payment Plan

Policy Area
Business and Finance Polices

Purpose
The purpose of this policy is to outline provisions for consistent administration of the deferred fee payment program at Tennessee State University. This policy modifies a previously established Tennessee Board of Regents guideline covering the same policy area (TBR Guideline B-70).

I. **General Provisions**

    A.   The deferred payment plan is available for regular academic terms, but not for summer or other short terms.

II. **Eligibility**

    A.   All students in good financial standing and with no outstanding account balances from previous terms are eligible to participate in the deferred payment program.

    B.   Students who have failed to make timely payments in previous terms may be denied the right to participate in the deferred payment program in additional enrollment periods.

    C.   There is no minimum balance due for students to be eligible for deferred payment.

III. **Payment Terms**

    A.   All financial aid awarded by the university, including student loans, must be applied toward payment of total fee balances before the deferred payment plan may be utilized. Two options are available for the remaining balance after financial aid and discounts are applied.

        1.   Option 1 (Balances above $2,000)

            a.   At least 50% of the remaining balance after financial aid and discounts are applied must be paid at the beginning of the term.

            b.   The remaining balance may be paid in a minimum of three equal installments.

                i.   Due dates for these payments are approximately 30 days between due dates.

                ii.   All installments are scheduled so that the entire balance due is paid by the end of the semester.

        2.   Option 2 (Balances $2,000 and below)

            a.   Zero of the remaining balance is required at the beginning of the term.

b. The remaining balance may be paid in a minimum of three equal installments, as determined by the university.

  i. Due dates for these payments shall be approximately 30 days between each due date.

B. All installments are scheduled so that the entire balance due is paid by the end of the semester.

IV. **Service Charges and Fines**

 A. The university shall charge a service fee of $50 to help defray administrative costs associated with the deferment program.

 B. An additional late payment charge of $25 will be assessed on each installment which is not paid on or before the due date.

 C. Withdrawals from classes will not alter any remaining balance due except to the extent that any refund may be applied.

V. **Approval of Exceptions**

 A. In accordance with these guidelines, the president has the authority to determine the applicability of the provisions of the deferred payment policy and to approve exceptions when the president deems an exception to be appropriate and in the best interest of the university.

 B. All such actions must be properly documented for auditing purposes.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: February 21, 2019

ITEM: Update on Enrollment, Marketing and Student Recruitment
                                         Plan

RECOMMENDED ACTION: None

PRESENTED BY: Terrence Izzard, Associate Vice President for Enrollment
                                         Management

At the November 15, 2018, Board meeting, President Glover and her designees presented
information from the University's draft enrollment, marketing and student recruitment plan.
The plan is now final and included in the February 21, 2019, Board materials. President
Glover and her designees will provide update information on the implementation of the plan
at the Finance and Budget Committee meeting.

STRATEGIC ENROLLMENT, RECRUITMENT, AND MARKETING PLAN

Executive Summary

Enrollment at Tennessee State University has declined for three consecutive years, decreasing from 9,179 students in 2015 to 7,780 students in 2018. Since the highest enrollment in 2015 (9,179), enrollment has declined 15.15% (1,399 students). This decline has occurred during a period where state funding has declined, and a dependence on tuition revenue has increased. This combination of events mandates that TSU think even more strategically in terms of recruitment and retention.

"Strategic Enrollment Management (SEM) is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students where 'optimum' is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution's function and culture." (Michael Dolence, 1993.)

President Glover appointed a recruitment committee to assist her in updating and upgrading TSU's efforts and performance in the areas of enrollment, student recruitment, and marketing. The TSU Recruitment Committee is charged with assisting with developing a plan that will increase enrollment by identifying the challenges that have caused declines, and to formulate strategies to address them. The committee consists of representation from a cross section of the campus including deans, faculty, staff, administrators and students. It is chaired by Dr. Curtis Johnson, Chief of Staff. The committee has two co-chairs, Mr. Terrence Izzard and Dr. Sharon Peters.

The committee members have identified a number of key challenges that TSU currently faces as the University works to stabilize and increase enrollment. These challenges include a decrease in the amount of scholarship funding to attract and retain high achieving freshmen, marketing the new admission standards, customer service challenges, increasing resources to enhance marketing strategies for prospective students, negative publicity, and financial challenges for the students.

The committee also addressed graduate school enrollment challenges. These challenges involve improving application processes including difficulties in tracking supporting documents submitted with the graduate application, improving the IT infrastructure, as well as the need for more online graduate programs.

In order to address these challenges, the committee identified five major undergraduate strategies and one overall strategy for graduate recruitment.

> *Undergraduate Strategies:*
> 1. Strategic Outreach
> 2. Strategic Marketing
> 3. Strategic Communications
> 4. Technological Infrastructure Enhancements and Capital Improvements
> 5. Strategic Funding for Scholarship
>
> *Graduate Strategy:*
> 6. Strategic Marketing and Recruitment for the Graduate School

GOAL 1.1 - Increase recruitment outreach to traditional high school populations within the state of Tennessee and within 250-mile radius.

1.1.1   Increase high school visits and become more visible at events in Metro Nashville Public Schools, Shelby County Schools, Hamilton County Schools and Clarksville-Montgomery County and communities.

1.1.2   Increase recruitment outreach in the Birmingham, Montgomery, Mobile and Huntsville, Alabama area; Northern Mississippi area; Atlanta, GA area; St. Louis, MO area; Indianapolis, IN area; Louisville, KY areas through special events, mailers, emails and digital campaigns.

1.1.3   Foster partnership agreements with school superintendents in Metro Nashville, Shelby County, Hamilton County Schools, and Clarksville-Montgomery County for greater brand exposure and access to prospective students.

1.1.4   Plan activities for high school counselors that include receptions, luncheons, and informational programs.

1.1.5   Conduct special recruitment receptions for high achieving high school seniors in primary markets.

1.1.6   Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.

1.1.7   Begin outreach to selected middle school populations to increase awareness and early brand loyalty.

1.1.8   Ensure that faculty, support staff, student organizations and auxiliary departments are involved in recruitment initiatives, i.e. *Chat with the Deans, Recruitment Receptions, Preview Days, Campus Town Halls/Recruitment Info Sessions.*

1.1.9   Improve Annual Preview Days and host new mini-preview days and general recruitment receptions.

1.1.10   Purchase senior and junior student names (SAT, ACT etc.).

1.1.11   Assign each student to a recruitment advisor who will be in continuous contact with prospective students throughout the recruitment cycle.

1.1.12   Survey students who were admitted but did not attend TSU.

1.1.13   Partner with athletes, bands, choirs, and prominent campus affiliates and influencers to help attract new students.

1.1.14   Increase dual enrollment courses with high school seniors

1.1.15   Coding camp partnership with Apple, Inc. and other technology partners

1.1.16   Increase awareness of special certificate programs for career certifications

ACTION PLAN: GOAL 1.1

Action	Objective	Time	Resources	Goal	Source	Cost
1.1.1 - Increase high school visits and become more visible at events in Metro Nashville Public Schools, Shelby County Schools and Hamilton County Schools and communities.	Increase the number of applicants from primary instate markets	Aug 2018 thru Jan 2019	Recruitment Staff	Increase the number of applicants by 2%	Enrollment data, Applications data	30,000
1.1.2 - Increase recruitment outreach in Atlanta, GA, Birmingham, AL and Indianapolis, IN, through special events, mailers, emails and digital campaigns.	Increase number of applicants who qualify for the 250-radius discount	Aug 2018 Fall Run and Spring 2019 (Yield)	Recruitment Staff	Increase the number of applicants by 2%	Enrollment data, Applications data	$12,000
1.1.3 - Foster partnership agreements with school superintendents in Metro Nashville, Shelby County, and Hamilton County Schools for greater access and brand exposure and access.	Increase number of applicants from primary instate markets	Aug – Nov 2019	President, VPEM, AVPEM	Improve the image of TSU and strengthen relationships with key educational stakeholders	District websites	$500
1.1.4 - Plan activities for high school counselors that include receptions, luncheons, and informational programs	Gain more support for TSU in school districts	Feb 2019	Director of High School Relations	Improve the image of TSU and strengthen relationships with key educational stakeholders	MNPS district office	$5,000
1.1.5 - Conduct special recruitment receptions for high achieving high school seniors in primary markets.	Increase the number of honor students who apply	Nov 2019	Associate VP Dean of the Honors College	Increase the number applications of high achievers by 2%	Application pool, Inquiry pool	$5,000
1.1.6 - Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.						

1.1.7 - Begin outreach to selected middle school populations to increase awareness and early brand loyalty.	To engage students from a young age	Year-round	Recruitment Staff, Alumni, and Office of Digital Media (website)	To increase awareness of TSU and create brand association in the subliminal mind to create future leads	Middle School students (contact card / campus tour group pools)	$1,000
1.1.8 - Ensure that faculty and departments are involved in recruitment initiatives, *i.e. Chat with the Deans, Recruitment Receptions, and Preview Days, Campus Town Halls/Recruitment Info Sessions.*	Enhance recruitment effort for departmental units	Fall 2018 thru Spring 2019	Associate VP Enrollment Management and Academic Deans/Academic Affairs	Increase the number of students enrolled in participating departmental programs	Deans, Application data	$15,000
1.1.9 - Improve Annual Preview Days and host new mini-preview days and general recruitment receptions	Increase number of participants	Ongoing	Director of Recruitment	Increase the number of attendees	Attendance data and Application data	$10,000
1.1.10 - Purchase senior and junior student names (SAT, ACT etc.)	Recruit more honor students through calls, mailers and eblasts	Fall 2019	Enrollment Committee Chair	Attract more high achieving students	College Board and ACT	$40,000
1.1.11 Assign each student to a recruitment advisor	Better track students through the admissions funnel	Ongoing	Director of Recruitment	Increase engagement throughout each stage of the admissions funnel	Application Pool	0
1.1.12 Survey students who were admitted but did not attend TSU.	Gain insight to items that are deterring students from enrolling	Nov 2018	Director of Recruitment	Discover facts about why students choose not to attend TSU	Previous Year Application data	0
1.1.13 Partner with athletes, bands, choirs, and prominent campus influencers to help attract new students.	Share the TSU story through student experiences	Aug 2018 thru Spring 2019	Office of Digital Media/Office of Public Relations & Communications	Increase the number of students who apply by 2%	Unit Directors, Student leaders, Student Volunteers	$500

1.14 Increase dual enrollment courses with high school seniors	Increase FTE headcount	Jan 2019-Jun 2019	Office of Recruitment	Increase the number of students who are enrolled by 2%	Area school districts	0
1.15 Coding camp partnership with Apple, Inc. and other technology partners	Increase FTE headcount	Jan 2019-Jun 2019	Office of the President Office of Recruitment Apple, Inc.	Increase the number of students who are enrolled by 2%	Area school districts, community centers and business partnerships Apple Techs	0
1.16 Increase awareness of special certificate programs for career certifications	Increase FTE headcount	Jan 2019-Jun 2019	Academic Affairs Office of Recruitment	Increase the number of students who are enrolled by 2%	Community and business partnerships	0

GOAL 1.2 - Expand outreach to community colleges/transfers students

The aim of the recruitment plan Transfer and Community College students is to increase undergraduate enrollment at TSU by two percent (2%) each year over the next five years. The enrollment plan for Transfer and Community College Students has been developed to guide recruitment activities for the 2018-2019 recruitment cycle and beyond considering historical data from previous years.

The following strategies will be employed over the 2018-2019 recruitment cycle to build interest in University programming:

1.2.1   Telephone campaign to potential transfer students, applicants and admitted transfer students.
1.2.2   Increase number of campus visits to top three priority community colleges within a 30-mile radius with recruiter and TSU faculty members when possible.
1.2.3   Increase awareness and visibility of available TSU CCI support services and scholarships among interested students at who attend targeted community colleges.
1.2.4   Host annual Community College Preview Days, Mini Preview Days (Transfer Tuesdays) and receptions for transfer students in partnership with CCI, Academic Deans and the Recruitment office.
1.2.5   Provide more printed and digital materials to community college partners.
1.2.6   Increase the number of 2+2 programs offered by TSU.
1.2.7   Convey our value proposition not only to African American students, but also to majority students as well
1.2.8   Unveil the new Dual Admissions campaign to the middle Tennessee community college campuses.

