

**Tennessee State University Board of Trustees**  
**Regular Meeting - June 15, 2017**  
**Tennessee State University – Main Campus – Hankal Hall**  
**3500 John A. Merritt Blvd., Nashville, Tennessee**

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

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

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

## **I. CALL TO ORDER**

Chairman Walker called the meeting to order at 1:31 p.m. Chairman Walker welcomed the Board trustees and audience members to the meeting. He then asked Vice President of Academic Affairs, Dr. Mark G. Hardy, to give the invocation. After the invocation, Chairman Walker proceeded to the second item on the agenda.

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

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

Secretary Pendleton announced the presence of a quorum.

## **III. ADOPTION OF AGENDA**

Chairman Walker introduced the first order of business—the adoption of the Board’s agenda for the meeting in session. Trustee Freeman moved to adopt the Board’s agenda for the meeting in session. Trustee Peterson seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the nomination carried unanimously (9 Ayes/ 0 Nays).

## **IV. APPROVAL OF CONSENT AGENDA**

Chairman Walker introduced the second order of business—the approval of two consent agenda items. He stated that the first consent item was the approval of the April 13, 2017 meeting minutes. The second item was the approval of the modification of the board of trustees’ calendar to move

the August 24, 2017 board meeting to August 17, 2017. Chairman Walker opened the floor for a motion to approve the consent agenda in its entirety, as reflected in the Board materials.

Trustee Cole moved to approve the consent agenda in its entirety, as reflected in the Board materials. Trustee Mitchell seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the nomination carried unanimously (9 Ayes/ 0 Nays).

## **V. BOARD SELECTION OF EXECUTIVE COMMITTEE MEMBER**

Chairman Walker provided an overview of the members that comprise the Board's Executive Committee pursuant to Board policy. Chairman Walker noted that the Executive Committee is comprised of the following members: Board Chair; Vice Chair; and at-least one other at-large voting member elected by the Board. He noted that the Board selected its Board Chair and Vice Chair during its April 13, 2017, inaugural board meeting.

Chairman Walker then stated that the Board is required to select at least one board member to serve on the Executive Committee and noted his preference for the Board to select an additional member to serve on the Committee. Chairman Walker further noted that adding an additional Committee member would create a Committee that is consistent in size with the Board's two other standing committees. Chairman Walker opened the floor for nominations of board members to serve on the Executive Committee.

Trustee Corbeil nominated Trustee Martin to serve on the Executive Committee. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the nomination carried unanimously (9 Ayes/ 0 Nays).

Chairman Walker announced Trustee Martin's appointment to the Executive Committee.

## **VI. APPROVAL OF TENURE AND PROMOTION RECOMMENDATIONS**

Chairman Walker yielded the floor to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to discuss the recommendation of the agenda item. Trustee Martin announced that the Academic Affairs and Student Affairs Committee met earlier that day and selected Trustee Lewis to serve as Vice Chair of the Committee. She further noted that the Committee discussed and reviewed the University's tenure and promotion recommendations.

Trustee Martin stated that the Committee voted to recommend, for approval by the full Board, the tenure and promotion recommendations in their entirety, as reflected in the Board's materials. On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the tenure and promotion recommendations, as reflected in the Board materials. Trustee Freeman seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **VII. APPROVAL OF NEW/REVISED ACADEMIC PROGRAMS**

Chairman Walker yielded the floor again to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to relay the Committee's discussion and recommendation agenda item involving the approval of the institution's new and revised academic programs. She noted that the Board materials contain information regarding the University's process for developing new and revised academic programs as well as a list of proposed new and revised programs.

Trustee Martin stated that after the Committee's discussion of this agenda item with University personnel, the Committee voted to recommend the approval of the proposed new and revised programs. On behalf of the Committee, Trustee Martin moved to approve the proposed new and revised academic programs. Trustee Sekmen seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **VIII. APPROVAL OF ACADEMIC UNIT AND ACADEMIC PROGRAM NAME CHANGES**

Chairman Walker recognized Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to discuss the modification of academic unit and program names agenda item. Trustee Martin announced that the Academic Affairs and Student Affairs Committee considered for recommendation the proposed changes of the names of the academic units and programs as contained and reflected in the Board materials. Trustee Martin moved to approve the proposed modification of academic unit and program names as reflected in the Board materials. Trustee Mitchell seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **IX. APPROVAL OF OFF-CAMPUS ACADEMIC SITES**

