

The First 100 Days

Dr. Glenda Baskin Glover

Eighth President of Tennessee State University





The First 100 Days



I began the Presidency of Tennessee State University with a theme of unity and inclusion. With the understanding that TSU students are the focus of all university activity, a vision was advanced that set the stage for the future, and included five goals. These are (1) Student Success and Customer Service; (2) Fund Raising and Partnerships; (3) Diversity and Inclusion; (4) Shared Governance; and (5) Business and Community Outreach. This report includes the activities pertaining to each goal, which are detailed in the sections

pertaining to the specific operational units of the University: Academic Affairs, Student Affairs, Business and Finance; Institutional Advancement, Athletics, Public Safety and General Administration.

Getting Started

The month of January was devoted to meeting the TSU family – the students, faculty, staff, alumni, and community. It was also a time of relearning the campus, the infrastructure, the internal operations of the university, and the external processes. My involvement resulted in a total of one hundred twenty-two (122) guest appearances including receptions, speaking engagements, interviews, and other program participation.

My first day as President began on January 2, 2013 with an early morning Prayer Service that was held at Jefferson Street Baptist Church with over 900 individuals in attendance. I served as keynote speaker, and emphasized the importance of the community recognizing TSU as their university, and traveling this road with me as I accepted this enormous challenge of leadership.



(Top photo) President Glenda Glover is embraced by Reverend James Thomas of Jefferson Street Baptist Church during the President's Prayer Service and is joined by her brother Reverend Henry Baskin, Jr.



(Bottom photo) TSU Students come to the altar to pray for their new president and a successful school year.

This first day in the office was spent in meetings with the members of the President's Cabinet, paying particular detail to their roles, responsibilities, and successes. The next day involved meeting with the Deans of the various colleges, the President of the Faculty Senate, and the President of the Staff Senate. We discussed the importance of our working together to achieve the common goal of a more advanced and productive TSU.

The faculty returned on January 7, and we had an interactive discussion on the vision of this administration and the procedural aspects of university operations. The students returned the following week, and I held a meeting with the student leaders first and then with the entire student body, presenting my vision and answering their questions.

Administration and Senior Management

Efforts commenced immediately to build a strong management team at TSU. These included efforts to fill the six interim or acting positions in senior management. These are: Vice President for Academic Affairs (formerly Provost); Vice President for Institutional Advancement (formerly University Relations and Development); Dean of the College of Business; Dean of the College of Education; Dean of the College of Liberal Arts; and Dean of the College of Public Service and Urban Affairs. Search committees were established for each position and the process to fill the positions is underway.

Other significant changes in top administration included the elimination of the function of Executive Vice President, hiring a Vice President for Administration, and an Assistant Vice President for Public Relations and Communications, as well as and establishing a Department of Emergency Management. All Vice Presidents report directly to the President.

Academic Affairs

- **Accreditation.** I met with accreditation peer review teams, and read accreditation reports to ensure that the university is on target with the unit reaffirmations. I also reviewed the SACS report to determine if any areas require immediate attention.
- **University Honors Program.** The University Honors Program was realigned. A new director was named after the retirement of the current director in January 2013. An associate director also was named.
- **College Deans.** Monthly meetings with the Deans were established to ensure that they are on target with the vision of this administration and to provide assistance where necessary.
- **Meetings with the Faculty.** Meetings were held with the faculty and staff, where I presented the five-point vision, and responded to questions and concerns.

- **Focus on K-12.** We increased the focus on K-12 as a means of (1) addressing the state and national education crisis, and (2) recruiting talented students to TSU.
- **International Affairs and Diversity Initiatives.** A cultural exchange was sponsored in collaboration with students from Gediz University in Izmir, Turkey. An International Mentoring and Tutoring Partnership was established with Metro Nashville Public Schools. International Education Workshops and Study Abroad Workshops were hosted, as well as faculty study abroad experiences and short term student abroad experiences. Efforts were made to ensure that the culture of the campus is one of diversity and inclusiveness.
- **Tenure and Promotion.** Tenure and promotion applications were reviewed which resulted in the recommendation of 14 faculty for tenure and 22 faculty for promotion. The Faculty Development Plan requires TSU continue to recruit and support top quality faculty.
- **Service Learning.** TSU received the President's Honor Roll for Service Learning Award. This is the highest federal recognition a university can receive for its commitment to volunteering, service learning, and civic engagement. Faculty, staff, and students are all engaged in substantial community service.



TSU students, faculty, and staff participate in a Hands On Nashville Project, one of many community service initiatives conducted by the University's Center for Service Learning and Civic Engagement.

- **Interdisciplinary Research.** TSU hosted its 35th Annual University-Wide Research Symposium that featured 26 faculty and 13 student research papers and posters. Academic research and intellectual contributions were stressed as the cornerstone for TSU as a nationally known research institution.

- **Faculty Senate Leadership.** Immediately upon assuming the office of President, I began to receive numerous messages and complaints regarding the need to provide clarity regarding the leadership of the Faculty Senate. One of my first acts as President was to resolve the controversy of two individuals who had acted in the capacity of Chair of the Faculty Senate during this current school term. After a thorough review, we rendered the decision that Dr. Jane Davis was the duly elected Chair of the Faculty Senate. Also, I established monthly meetings with the Faculty Senate to solicit their input and address their concerns. The Chair of the Faculty Senate attends the President’s Cabinet meeting at least once per month.