ACTION PLAN: GOAL 1.2

Action	Objective	Time	Resources	Goal	Source	Cost
1.2.1 - Telephone campaign to transfer inquiries	To encourage interested students to apply	August 2018 - May 2019	Recruitment Staff CCI	Increase the number of applicants by 2%	Enrollment data, Applications data	0
1.2.2 - Increase number of campus visits to top three priority community colleges within a 30-mile radius with recruiter and TSU faculty members	To increase awareness, interest and engagement	August 2018 – December 2018	Community College Recruiter, CCI, Deans/Faculty	Increase the number of applicants by 2%	Enrollment data, Applications data	$1,000
1.2.3 - Increase awareness and visibility of available TSU CCI support services among interested students at who attend targeted community colleges	Make students aware of the additional academic & financial support	August 2018 - May 2019	Community College Recruiter and CCI	Improve the image of TSU and strengthen relationships with key educational stakeholders	Application Pool	0
1.2.4 - Host annual Community College Preview Days, Mini Preview Days (Transfer Tuesdays) and receptions for transfer students in partnership with CCI, Academic Deans and the Recruitment office.	Connect students to main campus resources and build rapport with students	August 2018 - May 2019	AVP Enrollment Management, CCI, Recruiter	Increase the number applications of high achievers by 2%	Application Pool, Inquiry Pool	$3,000
1.2.5 - Provide more printed and digital materials to community college partners	Keep our community college partners "in the know" about TSU	Year-round	AVP Enrollment Management, Digital Media Manger, CC Recruiter	To increase awareness of TSU and create brand association in the subliminal mind to create future leads	Middle School students (contact card / campus tour group pools)	$1,000
1.2.6 - Increase the number of 2+2 programs offered by TSU.	Attract more interested students	Ongoing	Academic Affairs	Attract more interest in TSU	Academic Affairs	0

1.2.7 - Convey our value proposition not only to African American students but also to majority students as well.	Increase minority populations	Year-round	Community College Recruiter	Increase the number of transfer applications by 2%	Adult Education team	0
1.2.8 - Unveil the new Dual Admissions campaign to the middle Tennessee community college campuses.	Increase transfer population	September 2018	Community College Initiative	Increase the number of transfer applications by 2%	Area community college/Partner Schools	0

GOAL 1.3 - Expand outreach to International Students.

The aim of the recruitment plan for International students is to increase undergraduate enrollment at TSU by two percent (2%) each year over the next five years. The enrollment plan for International Students has been developed to guide recruitment activities for the 2018-2019 recruitment cycle and beyond considering historical data from previous years.

The following strategies will be employed over the 2018-2019 recruitment cycle to build interest in University programming:

1.3.1   Develop recruitment materials utilizing both digital and print.
1.3.2   Develop and manage webpage/social media content.
1.3.3   Engage with internal partners for international student recruitment.
1.3.4   Engage with external partners to increase international numbers.
1.3.5   Sign contracts with international recruitment agents in target countries.
1.3.6   Develop and implement domestic recruitment strategies to target community colleges and external IEPs.
1.3.7   Conduct small and large group recruitment tours as well as individual recruitment trips.

Action	Objective	Time	Resources	Goal	Source	Cost
1.3.1 Develop recruitment materials utilizing both digital and print	• Meet with Graduate School and Admissions • Decide on format and develop content • Contract with 3rd party vendor to design and produce materials • Obtain approval from Media Relations • Purchase hardcopy materials • Reproduce materials in major multiple languages • Create a promotional recruitment video • Create short video series utilizing current students (me-on-campus)	Nov 2018 Dec 2018 Dec 2018 Jan 2019 Feb 2019 June 2019 April 2019 Monthly thru 2019	Recruitment Staff OIA Staff	Design, develop and utilize effective marketing tools focusing on target populations.	• Office of Enrollment • Management • Graduate School	$5,500
1.3.2 Develop and manage webpage/social media content	• Update OIA & IEC webpages • Activate YouTube account & upload videos • Provide Facebook content regularly • Activate Twitter account & upload content • Activate Instagram account & upload content • Seek alternatives country-specific social media presence	Nov 2018 - Oct 2019	Recruitment Staff OIA Staff	Reach target audience with up-to-date and accurate information through web-based applications	• Media Relations	N/A

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| 1.3.3 Engage with internal partners for international student recruitment | • Create Tigers Abroad Association
• Identify and obtain support of targeted faculty
• Have faculty visiting abroad connect with external partners
• Have study abroad groups connect with external partners
• Develop a pathway program
• Establish TOEFL/IELTS Waiver Policy for IEC students
• Hold Information Sessions on applying to TSU for IEC students | Dec 2018
Feb 2019

May - July 2019
May - July 2019
Dec 2019
Dec 2019

Ongoing | Recruitment Staff
OIA Staff | Establish extensive network of internal partners actively recruiting for TSU | • Deans
• Department chairs
• Faculty | N/A |
| 1.3.4 Engage with external partners to increase international numbers | • Follow-up on recruitment analysis of US Commercial Services
• Consider purchasing Gold Key Service of US Commercial Services
• Send introductory emails and visuals to EducationUSA officers and RELOs in target countries
• Ship brochures and posters
• Prepare for SACM Khebrat Program
• Contact Colfuturo | Nov 2018

Dec 2018

Jan 2019

Mar 2019
Apr 2019
Feb 2019
May 2019

May 2019 | Recruitment Staff
OIA Staff | Establish, maintain and evaluate partnerships with government organizations | • EducationUSA
• US Commercial Services
• SACM
• Colfuturo
• Reconnect Kuwaiti MOHE Scholarship Program
• UAE Government Scholarships | $1,500 |

	• Reconnect Kuwaiti MOHE Scholarship Program • Search for UAE Government Sponsored Scholarships					
1.3.5 Sign contracts with international recruitment agents in target countries.	• Seek options for agent payment structure, student scholarships • Attend AIRC conference • Sign agreements with agents in target countries • Ship recruitment materials regularly to the agents • Monitor and assess performance	Nov 2019 Dec 2019 Feb 2019 Ongoing ongoing	President, VPEM, AVPEM, Recruitment Staff OIA Staff	Sign contracts with multiple agents	• Agents • AIRC • US Commercial Services	$4,000
1.3.6 Develop and implement domestic recruitment strategies to target community colleges and external IEPs	• Propose policy for undergraduate admissions to accept other IEP level completion for English proficiency • Promote pathways program external IEP program students and	May 2019 July 2019 Apr 2019	Recruitment Staff OIA Staff	Create pathways or progression routes for international students studying at community colleges and external IEPs	• TBR Community Colleges • IEPs in Tennessee	N/A

	government sponsors • Network with DSOs at community colleges in Tennessee					
1.3.7 Conduct small and large group recruitment tours as well as individual recruitment trips	• Research feasibility taking budgetary considerations into account	Spring 2019	Recruitment Staff OIA Staff	Conduct one recruitment trip per year based on recruitment budget	• Invitations from external partners	$4,000
					TOTAL BUDGET	$15,000

GOAL 1.4 - Expand outreach to nontraditional student populations.

The aim of the recruitment plan for nontraditional students is to increase undergraduate adult enrollment at TSU by two percent (2%) each year over the next five years. The adult learner enrollment plan has been developed to guide recruitment activities for the 2018-2019 recruitment cycle and beyond. Historical data from previous years were retrieved and analyzed to gain insight into past enrollment trends of adult student learners. This information, in addition to evidence garnered regarding current recruitment and marketing trends was utilized to established realistic and achievable recruitment goals. In addition, the overarching goal of the Adult Recruitment Plan is aligned with the University-wide recruitment blueprint to increase overall enrollment.

The following strategies will be employed over the 2018-2019 recruitment cycle to build interest in University programming:

1.4.1 Proactively communicate recruitment, outreach and admissions goals and strategies to the broader business and government communities in order to gain support for recruitment efforts.

1.4.2 Initiate a marketing and communication campaign targeted to the Nashville Gulch community. This campaign is focused on developing relationships within the Gulch community and increasing TSU / AWC Downtown Campus brand awareness.

1.4.3 Partner with local and state government agencies on adult prospective students who have stopped out before completing degree. It is important to align employer goals and needs with degree programming offered at TSU.

1.4.4 Partner with corporate entities in order to engage employees and facilitate a pathway for degree attainment. It is important to align employer goals and needs with degree programming offered at TSU.

1.4.5 Collaborate with the Army National Guard, Army Reserve, and Operation Stand Down to engage military and veteran prospects.

1.4.6 Participate in education fair events to recruit adult learners into degree programs.

1.4.7 Initiate a marketing campaign in conjunction with personnel from THEC overseeing the Governors Drive to 55 and Tennessee Reconnect initiatives. This campaign focuses on developing partnerships with organizations that will allow the TSU Recruiter to network and recruit adult prospective students that are 25 years of age or older.

1.4.8 Market and make prospects aware of the fourteen undergraduate and graduate online/hybrid degree programs offered at TSU.

ACTION PLAN: GOAL 1.4

Action	Objective	Time	Resources	Goal	Source	Cost
1.4.1 - Proactively communicate recruitment, outreach and admissions goals and strategies to the broader business and government communities in order to gain support for recruitment efforts.	Launch a communication campaign geared towards the top 100 employers within the Middle Tennessee area to include corporate entities and government agencies	August 2018 – July 30, 2019	Adult Learner Recruiter	Build relationships with local employers; introduce employers to TSU, identify the organizations goals related to employee education and professional development. **Actions:** Conduct face to face visits and respond to follow-up inquiries.	Measure: Establish partnerships with at least ten (10) employers that will allow onsite recruitment visits/fairs for employees.	$1500
1.4.2 - Initiate a marketing and communication campaign targeted to the Nashville Gulch community. This campaign is focused on developing relationships within the Gulch community and increasing TSU / AWC Downtown Campus brand awareness.	Develop and initiate a communication and marketing campaign targeting the Gulch community.	August 2018 – July 30, 2019	Adult Learner Recruiter	Introduce TSU and its degree programming to the residents of the Nashville Gulch community. **Action:** 1. Email blast and snail mail blast twice each semester. 2. Conduct open house events at identified residential and business facilities.	Measure: The number of properties and businesses within Nashville Gulch community that allow onsite recruitment. The number of leads generated from the blasts and events.	$2500
1.4.3 - Partner with local and state government agencies on adult prospective students who have stopped out before completing degree. It is important to align employer goals and needs with degree	Establish annually five (5) partnerships with local and state government agencies.	August 2018 – July 30, 2019	Adult Learner Recruiter	Introduce TSU to governmental partners and encourage employees to utilize the tuition waiver program and employee tuition reimbursement programs. **Action:** Conduct employer supported education fair	Measure: The total number of employer sponsored education fair events and data obtained concerning the applicant pool and subsequently student enrollment.	$100

programming offered at TSU.				events; Identify employer goals and needs.		
1.4.4 - Partner with corporate entities in order to engage employees and facilitate a pathway for degree attainment. It is important to align employer goals and needs with degree programming offered at TSU.	Establish annually five (5) partnerships with corporate entities.	August 2018 – July 30, 2019	Adult Learner Recruiter	**Action:** Develop new partnerships that offer employee tuition reimbursement programs targeted to increase adult student enrollment.	Measure: The total number of corporate partnerships established and data obtained concerning the applicant pool and subsequently student enrollment.	$100
1.4.5 - Collaborate with the Army National Guard, Army Reserve, and Operation Stand Down to engage military and veteran prospects.	Establish partnerships with the Army National Guard, Army Reserve, and Operation Stand Down.	August 2018 – July 30, 2019	Adult Learner Recruiter	**Action:** Participate in onsite recruitment events at the Army Reserve Units and Army National Guard Instillation. Participate in the Operation Stand Down monthly networking events.	Measure: The total number of Army Reserve, Army National Guard, Operation Stand Down and data obtained concerning the applicant pool and subsequently student enrollment.	$200

1.4.6 - Participate in education fair events to recruit adult learners into degree programs	Participate in recruitment fair events sponsored by the Middle Tennessee Higher Education Alliance (MTHEA).	August 2018 – July 30, 2019	Adult Learner Recruiter	Participate in education fair events that target adult student prospects. **Action:** Attend all MTHEA sponsored events that target adult learners within the Middle Tennessee area.	Measure: Total number of MTHEA events attended and data obtained concerning the applicant pool and subsequently student enrollment.	$400
1.4.7 - Initiate a marketing campaign in conjunction with personnel from THEC overseeing the Governors Drive to 55 and Tennessee Reconnect initiatives. This campaign focuses on developing partnerships with organizations that will allow the TSU Recruiter to network and recruit adult prospective students that are 25 years of age or older.	Partner with Tennessee Reconnect representatives to facilitate event participation that is aligned with the governors Drive to 55 initiative.	August 2018 – July 30, 2019	Adult Learner Recruiter	Conduct onsite education fair events that are aligned with the Tennessee Reconnect initiative and the Governors Drive to 55 Initiative. **Action:** Reconnect with TSU former students who have stopped out before completing the degree.	Measure: The total number of Tennessee Reconnect events attended and data obtained concerning the applicant pool and subsequently student enrollment.	$300

CATEGORY 2 – STRATEGIC MARKETING AND SOCIAL MEDIA CAMPAIGNS

Goal 2.1 - Marketing and Advertising focused on new admissions standards, student success, student life and capital improvements.