Chairman Walker yielded the floor once again to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to discuss the Committee's discussion and recommendation of the University's proposed off-campus academic program sites. On behalf of the Committee, Trustee Martin moved to approve the University's proposed off-campus academic program sites. Trustee Lewis seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **X. APPROVAL OF FISCAL YEAR 2017-2018 NEW MANDATORY FEES/TUITION**

Chairman Walker recognized the Board's Finance and Budget Committee Chair, Trustee Corbeil, to give an overview of the Committee's meeting and the discussion of its recommendation of the 2017-2018 school year mandatory fees and tuitions. Trustee Corbeil announced that the Finance

and Budget Committee selected Trustee Lewis as Vice Chair. Trustee Corbeil noted that it is a requirement that the University's new mandatory fees and tuitions be subject to Board approval. Trustee Corbeil recalled the Committee's discussion and thanked President Glover, Cynthia Brooks, and Ms. Brooks' staff for their participation in the discussion. On behalf of the Committee, Trustee Corbeil moved to approve the new 2017-2018 mandatory fees and tuition, as contained in the Board materials. Trustee Freeman seconded the motion.

Chairman Walker then opened the floor for discussion and Trustee Sekmen provided remarks regarding tuition rates for online degrees and courses. He called attention to a nation-wide trend of institutions offering such courses at more affordable rates due to lower over-head costs, referencing Georgia Institute of Technology's online Master of Science degree program.

Trustee Sekmen further noted that he had no objection to the University's current tuition rates, as they are on par with those of other institutions under the umbrella of the Tennessee Board of Regents. He suggested that the institution consider lowering its tuition rates for online degrees and courses in an effort to remain competitive in this area in the coming years.

Chairman Walker took note of the discussion and thanked Trustee Sekmen for sharing his insight and suggestion with the Board. With there being no further discussion, he then asked Secretary Pendleton to call the roll for the motion set forth by Trustee Corbeil. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **XI. APPROVAL OF INSTITUTIONAL BUDGETS**

Chairman Walker yielded the floor again to Finance and Budget Committee Chair, Trustee Corbeil, to discuss the Committee's recommendation to approve funding for the institution's estimated budget of fiscal year 2016-2017 and for the proposed budget of fiscal year 2017-2018. Trustee Corbeil noted that the Committee engaged in a robust discussion regarding the budgeting process and specific line items. He thanked President Glover and Cynthia Brooks for reviewing the entire budget in the Committee meeting. Based on the Committee's review and discussion of the budget, Trustee Corbeil recommended the Board's approval of the estimated budget for fiscal year 2016-2017 and the proposed budget for fiscal year 2017-18. Trustee Lewis seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **XII. APPROVAL OF INSTITUTION'S FISCAL YEAR 2017-2018 COMPENSATION PLAN**

Chairman Walker once again recognized Finance and Budget Committee Chair, Trustee Corbeil, to discuss the Committee's recommendation to approve the institution's compensation plan for fiscal year 2017-2018. Trustee Corbeil noted that the Committee understands that compensation is a core cultural issue for all educational institutions to maintain quality faculty and staff. He emphasized that it is a requirement that this agenda item be subject to Board approval under the FOCUS Act. Trustee Corbeil further stated that the Committee recommends that the Board approve a 3% salary pool for fiscal year 2017-18. Trustee Corbeil moved to approve the institution's compensation plan for fiscal year 2017-2018. Trustee Lewis seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

At the conclusion of the Finance and Budget Committee's report and recommendation of the institution's fiscal year 2017-2018 compensation plan, Chairman Walker announced that President Glover recommended that he appoint a special ad hoc committee with the purpose of assisting the President and her staff in the area of student enrollment.

Chairman Walker expressed that the President's work thus far in disseminating beneficial information regarding enrollment will help with the institution's retention issues and will be critically important to the life of the University. He further noted that President Glover believes that enrollment will be a very important area in which the Board can provide support to the University.