2.1.1   Advertising our new admission standards, Branding, Image, marketing, and reputation building (media blitz with positive news stories, etc.)

2.1.2   Market new capital improvements and infrastructure including new residence halls, academic buildings and welcome center

2.1.3   Add new 360 virtual reality/virtual tour of the campus – *YouVisit*

2.1.4   Update undergraduate and graduate websites and ensure they are inviting, easy to use, and showcasing our brand personality to prospective students.

2.1.5   Review our undergraduate and graduate recruitment publications to ensure they appeal to target audiences

2.1.6   Develop an appealing theme that will attract high school students (Think TSU, Come on…, Make TSU Yours)

2.1.7   Advertise affordability (New Billboard, Social Media, Print Magazines, Restaurants)

2.1.8   Allow current TSU students to create videos snippets, Vlogs, Blogs and other digital content sharing the positive impact of TSU in their lives

2.1.9   Telemarketing campaigns to prospective students

2.1.10 Send mailer and make calls inviting student groups from target markets to visit/tour TSU (School clubs, community orgs, youth groups, etc.)

2.1.11 Enhance campus tours to ensure that tour represents the brand, and meets tour standards of being very personal, real and thorough.

2.1.12 Update website home page to drive website traffic to visit TSU.

2.1.13 Market the "third-spaces" we have – Starbucks, Pizza Hut, The POD, etc.

2.1.14 Market new Technology based education (Apple Coding, Robotics, Cyber Security, etc.)

2.1.15 Increase marketing of our on-line/distance education programs

ACTION PLAN: GOAL 2.1

Action	Objective	Time	Resources	Goal	Source	Cost
2.1.1 – Advertising our new admission standards, Branding, Image, marketing, and reputation building (media blitz with positive news stories, etc.)	To keep current pool of interested students and admitted students engaged and interest new school students	Year-round	Office of Digital Media	Increase Brand awareness, Generate Leads, Create community around the TSU brand, Monitor real-time feedback to increase positive press and publicity	Incomplete Pool Admitted Pool, National clearinghouse data, Naviance, All High School seniors and juniors	$5,000
2.1.2 - Market new capital improvements and infrastructure including new residence halls, academic buildings and welcome center	To increase new students' interest in new state of the art classroom buildings and living and learning facilities	January 2019 thru July 2019	Office of PRC and Office of Digital Media	Increase number of students who apply and enroll	Dr. Johnson	TBD
2.1.3 - Add new 360 virtual reality virtual tour of the campus - *YouVisit*	To create a dynamic virtual reality campus tour experience that appeals to millennials and Gen X.	November 2019	AVP of PRC and Dean of Graduate School and AVP of EM	Increase number of site visits and student applicants	www.tnstate.edu, YouVisit, LLC	$26,000 Per year
2.1.4 - Update undergraduate and graduate websites and ensure they are inviting, easy to use, and showcasing our brand personality to prospective students.	Drive more students to apply for school at TSU	November 2019	AVP of PRC and Office of Digital Media	Increase the number online applications	www.tnstate.edu	0
2.1.5 - Review and update our undergraduate and graduate recruitment publications to ensure they appeal to target audiences	To keep current pool of interested students and admitted students engaged and interest new school students	September 2019	Dean of Graduate School, AVP of PRC and AVP EM	Ensure publications are attractive to our target audience and up-to-date	Current brochures, flyers and publications	TBD

2.1.6 - Develop an appealing theme that will attract high school students (Think TSU, Come on…, Make TSU Yours)	To keep current pool of interested students and admitted students engaged and interest new school students	October 2018	Recruitment and Enrollment Committee	Increase the number of applicants in the application pool	Recruitment and Enrollment Committee	$250
2.1.7 - Advertise affordability (New Billboard, Social Media, Print Magazines, Restaurants)	To attract new students and maintain brand relevance in the community	Year-round	AVP of PRC and AVP EM	Increase the number of applicants in the application pool	Billboard, Social Media, Print Magazine, Restaurants	TBD
2.1.8 – Allow current TSU students to create videos snippets, Vlogs, Blogs and other digital content sharing the positive impact of TSU in their lives	To attract new students	August 2018 thru April 2019	AVP of PRC and Office of Digital Media	Increase the number of applicants in the application pool	Current TSU Students	0
2.1.9 - Telemarketing campaigns to prospective students	Contact students in the inquiry pool and encourage them to visit and/or apply	November 2018 thru February 2019	Recruitment/ Telecenter Team	Increase the number of applications in the application pool	Inquiry data file Naviance data file College Fair data file	$1,000
2.1.10 – Send mailer and make calls inviting student groups from target markets to visit/tour TSU (School clubs, community orgs, youth groups, etc.)	Engage new potential prospective students	November 2019 thru April 2019	Associate Director for Recruitment	Increase the number of students interested in attending TSU. Encourage high school seniors to apply.	Community Ctr, Religious Orgs, Divine 9 Orgs, High School Clubs	$500
2.1.11 - Enhance campus tours to ensure that tour represents the brand, and meets tour standards of being very personal, real and thorough.	Offer an excellent tour experience to build brand loyalty.	Year-round	Associate Director for Recruitment	Increase the number of students interested in attending TSU. Encourage high school seniors to apply.	Tiger Tour Guide TSU Facilities	0
2.1.12 - Update website home page to drive website traffic to visit TSU.	Create more student interest in TSU visit days.	Year-round	AVP of PRC	Increase number of student applicants by 2%	TSU Homepage	0

2.1.13 - Market the "third-spaces" at TSU– Starbucks, Pizza Hut, POD, etc.	Create excitement and interest in TSU.	January 2019	Office of Digital Media	Increase number of student applicants by 2%	Inquiries contact list Application data file	0
2.1.14 - Market new technology-based education (Apple Coding, Robotics, Cyber Security, etc.)	Create excitement and interest in TSU.	January 2019	AVP of PRC	Increase number of student applicants by 2%	Inquiries contact list Application data file	0
2.1.15 - Increase marketing of on-line/distance education programs	Reach target adult professional population	TBD	AVP of PRC & Continuing Ed Office	Increase number of student applicants by 2%		TBD

GOAL 2.2 - Social Media, E-Recruiting, Mobile Applications and Online Marketing

2.2.1   Utilize paid social media advertisement that to market admissions deadlines, campus life, new dormitories, scholarship information, new academic standards, and academic programs, etc.

2.2.2   Continue to build admissions and university social media platforms featuring campaigns and contests to increase awareness, generate leads and create community among prospective students.

2.2.3   Add Live Chat feature to Admissions home pages to offer real-time communication with prospective students and parents.

2.2.4   Utilize web retargeting and conversion campaigns to advertise the university and drive prospective students to apply to TSU.

2.2.5   Host virtual live events and webinars for all prospective and accepted students.

2.2.6   Utilize E-recruiting tools such as Naviance Career Readiness Solution and the College Fair app to generate leads and track admission application conversions.

ACTION PLAN: GOAL 2.2

Action	Objective	Time	Resources	Goal	Source	Cost
2.2.1 - Utilize paid social media advertisement that to market admissions deadlines, campus life, new dormitories, scholarship information, new academic standards, academic programs, etc.	To notify encourage prospective student to apply	Sept 2018 thru July 2019	Office of Digital Media	Increase the number of new freshmen and transfer students in the application pool.	Instagram, Twitter, Facebook and YouTube	$2500 annually for paid advertisement
2.2.2 - Continue to build admissions and university social media platforms featuring promotional campaigns and contests to increase awareness, generate leads and create community among prospective students.	To keep current pool of interested students and admitted students engaged	Year-round	Office of Digital Media	Increase Brand awareness, Generate Leads, Create community around the TSU brand, Monitor real-time feedback to increase positive press and publicity	Instagram, Twitter, Facebook and YouTube www.tnstate.edu/ admission	$1500 annually for design
2.2.3 - Add "Live Chat" feature to Admissions home pages to offer real-time communication	To bridge communication gap, and student wait time on	Oct 2018	Office of Digital Media	Provide rapid response and accuracy of information to students	www.tnstate.edu/ admissions	$600 annually

with prospective students and parents.	phone or in office					
2.2.4 - Utilize web retargeting and conversion campaigns to advertise the university and drive prospective students to apply to TSU.	To increase the number of student in the application poo	Year-round	Office of Digital Media	Increase Brand awareness, Generate Leads	www.tnstate.edu/ admissions	$8,000 annually
2.2.5 - Host virtual live events and webinars for all prospective and accepted students.	To keep current pool of interested students and admitted students engaged	Spring 2019	Office of Digital Media	Offer insight and build relations with prospective student and academic deans	Instagram, Twitter, Facebook and YouTube	0
2.2.6 - Utilize E-recruiting tools such as Naviance Career Readiness Solution and the College Fair app to generate leads and track admission application conversions.	Increase the number applications in the application pool.	August 2018 thru May 2019	Office of Digital Media	Increase the number applications in the application pool.	Naviance Career Readiness Solution, College Fair App	

Goal 3 - Strategic communication strategy for current students and student in the admissions funnel; from inquiries to applicants, and from admitted to enroll.

3.1   Redesign acceptance envelope and update student acceptance letter.
3.2   Telephone campaigns to accepted freshman, transfers and readmit students.
3.3   Telephone campaigns to incomplete freshman, transfers and readmit students.
3.4   Telephone campaigns to high school senior inquiries.
3.5   More communication/follow-up with students in admissions funnel via email, text messaging and direct mail.
3.6   Update admitted student communication workflows in CRM.
3.7   Keep records of student response rates, actions, follow-ups with each student in CRM (customer profile).
3.8   Include relevant information in all communication with the prospective students (e.g. admission deadline, financial aid deadline, etc.) using the CRM.
3.9   Ensure that prospective student receives timely answers to their specific concerns.
3.10   Personalize communications with prospective students to build early connections as early as junior high school.

ACTION PLAN: GOAL 3

Action	Objective	Time	Resources	Goal	Source	Cost
3.1 - Redesign acceptance envelope and update student acceptance letter.	Create excitement when students receive acceptance to TSU	Nov 2018	AVP EM	Cause student to get excited and share their acceptance announcement	Graphic design sample submitted by President	$3,000
3.2 - Telephone campaign to accepted freshman, transfers and readmit students.	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Sep 2018 thru July 2019	Recruitment Team	Increase enrolled students by 2%	CRM	0
3.3 - Telephone campaign to incomplete freshman, transfers and readmit students.	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Sep 2018 thru July 2019	Recruitment Team	Increase enrolled students by 2%	CRM	0
3.4 - Telephone campaign to high school senior inquiries.	To encourage student to visit campus and apply if eligible.	Jan 2019	Recruitment Team	Increase application pool	CRM	0
3.5 - More communication and follow-up with students in admissions funnel via	To increase engagement and build a relationship with student	Sep 2018 thru July 2019	Recruitment Team	Increase enrolled students by 2%	CRM	0

email, text messaging and direct mail.	who are currently in the recruitment funnel.		105			
3.6 - Update admitted student communication workflows in CRM.	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Nov 2018	AVP EM	Increase enrolled students by 2%	CRM	0
3.7 - Keep records of student response rates, actions, follow-ups with each student (customer profile).	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Year-round	Recruitment Team	Increase enrolled students by 2%	CRM	0
3.8 - Include relevant information in all communication with the prospective students (e.g. admission deadline, financial aid deadline, etc.) using the CRM.	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Year-round	Recruitment and Admission Teams	Increase enrolled students by 2%	CRM	0
3.9 - Ensure that prospective student receives timely answers to their specific concerns.	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Year-round	Recruitment and Admission Team	Increase application pool by 2%	Recruitme nt Team	0

CATEGORY 4 – TECHNOLOGICAL INFRASTRUCTURE AND CAPITAL IMPROVEMENTS

GOAL 4 – Enhance technological infrastructure, Improve data and processes, Customer Relationship Management and highlight New Facilities

4.1   Create a "front door" to the campus through the new Alumni and Welcome Center. INFRASTRUCTURE

4.2   Upgrade current campus tour welcome area and check-in process.

4.3   Rename Student Success Center to Center for First Year Programs creating learning communities modeling programs after student-centered practices to achieve first year enrollment goals.

4.4   Migrate to the new Recruit Customer Relationship Management (CRM) database for prospect management and new, more user-friendly online application.

4.5   Identify and enroll best fit students.

4.6   Provide early visibility of applicant pool.

4.7   Reduce time and cost by recruiting with more focused efforts.

4.8   Handle high volume of prospects and applicants more efficiently with new CRM.

4.9   Follow applicants through entire enrollment cycle.

4.10   Monitor territory prospect pool to achieve territory recruitment goals.

4.11   Identify all students who started an application but did not finish early and assist them in completing the application process.

4.12   Identify students who previously enrolled but did not re-enroll.

4.13   Create written admissions policies.

4.14   Create written transcript scanning and tracking procedure.

ACTION PLAN: GOAL 4

Action	Objective	Time	Resources	Goal	Source	Cost
4.1 - Create a "front door" to the campus through the new Alumni and Welcome Center.	Create better experience for students when touring	TBD	Dr. Curtis Johnson	Increase the number of campus tour. Increase the number student applicants.	Capital Improvements	TBD
4.2 - Upgrade current campus tour welcome area and check-in process.	Improve student experience	TBD	Dr. Curtis Johnson	Improve the quality of campus tours/visits.	Dr. Curtis Johnson	TBD
4.3 - Rename Student Success Center to Center for First Year Programs creating learning communities modeling programs after student-centered practices to achieve first year enrollment goals.	Enhance first year experience and make transition to college more successful	TBD	President, , VP for EM, VP for AA, Dr. Curtis Johnson, Student Success Center Staff	Increase number of first-time freshmen who apply, enroll and persist.	TBD	TBD

4.4 - Migrate to the new Recruit Customer Relationship Management (CRM) database for prospect management and more user-friendly online application.	Better manage applicant pool, more transparency and accountability	January 2019 (Soft Launch November 2018)	VPEM, AVPEM, Recruitment Team	Reduce the number of incomplete applications, work more efficiently with students in application pool.	Banner/Hobsons Connect	TBD
4.5 - Identify and enroll best fit students	To use a more targeted approach to recruiting specific student populations	Spring 2019	Director of Recruitment	Increase the number applicants by 2%.	Enrollment Data Graduation Data	0
4.6 - Provide early visibility of applicant pool	To foster more accountability	January 2019 Launch	New CRM	Provide better tools to enhance team output.	Recruit CRM	0
4.7 - Reduce time and cost by recruiting with more focused efforts on the application funnel	To eliminate wasted time with stealth applications	Year-round	Recruitment Team, New CRM	Improve efficiency of recruitment and admissions process.	Recruit CRM	0
4.8 – Handle high volume of prospects and applicates more efficiently with new CRM	To provide easy access to prospective data and improve monitoring of prospects from each territory	Year-round	Recruitment Team, New CRM	Increase the number applicants by 2%.	Recruit CRM	0
4.9 - Follow applicants through entire enrollment cycle.	To reduce the number of incomplete applications	Year-round	Recruitment Team, New CRM	Reduce the number of incomplete applicants and increase the number of student who enroll.	Recruit CRM	0

4.10 - Monitor territory prospect pool to achieve recruitment goals.	To provide better tracking weekly by territory	Year-round	Recruitment Team, New CRM	Reduce the number of incomplete applicants and increase the number of student who enroll.	Recruit CRM	0
4.11 - Identify all students who started an application but did not finish.	To reduce the number of incomplete applications	Year-round	Recruitment Team, New CRM	Reduce the number of incomplete applicants and increase the number of student who enroll.	Recruit CRM	0
4.12 - Identify students who enrolled previously but did not re-enroll.	To re-recruit students back to TSU	January 2019	Associate VP of Enrollment Management	Increase the number of student who are readmitted by 2%.	Enrollment Data	0
4.13 - Create written admissions policies.	To ensure all processes are clear and performed efficiently by all admissions operations team members	October 2018	Director of Admissions Processing	Reduce the number of processing errors.	Admissions Operations procedures	0
4.14 - Create written transcript scanning and tracking procedure.	To ensure all documents are processed timely, tracked and stored properly	October 2018	Director of Admissions Processing	Reduce the number of missing documents.	Prospective student files	0

CATEGORY 5 - STRATEGIC FUNDING FOR SCHOLARSHIPS

GOAL 5 – Work collaboratively with the office of Institutional Advancement to provide incoming freshmen enrollment data on high achieving students who have been admitted to the University

5.1 Provide more scholarship dollars to allow TSU to be competitive
5.2 TSU Office of Institutional Advancement must be more aggressive in generating funds for first year students
5.3 Develop a plan of increasing need-based and merit-based funding
5.4 Increase private sources of fund

Action	Objective	Time	Resources	Goal	Source	Cost
5.1 - Provide more scholarship dollars to allow TSU to be competitive	To be more competitive when attracting incoming freshmen	Year-round	Division of Institutional Advancement	Increase enrolled students by 2%	Division of Institutional Advancement	0
5.2 - TSU Office of Institutional Advancement must be more aggressive in generating funds for first year students	To be more competitive when attracting incoming freshmen	Year-round	Division of Institutional Advancement	Increase enrolled students by 2%	Division of Institutional Advancement	0
5.3 - Develop a plan of increasing need-based and merit-based funding	To offer better variety of funding for prospective students	Year-round	Division of Institutional Advancement	Increase enrolled students by 2%	Division of Institutional Advancement	0
5.4 - Increase private sources of fund	To offer better variety of funding for prospective students	Year-round	Division of Institutional Advancement	Increase application pool	Division of Institutional Advancement	0

CATEGORY 6 – STRATEGIC MARKETING AND RECRUITMENT FOR THE GRADUATE SCHOOL

GOAL 6 - Increase Graduate Enrollment to 3000 by Year 2020 through strategic marketing and recruitment outreach to graduate populations within Nashville, the State of Tennessee and worldwide.

6.1   Conduct a survey regarding projected graduate degrees needs based on career demands (local, State, Nation, International)

6.2   Establish joint marketing and recruiting enrollment benchmarks and accountability with Graduate Departments.

6.3   Increase marketing and recruitment outreach through the new Liaison Online Application EMP Systems (GradCAS & CASs) with direct marketing of potential applicants that expressed interested in TSU Graduate Programs. (see strategic marketing attachment)

6.4   Update Graduate School TSU Website (increase multimedia features in highlighted programs)

6.5   Increase social media and networks for direct marketing and recruiting

6.6   Establish the Graduate School Professional Studies Division for offering graduate level professional development and studies.

6.7   Partner with Title III Graduate Program to market and recruit STEM Graduate students.

6.8   Offer graduate level CEUs, Certificates, Badges, professional development type activities that pathway into graduate degree programs.

6.9   Increase marketing and recruiting of TSU alumni population.

6.10   Survey HBCUs that do not offer graduate programs and develop partnership for offering graduate degrees at those institutions (training and utilizing their faculty)

6.11   Increase hybrid and online degree programs to targeted global markets.

6.12   Conduct a survey of graduate programs graduate degree Partner with International Programs marketing and recruiting of graduate students from targeted countries.

6.13   Establish cohort hybrid graduate degree programs with Tennessee College System (community college faculty).

6.14   Incorporate OER (Open Education Resources) free and low cost books as a marketing incentive for full degree programs.

6.15   Foster partnership agreements with Pre-K Public and Private Schools in Metro Nashville and surrounding counties, Shelby County, and Hamilton County Schools for cohort distance education hybrid graduate programs.

6.16   Identify organizations and business that are in need of advanced studies and programs in the Nashville Downtown area for on-site customized advanced graduate programs.

6.17   Partner with State and Metro Nashville Government Agencies for customized on-demand professional graduate studies.

6.18   Develop and Market accelerated programs such as the Executive MBA

6.19   Ensure that faculty and departments are involved in recruitment initiatives, i.e. *Chat with the Deans, Recruitment Receptions, Preview Days, Campus Town Halls/Recruitment Info Sessions.*

6.20   Improve Annual Preview Days and host new mini-preview days and general recruitment receptions.

6.21   Follow-up on graduate students that did not complete their program of study and work with Departments and the Graduate Faculty Council for appropriate extension of time for completing the program of study.

6.22   Partner with other universities in joint offering of online degree programs (example: Grant with Norfolk State)

Strategic Enrollment, Recruitment and Marketing Plan Update – February 2018

GOAL	EFFORTS	RESULTS	NEXT STEPS
STRATEGIC OUTREACH ***Increase recruitment outreach to traditional high school populations within the state of Tennessee and within the 250-mile radius*** • School superintendents • High school counsellors • Receptions for high achieving students • Dual enrollment courses	Arranged meeting with Superintendents from • Metro Nashville Public Schools • Clarksville-Montgomery County Schools Hosted Counselors Receptions for • Metro Nashville Public School • Clarksville-Montgomery County Schools Hosted High Achiever Reception for Shelby County School & Clarksville-Montgomery County • Division of Student Affairs sponsored TSU Tiger Days Nashville – MNPS Schools – February 15 Visited 231 high schools to date which is an increase of 16 additional schools compared to last year • Offered dual enrollment course in General Psychology this Spring at Knowledge Academies • Working with Fortune 100 Company to initiate new dual enrollment course for the Fall.	• Superintendents expressed their desire to more partnership opportunities and expressed interested in seeing more students matriculate at TSU. • Superintendents are open to special recruitment activities for talented students from MNPS to enroll at TSU. • Our recruitment team connected personally with 73 Counselors from Metro Nashville Public • Our team connected with 28 Counselors from Clarksville-Montgomery County Schools • 140 MNPS attendees at TSU Tiger Days, 30 Students applied onsite. We offered scholarship information. Several signed up and were interested in scholarships. • 10 Students enrolled in Dual Enrollment course, General Psychology.	• Meetings with superintendents from Hamilton County and Shelby County. • Special counselor's events for Shelby and Hamilton County Schools. • TSU Day Memphis – March 13 • TSU Day Atlanta – March 17 • Experience TSU Student Receptions March 9, 23, 30 for Atlanta, GA, Birmingham, AL, Chattanooga, TN • Fall Southern Heritage Classic High Achievers reception – September 11 • Special Mailers and digital campaigns • Continue to finalize logistics and program specification for the Dual Enrollment course with the Fortune 100 partner. • Increase the number of dual enrollment courses offered • We are still in the process of scheduling other activities.
Expand outreach to community colleges, transfer students and international students • Increase campus visits to community colleges • Increase the number of 2+2 programs at TSU	• Special call and text campaigns to 332 transfer students inquiries and applicants. • 26 Community College visits to date this cycle as compared to 6 community college visits the previous year. Increase of 20 visits. • Preparing the dual enrollment course to be offered to high school students this fall.	• Increase in the number of students admitted for the fall 2019 as compared to 2018. • Preparing to launch dual enrollment campaign in launch 2019	• Continue to maintain an aggressive school Community College recruiting schedule. • Hiring an additional Community College Recruiter March 2019 • New Transfer Tuesday mini-fairs – Feb 26, Mar 26

110A

• Unveil the new Dual Admissions campaign • Telephone campaigns to potential transfer students	• Working with a team from Nashville State and THEC for a campaign launch for fall 2019		• We plan to add a 2+2 program in Engineering (Mechatronics) in McMinnville in the fall
Expand outreach to Non-Traditional populations, Continuing Education and Distance Learning • Increase the number of certificate programs	• Working with TEMA to establish certification program for Middle Tennessee Emergency Managers	• Developing program curriculum with TEMA for new certification program	• Submit for approval then implementation Fall 2019
STRATEGIC MARKETING AND SOCIAL MEDIA CAMPAIGNS • Marketing and advertising focused on new admission standards, student success, student life and capital improvements • Social media, e-recruiting, mobile applications, and online marketing	• Organized campus wide social media strategy to market new admissions standards, capital improvements and campus life through University's top social media channels. • Launched new E-recruiting system, Naviance and configured an online web chat for live interaction through our website. • Campus-wide launch of social media campaigns across the entire enterprise on Facebook, Instagram & Twitter - 225 posts • Advertised new admissions standards, distinguished alumni, featured student achievements, capital improvements and unique "third spaces" on campus like Chic-fil-a and Starbucks.	• Total followers 140,080 across TSU social media enterprise/campus wide with digital workflows. • 1,114 new students in admissions funnel though Naviance online recruiting • 58,752 Impressions • Increase social media engagement	• Add YouVisit, a 360 Virtual reality tour experience for potential undergraduate and graduate students. • Activate paid advertisements, retargeting and regional geo-targeting in March.
GOAL	**EFFORTS**	**RESULTS**	**NEXT STEPS**

STRATEGIC COMMUNICATIONS
 	
• Telephone campaigns to accepted freshmen, transfers, and readmit students (also to incomplete applicants and high school senior inquiries)
• Increase communication/follow-up with students via email, text, and direct mail
• Enhance record keeping of student response rates, actions, follow-ups required
• Ensure that students receive timely answers to their specific concerns
• Personalize communications with perspective students to build early connections as early as junior high school
	• Telephone, email and SMS text campaigns incomplete applicants and admitted applicants:
	  1. Go Big Blue Campaign/Apply to TSU for inquiries (Web and Visits)
	  2. Finish line Campaign/Completing Pending Applications
	
	• Reduced average processing time for applicants from 7-10 days to 3-5 days.
	