Chairman Walker stated that the President would like the special ad hoc committee to work with her and her staff to review the institution's current enrollment policies, best practices, and to oversee the institution's development of an updated enrollment management plan. Chairman Walker thanked President Glover for her recommendation. He noted that Board Chair has the authority to create and appoint a special ad hoc committee.

Chairman Walker appointed Trustee Sekmen to serve as Chair and liaison of this special ad hoc committee. Chairman Walker highlighted that Trustee Sekmen is a faculty member on campus and has engaged in work surrounding enrollment related issues.

Trustee Sekmen thanked Chairman Walker for his appointment.

### **XIII. PRESIDENT'S REPORT**

Chairman Walker yielded the floor to President Glover to give her report. The President provided an overview of Strategic Planning, Enrollment Management, Funding Formula and Completion Initiatives, Accreditation, Campus Master Plan, Student Advancement and Fundraising, and Financial Sustainability of the University.

President Glover provided the following information regarding the elements of TSU's Strategic Planning Process:

- The Strategic Planning Process began a year ago under a desire to elevate the University, and position TSU for sustainability and growth
- Process involved a comprehensive effort that included key administrators, staff, faculty, students and external shareholders who rigorously analyzed TSU's current levels of performance and identified opportunities where higher levels of excellence could be achieved
- Process is spearheaded by TSU alum and strategic planning expert, Kevin Williams, former President of General Motors Corporation of Canada
- The vision and goal of the strategic planning process is "Reimagining our Future: Impact 2020"

- “Impact 2020” is a comprehensive and measurable set of objectives and key objectives that will guide TSU into one of the nation’s top-tier institutions of higher learning
- TSU to receive a newly revised Vision Statement and Mission Statement
- Four key goals: academic excellence as a foundational pillar; recruitment and retention of world-class leadership, faculty and staff; recruitment of high performing students in the U.S. and abroad; and to challenge and engage TSU’s students and faculty while ensuring a safe living and learning environment
- Five key priorities: increase 4-year graduation rates, ensure campus health and safety, improve customer service, diversify revenue streams, improve campus infrastructure

In the area of Enrollment Management, President Glover offered the following information regarding TSU’s activities:

- Efforts to increase student enrollment by 5% by 2020
- By streamlining TSU’s recruitment process with greater focus on magnet schools and high achieving students
- By targeting specific student populations including community colleges and nontraditional students
- By developing partnerships with School Superintendents in major cities, including Birmingham, Memphis, Nashville, and Chicago
- By continuing to seek new scholarship opportunities for students matriculating at TSU (including scholarships for athletes)

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

- Outcomes-based funding formula model is included in The Complete College Tennessee Act of 2010
- The Formula Review Committee (FRC) reviews the model and recommends changes
- TSU is a member of the FRC
- The funding formula (based on weights) provides incentives to institutions for completion and workforce preparation
- The formula weights will be further discussed during the August 17, 2017 Board meeting

President Glover noted the following information regarding Accreditation:

- TSU’s Fifth Year Report was accepted by SACSCOC in 2016
- Decennial report is due September 2019
- Substantive Change Report (regarding new governing structure) has been approved by SACSCOC
- Substantive Change visit will occur in September 2017

With respect to the Campus Master Plan, President Glover provided the following updates:

- Funded construction projects: New Health Sciences building, Humanities Building upgrade, Hankal Hall renovation, new elevators replacements campus-wide, migration of departmental units
- Proposed construction project: New Engineering Classroom building, two new residence halls, Hale Stadium enhancements and modernizations, additional parking on main campus and Avon Williams campus

With respect to Student Advancement and Fundraising, President Glover provided the following information:

- In Fiscal Year 2014-2015, TSU received \$51.5 mil in federal awards
- In Fiscal Year 2015-2016, TSU received \$54.4 mil in federal awards
- TSU's initial goal for Fiscal Year 2016-2017 was \$55 mil, but due to recent challenges surrounding federal funding for institutional research and grants the goal has since been revised to \$45 mil

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

- Several alumni and corporate partners made contributions and pledges of \$50k or more
- There will be continuous efforts to ensure that TSU is on the right track for sustainability and for the development of new partners.

#### **XIV. ADJOURNMENT**

Chairman Walker moved that the meeting be adjourned, noting there is no further business. Trustee Freeman seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays). The Board of Trustees meeting adjourned at 2:19 p.m.