	• Updated contact admissions numbers on admissions web pages. Implemented 24-48 hour response policy for calls and emails.
		• Increase in the number of admitted students
		
		• Decrease in the number incomplete applications
		
		• Reduced average processing time for each application
			• Customer service training Mar 8
			• *The "5 Star" Team*
			
			• CRM training Feb 22 and Mar 1
			• Recruit CRM
			
			• Launch new costumer relationship manager (Recruit CRM) March 14.

TECHNOLOGICAL INFRASTURCTURE AND CAPTIAL IMPROVEMENTS			
TECHNOLOGICAL INFRASTURCTURE AND CAPTIAL IMPROVEMENTS • Create a "front door" to the campus through the new Alumni and Welcome Center • Improve the time involved in transcript review process • Identify students who enrolled previously but did not re-enroll • Enhance the employment of technology throughout the student application process	• Alumni and Welcome Center construction plans are underway • Transcript review process • Email, text and call campaigns to students who did not previously enroll • Student survey for students who did not return. • Completed testing of new costumer relationship manager (Recruit CRM)	• Plans underway for construction on new capital projects • Enrolled 35 students previously were not enrolled (TMCF) • Reduced HS application processing turnaround from 7-10 to 3-5 days	• Go live date for new CRM (Recruit) March 15, 2019. • Analyze results from students who did not return to discover possible improvement.
STRATEGIC FUNDING FOR SCHOLARSHIPS • Provide more scholarship dollars to students • Develop a more aggressive plan in generating funds for first year students • Increase both need-based and merit-based funding • Increase private sources of fund	• Established special corporate and government partnerships with major brands and entities who are interested in supporting TSU students.	• Secured 1 million dollars in scholarship funds form the Department of • Established corporate partnership with Regions Bank • Established corporate partnership with Fifth/Third bank • Finalizing partnership opportunity with Apple, Inc.	• Recruitment team excited to offer new scholarship opportunities to high-achieving, talented students who plan to attend Fall 2019 and major in STEM, Business and Agriculture.

STRATEGIC FUNDRAISING

Strategic Enrollment, Recruitment and Marketing Plan - Goal 5

Goal	Efforts	Results	Next Steps
Provide more scholarship dollars to allow TSU to be competitive.	• Ensure more dollars and more donors through more strategic touchpoints (i.e. more strategic University experiences/messages coupled with Foundation asks) • Devise and implement a Corporate Partners gift program to include large, medium-sized and smaller companies which are typically overlooked.	• Sharing the message of establishing current-use scholarships vs endowments more aggressively with Vintagers and other current and prospective donors. Several current use scholarships secured to date. • Restricted scholarship dollars are up by over $400,000 (55%) this fiscal year • Unrestricted dollars are up $25,000 (15%) • Increased the number of proposals to private foundations FY 18 5 FY 19 40. • Increased the number of face to face visit with foundations managed in portfolios. • Increased number of foundations in managed portfolio from 20 to 50.	• Incorporate the current-use and endowed scholarship messages more broadly and consistently in our conversations campus-wide, presentations to alumni, chapters and other constituents. • Further develop the pipeline of prospects and repeat (multi-year) donors for scholarships • Make 60 face-to-face visits with corporate prospects. (FY2018: 25 • Make a sales call to every corporation listed on the top 100 list. • Make 25 on-campus visits for corporate prospects. FY2010: 24.

Goal	Efforts	Results	Next Steps
TSU Office of Institutional and the Office of Corporate Partnerships and Strategic Initiatives Advancement must be more aggressive in generating funds for first year students.	• Develop a compelling case for support to establish annual and endowed scholarships for first-year students that resonates with donors and strategically aligns with the popular "cross the finish line" mentality that most often draws donors to support juniors and seniors who are on track to graduate.	• Created strategic talking points to compel donors and prospects to establishing scholarships for first-year students, based on • New admissions standards and focus on attracting best and brightest new students; • Enhancing recruitment, retention and graduation rates; • Scholarships removing stress and long work hours that often impact grades; • Students with scholarships have more time to be involved in activities that support leadership development / mentoring; • The case for support will assist in creating awareness, engaging and retaining donors in support of annual and endowed scholarships.	• Collaborate with Enrollment Management and Student Success to ensure baseline data and goals align with strategies and metrics for establishing and awarding Foundation scholarships for first-year students. • The Office of Corporate Partnerships and Strategic Initiatives will Increase the number of grant proposals to foundation to secure funding in support of first-year student, scholarships, coaching and mentoring.

Goal	Efforts	Results	Next Steps
Develop a plan of increasing need-based and merit-based funding.	• Fundraising Strategic Plan (2016-2025) outlines strategies to increase endowed and restricted scholarship dollars/donors: $3M/yr from alumni by 2021 $1.5M/yr. from other individuals/orgs by 2021 2.5M/yr. from corps/founds by 2021	• Created new scholarships as followed: 2016 – 2017: New scholarships - 32 2017 – 2018: New scholarships - 28 2018 – 2019 to-date: 11	• Collaborate with Enrollment Management and Student Success to ensure baseline data and goals align with strategies and metrics for establishing and awarding need/merit funding. • The Office of Corporate Partnerships and Strategic Initiatives will engage more funders to improve the transition for incoming 1st year and transfer students. • The office of Corporate Partnerships will also look for ways to support operational cost for 1st year experience programs.
Increase private sources of fund	• Same as above	•Private giving is up $780,000 (42%)	• Same as above

Recruitment ~ Enrollment ~ Retention
Essential Ingredients to Enrollment Growth, Sustainability, and Fiscal Viability!

This report contains data and information regarding the Fall 2018 and Spring 2019 academic year and reflects trends over a three-year period of time for both fall and spring semesters.

Two-Year Recruitment Comparison Analysis

Spring 2018 – 2019 – Final				
	Grand Total	**Admitted**	**Denied**	**Incomplete**
Spring 2018	1,736	992	112	632
Spring 2019	1,662	924	99	639
%Diff	**-4.3**	**-6.9**	**-11.6**	**1.1**
Summer 2018-2019				
	Grand Total	**Admitted**	**Denied**	**Incomplete**
Summer 2018	451	173	23	255
Summer 2019	267	85	4	178
%Diff	**-40.8**	**-50.9**	**-82.6**	**-30.2**
Fall 2018-2019				
	Grand Total	**Admitted**	**Denied**	**Incomplete**
Fall 2018	7,459	3438	382	3,639
Fall 2019	7,039	3303	310	3,424
%Diff	**-5.6**	**-3.9**	**-18.8**	**-5.9**

Fall Semester Enrollment Analysis by Levels and Projections

Fall	2016	2017	2018	2019 Proj	2020 Proj
	HC	HC	HC	HC	HC
Graduate	1,746	1,705	1,655	1,705	1,756
Undergraduate	7,007	6,756	6,125	6,308	6,497
Total	8,753	8,461	7,780	8,013	8,253

Spring Enrollment 2019

SPR	HC	FTE
Graduate	1,477	903
Undergraduate	5,060	4,611
Total	6,537	5,514

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TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: February 21, 2019

ITEM: Report on TSU's Severance from the Tennessee Board of
                                   Regents on Capital Management Function

RECOMMENDED ACTION: Discussion

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Stephen
                                   Corbeil

The report reflecting TSU's severance from the Tennessee Board of Regents on the Capital Management function is included in the February 21, 2019, Board materials.

Under the FOCUS Act, effective April 13, 2017, the six locally-governed institutions (LGIs) that were formerly a part of the Tennessee Board of Regents severed from that system in all areas except three: (1) procurement; (2) capital project planning and management; and (3) data systems.

As you know, the institution severed from the TBR on procurement on July 1, 2018.

At the November 21, 2018, board meeting, the Board approved authorization for TSU to commence the process to sever from the TBR on the capital management function. We estimate that this severance process will take approximately ten months, including capacity demonstration and evaluation.

VP for Business and Finance has been in consultation with THEC staff, and TSU facilities staff members have been participating in capital severance trainings. The materials required for severance consideration is approximately 90 percent complete. The TSU severance team has attended in person or via web streaming all training hosted by THEC. Staff members have also attended State Buildings Commission and related committee meetings or participated in phone calls.

The university has completed a matrix reflecting areas of responsibility for capital projects. The organizational chart and key staff bios in Capital Project Management is 95% complete. The documentation for the areas of proficiency for Capital Project Management is complete, and the required Capital Project Business process flow charts are 98% complete. The creation and population of the TSU Planning Webpage (Beta Version) is ongoing.

No LGI has yet started the process of severing from TBR in the area of data systems, and THEC has not provided any instructions to begin or execute this process.

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

8:30 a.m. CST   Tennessee State University – Main Campus
Thursday, February 21, 2019   McWherter Administration Building,
                                       President's Conference Room
                                       3500 John A. Merritt Blvd. Nashville, TN 37209

ORDER OF BUSINESS

I.   Call to Order

II.   Roll Call/Declaration of a Quorum

III.   Approval of the November 15, 2018, Academic Affairs and Student Affairs
       Committee Meeting Minutes

IV.   Report on Ten Year Accreditation Review

V.   Nursing School Report

VI.   Academic Affairs Report

VII.   Student Affairs Report

VIII. Adjournment

Tennessee State University
Board of Trustees

**Approval of the
November 15, 2018,
Academic Affairs
and Student Affairs
Committee Meeting
Minutes**

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TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of the November 15, 2018, 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 15, 2018, Academic Affairs and
Student Affairs Committee meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 15, 2018,
Academic Affairs and Student Affairs Committee meeting, as contained in the Board
materials for the Board's February 21, 2019, meeting**.

Meeting of the Tennessee State University Board of Trustees
Academic Affairs and Student Affairs Committee Meeting
November 15, 2018
Tennessee State University – Main Campus –
McWherter Administration Building. President's Conference Room
3500 John A. Merritt Blvd., Nashville, Tennessee 37209

MINUTES

Committee Members Present: Trustees Pam Martin, Richard Lewis, Ali Sekmen, and Braxton Simpson

Other Board Members Present: Trustees Deborah Cole, Edith Peterson Mitchell, Joseph Walker, III, Stephen Corbeil, and Bill Freeman

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Alisa Mosley, Associate Vice President for Academic Affairs; Dr. Curtis Johnson, Chief of Staff; Dr. Tracey Ford, Vice President of Student Affairs, Horace Chase, Vice President of Business and Finance; Dr. John Cade, Vice President for Enrollment Management and Student Success; Terrence Izzard, Associate Vice President for Enrollment Management and Student Success; and Tamika Parker, Executive Assistant to the General Counsel.

Guests Present: Lauren Collier, Tennessee Higher Education Commission.

I.   CALL TO ORDER

Trustee Martin called the meeting to order at 10:54 a.m.

II.   ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the committee chair's request. All member of the committee were present. Secretary Pendleton announced the presence of a quorum.

III.   APPROVAL OF THE SEPTEMBER 20, 2018, COMMITTEE MEETING MINUTES

Trustee Martin proceeded to the approval of the September 20, 2018, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the September 20, 2018, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the November 15, 2018, Board meeting. Trustee Lewis seconded the motion, which carried unanimously.

IV.   APPROVAL OF AN OFF-CAMPUS ACADEMIC DUAL ENROLLMENT PROGRAM SITE AT KNOWLEDGE ACADEMIES CHARTER SCHOOL

President Glover asked Dr. Alisa Mosley, Associate Vice President of Academic Affairs, to provide information related to this agenda item, as her designee.

Dr. Mosley reported that Knowledge Academies, Inc. (KA) is an open enrollment public charter school available to families residing in Davidson County with children eligible for middle through high school. TSU will collaborate with KA to provide dual enrollment to KA students who have applied and have been admitted to TSU. The initial classes are scheduled to be offered in January 2019 and will be Music Appreciation and General Psychology. TSU faculty will work with the KA administration to insure that the high school and university schedules are coordinated and that students receive the same quality of instruction they would receive if they were taking the class on the TSU main campus.

Dr. Mosley commented that recruitment for the classes would begin in early December. Students will complete the TSU admission application online and KA will pay the application fee. TSU staff will work with counselors at KA to obtain copies of transcripts and test scores. The costs of the course will be limited to the amount of the Dual Enrollment Grant, which is $500 for the first and second course. KA staff will assist each student in completing an application for the Dual Enrollment Grant. Students who do not complete the grant application or are ineligible to receive the full grant amount will be responsible for the tuition costs. KA will also be responsible for the purchase of the books for every student admitted to participate.

Trustee Martin thanked Dr. Mosley for the report and moved to approve the off-campus academic dual enrollment program site at Knowledge Academies Charter School, as contained in the Board materials for the Board's November 15, 2018, meeting. Trustee Lewis seconded the motion.

Trustee Freeman questioned whether TSU's focus should be on public schools as opposed to charter schools. Dr. Mosley clarified that the Principal of KA approached TSU and requested dual enrollment for KA students and that a plan is also being developed for students of Hillsboro High School in Upper Division Mathematics.

Secretary Pendleton asked Dr. Mosley to speak to the demographics of the students of Knowledge Academies. Dr. Mosley informed the committee that KA students are primarily Latino and Black students.

After the close of all discussion, the motion passed unanimously.

V.   REPORT ON SACSCOC TEN YEAR REAFFIRMATION REVIEW

President Glover asked Dr. Alisa Mosley to provide the report for this item as her designee.

Dr. Mosley presented the timeline for SACSCOC Accreditation. She then confirmed that the SACSCOC Accreditation Committee has been meeting and that the subcommittees are developing drafts to be submitted by the semester's end. Dr. Mosley commented that currently, the university could demonstrate compliance in all areas.

Trustee Martin thanked Dr. Mosley for her report.

VI.   REPORT ON THE COLLEGE OF HEALTH SCIENCES' NURSING PROGRAM

President Glover asked Dr. Mosley to provide the report for this item as her designee.

Dr. Mosley informed the committee that the Board of Commissioners of the ACEN affirmed continuing accreditation for the baccalaureate-nursing program, placed the program on good

cause, and requested that the institution submit a Follow-Up Report. There were no test takers for the licensure examination.

Dr. Mosley then reported that the Board of Commissioners of the ACEN affirmed continuing accreditation for the associate nursing program and requested that the institution submit a Follow-Up Report. 94.29% of the AASN students passed the licensure examination. Dr. Mosley attributed the success to changes in the curricula, staff development and training, and the coaches and tutoring that TSU provided to the students.

Secretary Pendleton asked Dr. Mosley to remind the board of the passage rates required by the board of nursing for continued accreditation. Dr. Mosley informed the committee that 85% of the test takers are required to pass the examination for the university to maintain accreditation.

Trustee Mitchell asked Dr. Mosley to discuss the benchmark or average score for Tennessee test takers. Dr. Mosley answered that TSU aims for 100% of its alumni to pass the examination. Trustee Mitchell agreed that TSU aims for all of its graduates to pass the exam and practice the profession they trained for at TSU.

Dr. Mosley also informed the committees that academic affairs staff is reaching back to past graduates who have not passed the exam to offer them support from the newly implemented plan to increase examination passage rates. She noted that two graduates who did not receive coaching and tutoring took the exam, but did not pass.

Trustee Sekmen asked whether TSU is seeking approval of the BSN program. President Glover responded that the university asked the board to hold off on approval because the university needs to ensure appropriate faculty are in place to position its students for success.

Trustee Sekmen asked how the administration planned to execute the assessment of the BSN program with no test takers. Dr. Mosley confirmed that the university anticipates having test takers next year because of the RN to BSN program transition.

Trustee Sekmen asked for verification that the university is no longer accepting new BSN students and asked if we should focus on the ASN program. President Glover confirmed that the BSN program is not accepting new students. The program was modelled without proof of success while the administration evaluated accreditation through other accrediting bodies.

Dr. Mitchell warned that the board and its committees should leave the mechanistic strategies to the Faculty and Administration.

Trustee Martin thanked Dr. Mosley for her report.

VII.   ACADEMIC AFFAIRS REPORT

President Glover asked Dr. Mosley to provide the report for this item as her designee.

Dr. Mosley reported to the attendees that the university is searching for Deans of Education and Health Sciences. She also reported that 560 applications for the December 8, 2018, commencement have been submitted. Of the candidates for graduation, the vast majority of the have come from the schools of communications, arts and sciences, criminal justices, health

sciences, and psychology. Academic Affairs is working with the faculty of these colleges to identify the strategies they applied to improve student graduation success.

Dr. Mosley then reported on her research on how historically black colleges and universities are ranked. Several factors are weighed to generate a composite ranking. These factors include, but are not limited to, the number of degrees conferred, student to faculty ratios, upward mobility, expert opinion on the institution's standing, alumni giving over the previous two years, spending on constructions, student scores on standardized tests, and student class standing. TSU ranks number four for African Americans in agriculture and in the top 100 in Humanities, Nursing and Health Sciences. TSU students also placed first in a Supply Chain Competition and the university is accredited in every program for which accreditation is offered.

VIII. STUDENT AFFAIRS REPORT
President Glover asked Dr. Tracey Ford to provide the report for this item as her designee.

Dr. Ford reported that TSU is implementing STEP to provide student employees the opportunity to enhance their professional skill sets, knowledge base, and leadership potential so they can excel in the student workforce and in their future careers. Students who complete STEP will receive a certification that can be used on resumes and professional and graduate school applications. The UNCF Career Pathways Initiative, Student Affairs and the Career Development Center are working collaboratively to develop and implement STEP. Dr. Ford commented that the program aims to equip students with competencies in nine key areas: Critical thinking, oral and written communication, teamwork, digital technologies, leadership, professionalism, career management, and intercultural fluency.

Dr. Ford then reported to the committee that a Men's Empowerment Zone has been developed to support students in academics, leadership, business and entrepreneurial empowerment, manhood, and fatherhood. As part of the program, a barbershop and game room have been built in Watson and Boyd halls.

Dr. Mitchell commented that a student event in which TSU participated in Washington DC were "out of sight!"

IX. ADJOURNMENT

There was no further business. Trustee Martin moved to adjourn. Trustee Sekmen seconded the motion, which carried unanimously.

The Board of Trustees' Academic Affairs and Student Affairs Committee meeting adjourned at 11:43 a.m.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: February 21, 2019

ITEM: Report on Ten Year Accreditation Review

RECOMMENDED ACTION: Discussion

PRESENTED BY: Dr. Alisa L. Mosley, Interim Vice President for Academic
                                 Affairs

The report the ten year accreditation review for TSU is included in the February 21, 2019, Board materials.

Report on Ten Year Accreditation Review

Tennessee State University's accreditation is reaffirmed every ten years by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Our last reaffirmation date was 2012.

The university's reaffirmation process includes reports demonstrating compliance with SACSCOC principles and standards and a Quality Enhancement Plan (QEP). Our QEP 2.0 includes the review of the following two proposals:

- New Paradigms in Student Success: Care, Academics, Development, Navigating Careers, & Engagement (CADENCE); and
- Beyond Borders: Developing Global Leaders and Cultural Competence.

These two proposals will be reviewed by the university community and a pilot will be conducted during the 2019-2020 academic year.

In addition to the reports, the reaffirmation process includes extensive evaluation of compliance by an off-site peer review (September 10, 2019), an on-site peer review (March 30-April 1, 2020), and the final review by the SACSCOC Board of Trustees.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>DISCUSSION ITEM</u>

DATE: February 21, 2019

ITEM: Nursing School Report

RECOMMENDED ACTION: Discussion

PRESENTED BY: Dr. Alisa L. Mosley, Interim Vice President for Academic
                                              Affairs

The nursing school report is included in the February 21, 2019, Board materials.

<u>Nursing School Report</u>

The Accreditation Commission for Education in Nursing (ACEN) accredits Tennessee State University. We have been approached by the Tennessee Board of Nursing (TBON) to review our progress for the ASN program and request the opportunity to begin admissions in the Fall 2019 semester, given our passage rate of 92%. We are also applying to reconstitute our RN to BSN program as a separate application. We will have visits from the ACEN and the Tennessee Board of Nursing in March.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: February 21, 2019

ITEM: Academic Affairs Report

RECOMMENDED ACTION: Discussion

PRESENTED BY: Dr. Alisa L. Mosley, Interim Vice President for Academic
                              Affairs

The academic affairs report is provided below as part of the February 21, 2019, Board materials.

Academic Affairs Report

Dean Searches

- College of Education
    o Deadline for application was January 31, 2019. Applications will be reviewed and we expect to have finalists by second week of March.
- College of Health Sciences
    o Deadline for application was January 31, 2019. Applications will be reviewed and we expect to have finalists by second week of March.

New Academic Program(s)

Tennessee State received THEC approval to offer a master's (MS) degree in Food and Animal Science, beginning Spring 2019. The new degree will provide an opportunity for our graduates to be competitive in new, high-tech careers related to the food and animal sciences and/or in seeking doctoral programs related to food and/or animal sciences. These include, but are not limited to, the academic disciplines of food microbiology, food processing and engineering, food chemistry, product development and sensory evaluation, animal reproduction and processing, animal genetics, and animal wellbeing. This degree aligns with the state's master plan for higher education. The demand for food and animal scientists will continue to grow in the future. With an increase in reliance on food safety, modern technologies for the provision of a safe food supply such as nano- and bio-technologies are needed.

<u>Report on Discipline-Specific Accreditation</u>

Tennessee State University has the following updates with respect to its discipline-specific accreditation efforts.

Discipline and Visit Date	Accrediting Agency	Status
Business (November 2018)	AACSB International (Association to Advance Collegiate Schools of Business)	Reaffirmation approved by the Board
Psychology (Doctoral level)	American Psychological Association (APA	Awaiting Board decision in the Spring 2019 semester; no findings by the onsite visit team
Cardiorespiratory Care	CoARC - Commission on Accreditation for Respiratory Care	Awaiting Board decision in the Spring 2019 semester; no findings by the onsite visit team

The partnership with the public school systems will be dual enrollment classes for TSU. We are fielding interest with K-12 entities who are interested in coding courses. We have talked to school systems in surrounding communities and anticipate that we may offer credit-bearing courses in Fall 2019.

College	Current Name	Proposed New Name
Engineering	Aeronautical and Industrial Technology	Applied & Industrial Technologies

The history of the Aeronautical and Industrial Technology Department has been a saga of continuing adjustment and of changing policy and economic conditions. Over the years, preparing our graduates for the 21st century and industry's operation has become increasingly complex. Gone are the days of the "T-square" approach to educating the profession. The level of understanding and adaptability required in today's competitive technological environment demands a highly skilled and well-educated individual. Within the Technology profession, employment opportunities abound. The industry is experiencing a serious shortage of qualified personnel in all sectors.

While technologists are perceived to be at the pinnacle within their respective profession, these perceptions do not include the fact that for every engineer, it takes four to six highly skilled technologist and support staff. In essence, there are many career opportunities that are available and most importantly, in order for students to meet the challenge of these opportunities, they must have access to the educational tools. For those educational institutions that have a viable and well-rounded technology program, the opportunities for their students are limited.

The technologist industry forecasts show continual expansion into the future with myriad opportunities for highly skilled graduates of technology programs. With these opportunities comes the expectation that educational institutions will either expand their existing programs or initiate new ones. The window of opportunity is at hand. Tennessee State University has not only the opportunity, but also an obligation to ensure that our graduates have a share in the opportunities of the future in the rapidly expanding technology profession.

Of the six Historically Black Colleges and Universities that are accredited by the Association of Technology, Management and Applied Engineering two hundred plus programs, Tennessee State University has the means to offer its students an opportunity to explore Industry 4.0, which is a name given to the current trend of aviation, automation and data exchange in manufacturing technologies.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>DISCUSSION ITEM</u>

DATE: February 21, 2019

ITEM: Student Affairs Report

RECOMMENDED ACTION: Discussion

PRESENTED BY: Dr. Tracey Ford, Vice President for Student Affairs

The student affairs report is included in the February 21, 2019, Board materials.

STUDENT AFFAIRS REPORT
TENNESSEE STATE UNIVERSITY
2019 RESIDENCE HALL REPAIR AND CLEANING UPDATE

As of February 7, 2019, there are a total of 225 Open Work Orders across the 8 residence halls. This reflects just around a 90 percent reduction from March 2017.

Table 1. Open Work Orders 2017-2019

	March 1 2017	March 17 2018	February 11 2019
Open Work Orders	2500	1229	225
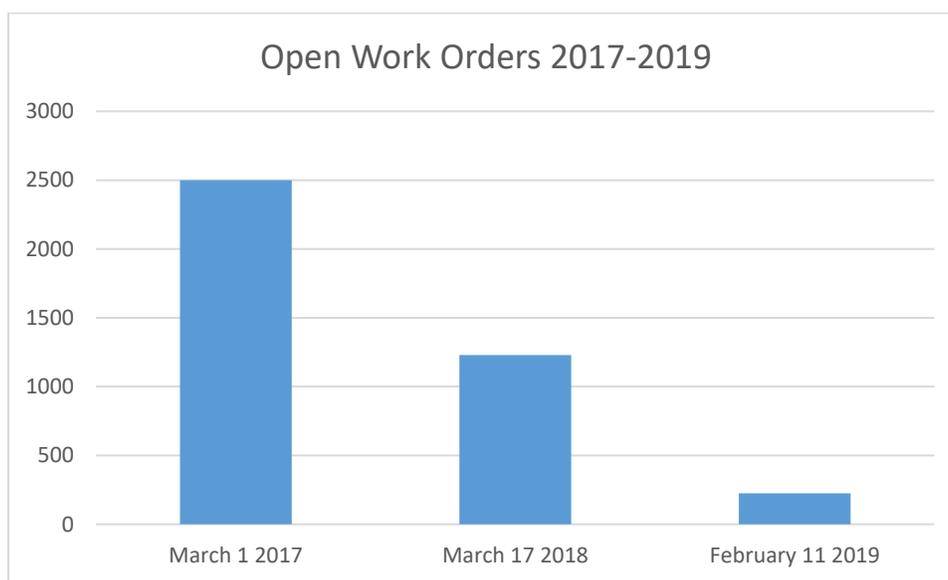
Figure 1. Open Work Orders 2017-2019

Table 2. Current Open Work Orders for All Residence Facilities
by Maintenance Shops as of February 11, 2019 (225)

Building Name	Housing Maintenance	Plumbing	Electrical	HVAC	Environmental	Custodial	Paint	Key Shop	Other (Move Prop, Grounds)	Total
Boyd		7		2	1	4	1		1	16
Eppse	3					1				4
Ford	3	6	6	3	4	3	5	3	4	37
Hale	5	4	1			2			3	15
NRC	2	3	5	1		2	3	1	6	23
Rudolph	3	14	1	2	1	10	3	1	2	37
Watson	11	11	3	1		6	8		2	42
Wilson	3	15	1			12	8	2	10	51
Total	30	60	17	9	6	40	28	7	28	**225**

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General Repairs and Maintenance

The two-year reduction in outstanding work orders and increase in completion of capital projects are direct results of intentional actions taken on the part of the Division of Student Affairs and the Division of Business and Finance (Facilities). Over the last two years, much has been done to improve housing facilities including:

- Implemented best practice strategies that have led to the reduction of work orders, increase of preventative maintenance, reduction in repair time, and increase on capital projects (roofs, elevators, etc.).
- Implemented a process to allow students to report work orders directly instead of having to report to housing staff
- Completed a repair and cleaning blitz in the spring of 2018 that led to significant accomplishments in maintenance, IT, and projects.

- The following are conducted at least once per week:
  - As part of ongoing focus on General Repairs and Maintenance Student Affairs' Housing/Residence Life and Facilities/Operations leadership meets with the Division VP every week to review current issues, strategies, and funding required to resolve issues.
  - Student Affairs reviews TMA work orders, current projects, and needed repairs multiple times per week;
  - Student Affairs meets with Facilities and Cleaning Vendor weekly to discuss service issues and pre-plan the summer;
  - Student Affairs meets with Planning, Design, and Construction to review progress of current and upcoming projects;
  - Student Affairs performs rounds on key areas of the Residence Halls to include Wilson Hall's shower temp checks.

Projects Completed

- Rudolph Hall Alarm System Total Replacement (Completed February 2019)
- New Roof at Wilson Hall
- New Roof 1st Phase at Rudolph
- Campus Apartments Growth Remediation Phase I (Completed- Summer 2018)
- Wilson Hall Growth Remediation Phase I (Completed – Winter Break 2018)
- Eppse bathroom repairs- Replaced all toilet drain lines and flush valves
- Watson bathroom repairs- Replaced all urinal drain lines
- I.T upgraded the switches and installed new wireless routers in every room in each room to increase the bandwidth from 1G to 10G
- Installed exhaust fans in laundry rooms (Hale, Boyd, Watson, Eppse, Ford, NRC, Rudolph)
- Salon Improvements in Rudolph and Hale Hall (new counter tops and flooring)
- Painted the hallways and common areas in all halls
- Boyd Hall Alarm Panel Replacement
- Rudolph steam repair was fixed
- Eppse main and back up domestic hot water system was repaired
- Boyd back up domestic hot water system was repaired
- Hale and Eppse heating hot water were repaired
- Bathfitters replaced the damaged floor drip pans Phase I (Hale, Boyd)
- Wilson Hall- installed Isolation valves
- Wilson Hall bathroom shower stops were replaced
- Wilson Hall received new washers and dryers
- Bathroom fixture upgrades in all 19 bathrooms in Wilson Hall (escutcheon plates, flush valves, toilet seats, mildew/mold resistant shower curtains and mirrors were replaced)
- All laundry room floors were replaced (Wilson, Hale, Watson, Boyd, Ford, NRC, Eppse)
- Rudolph computer lab was centralized to one floor
- Boyd hall first floor bathroom was renovated
- LED lights were installed in the bathrooms (Boyd, Watson, Eppse)
- NRC community building hot water heater was repaired
- All furniture and carpet in the apartments and lobby areas of all halls were steam cleaned
- Men's Center 1st Phase at Boyd Hall

Projects in Progress/Planned for 2019-2020

- Rudolph Elevator (August 2019 completion)
- Hale Elevator (rebid process)
- Apartment Stair Replacement (In Progress)
- Rudolph Roof Phase II
- Wilson Restroom HVAC (Growth Remediation)
- Watson hot water pump needs to be replaced (In progress)
- Boyd water main needs to be repaired (In progress)
- Cameras installation for Hale and Rudolph (In progress)

Furniture

- New lounge and study areas created in all traditional halls.
- Boyd hall lounge was upgraded (gaming chairs, theater chairs and three televisions were installed)
- Eppse and Boyd received new room furniture

Challenges

- Funding
- Building Conditions
- Maintenance Staff
- New Cleaning Company Transition

Tennessee State University
Board of Trustees

EXECUTIVE COMMITTEE REPORT

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
EXECUTIVE COMMITTEE
MEETING AGENDA

9:30 a.m. CST   Tennessee State University – Main Campus
Thursday, February 21, 2019   McWherter Administration Building,
                                                 President's Conference Room
                                                 3500 John A. Merritt Blvd. Nashville, TN 37209

ORDER OF BUSINESS

I.   Call to Order

II.   Roll Call/Declaration of a Quorum

III.   Approval of the November 15, 2018, Executive Committee Meeting Minutes

IV.   Report on Board and Committee Officer Terms

V.   Secretary's Report

VI.   Adjournment

Tennessee State University
Board of Trustees

**Approval of the
November 15, 2018,
Executive Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>ACTION ITEM</u>

DATE: February 21, 2019

ITEM: Approval of the November 15, 2018, Executive Committee
                                   Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Executive Committee,
                                   Board Chair Joseph Walker, III

The document reflecting the minutes from the November 15, 2018, Executive Committee
meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 15, 2018,
Executive Committee meeting, as contained in the Board materials for the Board's
February 21, 2019, meeting**.

Tennessee State University Board of Trustees
Executive Committee Meeting. November 15, 2018
Tennessee State University – Main Campus – McWherter Administration Building,
President's Conference Room – 3500 John A. Merritt Blvd., Nashville, Tennessee

MINUTES

Executive Board Members Present: Trustees Joseph Walker, III, Deborah Cole, and Pam Martin.

Other Board Members Present: Trustees Steve Corbeil, Bill Freeman, Edith Peterson Mitchell, Ali Sekmen, and Braxton Simpson.

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

I.   CALL TO ORDER

Chair Walker called the meeting to order at 11:50 p.m. He then proceeded to the second item on the agenda.

II.   ROLL CALL/DECLARATION OF A QUORUM

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

Secretary Pendleton announced the presence of a quorum.

III.   APPROVAL OF THE SEPTEMBER 20, 2018 EXECUTIVE COMMITTEE MEETING MINUTES

Chair Walker introduced the first order of business — the approval of the September 20, 2018, Executive Committee meeting minutes. Chair Walker informed the Committee that the minutes for the Executive Committee's September 20, 2018, meeting were included in the Board materials for the November 15, 2018, Board meeting.

Chair Walker moved to recommend to the full Board the approval of the September 20, 2018, Executive Committee meeting minutes, as contained in the Board materials for the November 15, 2018, Board meeting. Trustee Cole seconded the motion. With there being no discussion, Chair Walker called for a vote. The motion carried unanimously.

IV. APPROVAL OF BOARD POLICY 006: POLICY GOVERNING BOARD CONSIDERATION OF TUITION AND MANDATORY FEE INCREASES

Chair Walker moved to the next agenda item – approval of Board Policy 006 - Policy Governing Board Consideration of Tuition and Mandatory Fee Increases. Chair Walker asked Secretary Pendleton to address this agenda item.

Secretary Pendleton noted that the state of Tennessee enacted a law in the 2018 legislative session that requires all higher education institution governing boards to provide notice to the public prior to approving increases in tuition and fees, develop criteria upon which the board will consider tuition and fee increases, and submit a required annual report addressing the expenditure of funds derived from increases in tuition and fees. Secretary Pendleton explained that Board Policy 006 codifies the requirements of the law into a Board policy.

Chair Walker asked President Glover if she had any comments on the proposed policy. President Glover indicated that she had no comments.

Chair Walker moved for the Executive Committee to recommend to the full Board the approval of Board Policy 006 - Policy Governing Board Consideration of Tuition and Mandatory Fee Increases, as contained in the materials for the November 15, 2018, Board meeting. Trustee Martin seconded the motion. Chair Walker called for a vote. The motion carried unanimously.

V. UPDATE ON STATUS OF PRESIDENT'S ANNUAL PERFORMANCE REVIEW

Chair Walker reminded the Executive Committee and other Board members that he charged Vice Chair Cole with leading and coordinating the performance review process on behalf of the Executive Committee, including the solicitation of confidential feedback on President Glover's confidential self-assessment, meeting with President Glover, and ultimately creating a performance review document.

Chair Walker asked Vice Chair Cole to provide an update on the status of the performance review process. Vice Chair Cole noted that she was wrapping up the President's annual performance evaluation process. She noted that she had submitted the President's confidential self-assessment to the Board and selected invitees on August 17, 2018, and asked for the Board and invitees to submit written feedback on the President's confidential written self-assessment by August 27, 2018. Vice Chair Cole noted that she had met with the President and prepared a confidential written assessment of the President's performance and shared this assessment with the Board. She further noted that she would be meeting with President Glover to develop a final evaluation document and would provide a copy to the Board members.

Chair Walker thanked Vice Chair Cole for her hard work on administering the review process.

VI. SECRETARY'S REPORT

Chair Walker asked Secretary Pendleton to provide a report to the Board. Secretary Pendleton addressed Board member terms. He noted that the Governor's office has informed the institutions that the three year terms will end on July 1, 2019. Secretary Pendleton stated that the Governor's office has indicated that the new Governor will address board member

reappointments. He noted that under the FOCUS Act, board members continue to serve in their position until they are reappointed or replaced.

Secretary Pendleton referenced the conflict of interest forms and asked each board member to fill out another form.

Secretary Pendleton informed the Executive Committee that Governor Haslam will not be able to attend the board meeting, due to scheduling issues. He also noted that TSU and the other locally governed institutions will be participating in a Sunset Hearing on December 19 in front of the General Assembly's Joint Government Operations Committee.

Secretary Pendleton also reminded the Executive Committee and Board members that the Finance and Budget Committee will be holding a meeting on January 22, 2019, with the Foundation Board, and every board member is welcome to attend.

Secretary Pendleton then addressed the Board's bylaws and code of ethics and conflict of interest policy and reiterated some of the provisions contained in those documents, including board communications with personnel and student, conduct affecting the board, and protocol for raising board matters. He noted that board discussion is driven by the board agenda, and that matters should be raised in committee before being considered for deliberation and action at the board meeting. He further noted that under the Board's code of ethics policy, board members must avoid impeding board efficiency or economy, losing independence or impartiality, and adversely affecting the confidence of the public in the integrity of the board.

Secretary Pendleton concluded his report. Chair Walker thanked Secretary Pendleton for his report.

VII. ADJOURNMENT

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

With there being no discussion, Chair Walker called for a vote. The motion carried unanimously. Chair Walker adjourned the meeting at 12:15 p.m.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>DISCUSSION ITEM</u>

DATE: February 21, 2019

ITEM: Report on Board and Committee Officer Terms

RECOMMENDED ACTION: Discussion

PRESENTED BY: Secretary to the Board, Laurence Pendleton, Esq.

The report on Board and Committee Officer Terms will be presented at the February 21, 2019, Executive Committee meeting.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>DISCUSSION ITEM</u>

DATE: February 21, 2019

ITEM: Secretary's Report

RECOMMENDED ACTION: Discussion

PRESENTED BY: Secretary to the Board, Laurence Pendleton, Esq.

The Secretary's Report will be presented at the February 21, 2019, Executive Committee meeting.

Tennessee State University
Board of Trustees

CAMPUS SAFETY REPORT

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: February 21, 2019

ITEM: The Campus Safety Report

RECOMMENDED ACTION: None

PRESENTED BY: Chief Gregory Robinson, Tennessee State University
                                              Police Department

The campus safety report is included in the February 21, 2019, Board materials.

Percentage Change Chart for Major Crimes on Campus

TSUPD

	2015	2016	2017	2018	% +/-
HOMICIDE/MURDER	1	0	0	0	**0%**
KIDNAPPING	0	0	1	0	**100% ↓**
SEX OFFENSES	4	1	2	2	**0%**
ROBBERY	5	2	1	0	**100% ↓**
ASSAULT OFFENSES	70	48	39	33	**15% ↓**
BURGLARY	16	16	6	6	**0%**
LARCENY	36	40	59	57	**3% ↓**
FRAUD OFFENSES	5	0	5	4	**20% ↓**
DRUG/NARCOTIC VIOLATIONS	28	41	37	17	**54% ↓**
WEAPON LAW VIOLATION	6	7	2	1	**50% ↓**
TOTALS:	**171**	**155**	**151**	**120**	**21% ↓**

The above-listed chart shows the number of major reported crimes from 2015 to date ending 2018. The percentages indicate the reduction differences in the major crimes listed from 2017. The total reduction from a percentage standpoint in 2018 was 21%.

We attribute the reduction to President Glover's leadership on and commitment to campus safety. The reduction is also attributable to perimeter patrols, additional coverage and patrol visibility by uniformed officers and uniformed security in specific locations, and diligent work by our patrol division. We also attribute the reduction to the officers coming to work consistently, performing their assigned duties, conducting themselves in a professional manner daily, and the help of our Administrative personnel assisting with patrol has proven great dividends for us.

In addition, the assistance of MNPD and their visibility late night has really supported us in deterring criminal activity as well. Since 2016, TSU has had a steady decrease in crime. We also have to include our Tiger Patrol students (Dean of Student Office), who have been a significant asset as well in the reduction of crime on campus. Their visibility, professionalism, and attitudes have been great.

When we total ALL crimes reported, we had 212 crimes reported in 2017, and for 2018, we had 145. That is a decrease of 31.6%. The OVERALL reduction in CRIME since 2016 has been 35.84%.

Conclusion: TSU has had a significant decrease in crime since 2016. We will continue to work diligently at keeping these numbers at an all-time low, with hopes of even more improvement.

ALL OFFENSES REPORTED ON CAMPUS - COMPARISON	2017	2018	% +/-	Diff.
ASSAULTS, AGGRAVATED	6	6	0%	0
ASSAULTS, SIMPLE	24	14	41.6% ↓	10
ASSAULT, INTIMIDATION	19	13	31.6% ↓	6
ASSAULT, (SEXUAL) FOND	1	1	0%	0
RAPE (FORCIBLE)	1	1	0%	0
ARSON	0	0	0%	0
BURGLARIES	6	6	0%	0
BLACKMAIL EXTORTION	0	0	0%	0
DRUG OFFENSES	24	12	50% ↓	12
DRUG EQUIPMENT	15	5	66.7% ↓	10
COUNTERFEIT/FORGERY	0	1	NC	1
EMBEZZLEMENT	0	0	0%	0
FRAUD/CREDIT CARD/ATM	4	0	100% ↓	4
FRAUD/IMPERSONATION	2	1	50% ↓	1
FRAUD/SWINDLE/CON	0	3	75% ↑	3
HOMICIDE/MURDER	0	0	0%	0
MOTOR VEHICLE THEFT	0	1	NC	1
ROBBERIES	2	0	100% ↓	2
SHOPLIFTING	0	0	0%	0
STALKING	0	0	0%	0
THEFT FROM BLDGS	47	45	4.26% ↓	2
THEFT FROM COIN MACH	0	0	0%	0
THEFT FROM MOTOR VEH	9	10	11% ↑	1
THEFT, PURSE SNATCHING	0	0	0%	0
THEFT OF VEHICLE PARTS	3	1	67% ↓	2
THEFT, ALL OTHERS	4	1	75% ↓	3
VANDALISM	24	16	33% ↓	
WEAPONS LAW VIOLATION	2	1	50% ↓	1
	193	**138**	**28% ↓**	**55**
ALL OTHER ARRESTS/CLASS B				
CRIMINAL TRESPASS	5	2	60% ↓	3
DISORDERLY CONDUCT	2	1	50% ↓	1
LIQUOR LAW VIOLATIONS				
DRUNKENNESS				
OFFENSES, ALL OTHER	8	1	87.5% ↓	7
	15	**4**		**11**
			73.3% ↓	

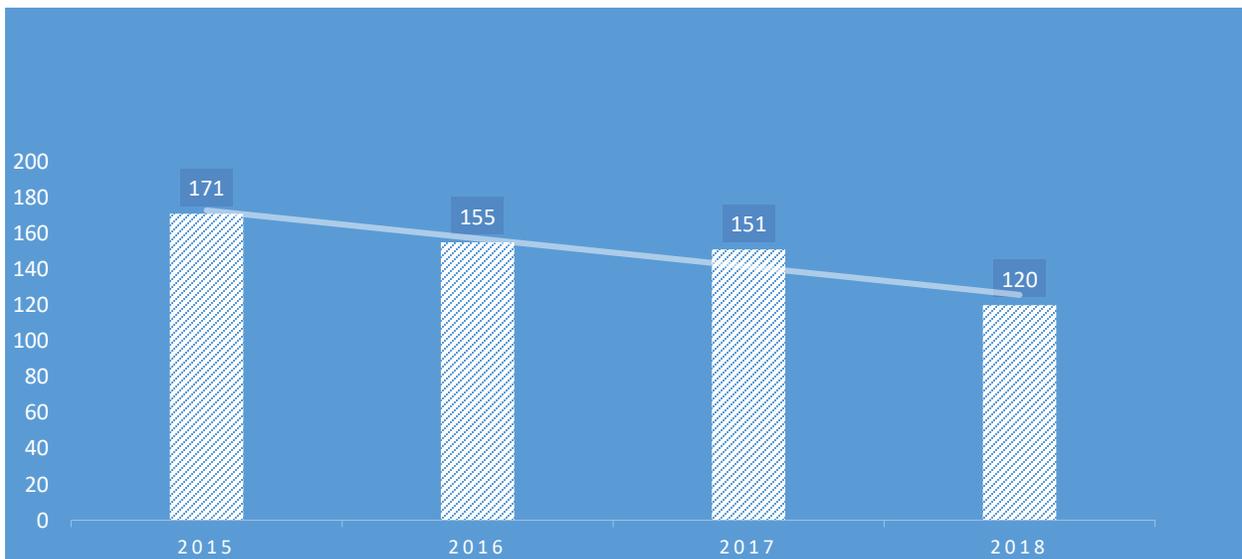Total Number Reported   212 (2017)   145 (2018)   Total decrease in overall crime – 31.6%

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All Offenses Reported on Campus – Chart Comparison
Total OVERALL reported of 212 (2017) 145 (2018) Reduction of 31.6%

CHART TITLE

	YR 2017	YR 2018
	212	145
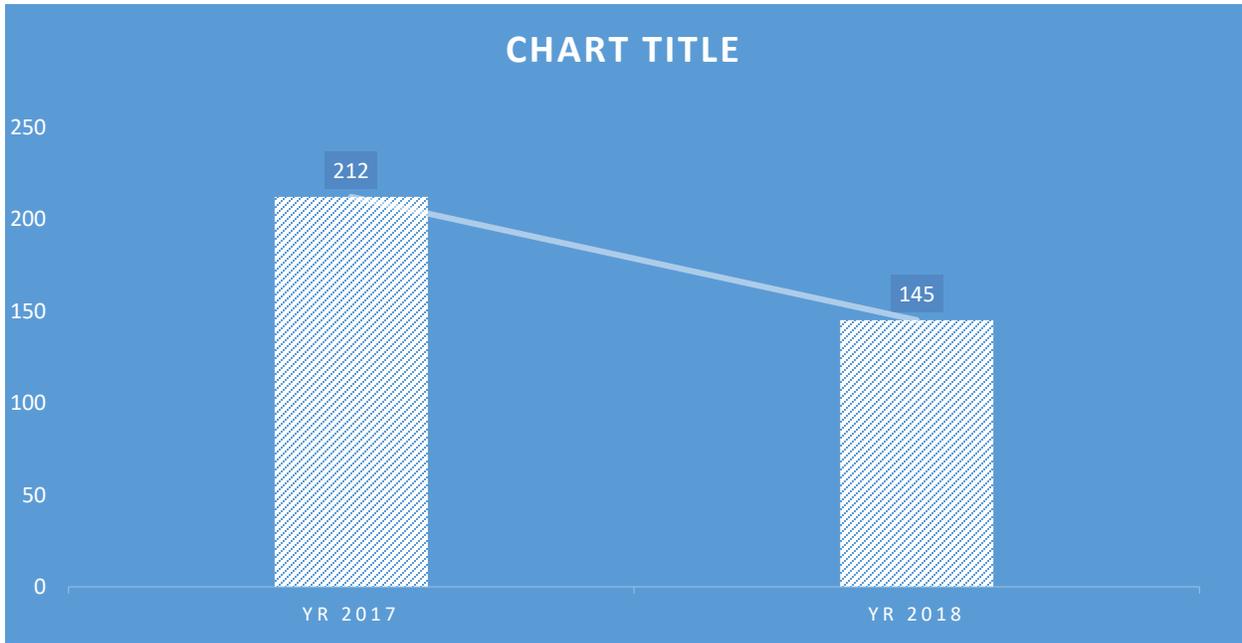
Major offenses reported on Campus from 2017 to 2018 – 151 (2017) 120 (2018) Total reduction of 21%

2015	2016	2017	2018
171	155	151	120

Tennessee State University

Board of Trustees

THE PRESIDENT'S REPORT

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: February 21, 2019

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

The President will present her report to the Board.

Tennessee State University

Board of Trustees

THE BOARD CHAIR'S REPORT

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

<u>INFORMATION ITEM</u>

DATE: February 21, 2019

ITEM: Board Chair's Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair, Joseph Walker, III

The Board Chair will present his report to the Board.

**Tennessee State University
Board of Trustees**

ADJOURNMENT