President holds monthly meeting with the Faculty Senate to discuss areas of concerns, and to solicit their input and ideas.

- **Staff Senate.** Monthly meetings with the Staff Senate were established to solicit their input and address their concerns. The Chair of the Staff Senate attends the President’s Cabinet meeting at least once per month.
- **Faculty Teaching Load.** During a meeting that was held with the faculty and departmental chairs, we discussed ways to refine the teaching load so that faculty will not be scheduled to teach in excess of the maximum required teaching load.
- **Evaluation of Senior Management.** An instrument is being drafted that will allow faculty to evaluate senior management, including vice presidents.
- **Academic Affairs Budget.** The university budget was reviewed. The goal is to ensure that at least 50% of the total budget is allocated to instructional delivery and academic affairs.
- **Increased Accountability.** An Accountability Plan was drafted that requires greater accountability for faculty and staff as it relates to job performance, teaching, and operational effectiveness.

Student Affairs

- **Realignment of the Office of Student Affairs.** The Office of Student Affairs was realigned to include the Office of Enrollment Management. Public Safety was transferred to the Office of the Vice President for Administration.
- **Customer Service.** A Customer Service Improvement Committee was appointed, and was tasked with drafting a Customer Service Plan to address concerns presented by University constituents. The plan is currently under review. Meetings were held with the Office of Financial Aid, and complaints pertaining to processing and granting student financial aid were addressed. This has added significance inasmuch as I met with student focus groups and solicited a response to the following question: “If you could change one thing about TSU what would it be.” The answer was overwhelmingly “the financial aid process.”
- **Student Purge List and Financial Aid.** Students on the final purge list were assisted with additional financial aid to prevent them from having to withdraw from the University. Only 10 students on this list actually withdrew from the University for financial reasons. This compares to over 500 student withdrawals in the Fall 2012 semester due to financial hardship.
- **Commencement.** The Commencement process was enhanced to accommodate only one ceremony for May 2013. No changes were made to the December 2013 Commencement.
- **Student Recruitment.** I travelled throughout the state of Tennessee meeting with current and prospective students, alumni, and community leaders in an effort to recruit academically talented students. A Student Recruitment Plan was developed that included a greater focus on magnet schools and selected area high schools, as well as an increased presence at community colleges. Enhanced communications between alumni chapters and student recruitment were implemented, along with outreach to potential TSU students.



President Glover addresses prospective students from high schools around the state during their tour of TSU through the Office of Admissions and Recruitment.

- **Student Leadership.** Amid growing student remarks and requests, we performed a thorough review of the circumstances surrounding the removal of both Miss TSU and the SGA President in 2012, and rendered the decision that both had been removed in a manner inconsistent with SGA policies. Due to timing and the lateness in the academic year, I determined that it would not be in the best interest of the student body or the University to change the student leadership on campus during this second semester of the academic school year. Therefore, the Office of the President established the position of Presidential Liaison for Student Initiatives for the SGA President who had been removed. Similarly, the Office of the President established the position of Presidential Liaison for New Alumni for Miss TSU who had been removed. This position had added concern since the individual, unlike the former SGA President, had graduated in December of 2012, and was no longer a student on campus. I also met with student leaders several times to discuss other matters of interest, conducted student body forums, and held focus groups.
- **Revamping of student election rules.** Meetings were held with the student leadership to discuss the certification of candidates for the student elections. The current process included both pre-certification and post-certification of students. After a review of the fairness of the election process, we determined that all candidates must meet the requirements to run for office by the end of the semester preceding the election. The post certification process was eliminated.
- **Membership Intake Process (MIP).** A standard time period was determined for all MIPs to start and finish. All processes must be completed by two weeks prior to the start of final examinations.
- **President's overnight stay in the residence hall.** I spent a night in the Ford Residence Hall to obtain a firsthand understanding of the issues and concerns associated with student residential life. I also sought to determine if the campus resident life was conducive to student learning. As a follow up to that activity, we are forming a Residence Assistants Council to assist in addressing the student concerns with resident living.



(Top photo) The President inspects her room before meeting with students. (Bottom photo) President Glover talks with students about residence life during her overnight stay on campus in Ford Hall.

- **Student Progress – Complete College Tennessee Act (CCTA).** A Student Retention Plan that focuses on retention and graduation rates is under review. Renovation for the Student Success Center, one of the key elements in student retention, was completed.
- **One Stop Shop.** Plans were initiated to launch a “one stop shop” process on the main campus to facilitate providing comprehensive and convenient services to students.

Business and Finance

- **Financial Statements and Budget.** I reviewed the financial statements and the budget for the University and became familiar with the accounts, entries, and procedures. I also met with the financial statement auditors and discussed the unqualified audit opinion, along with the audit findings.
- **Auxiliary Enterprises.** I visited the auxiliaries and noted the need for cost-benefit analyses to be performed in order to determine the efficiencies of operations, and other revenue generating streams.
- **Facilities Management.** I visited each building on campus in conjunction with the space utilization and building analysis. Relocations may take place over the next few weeks.
- **Campus Master Plan.** The work on the TSU Campus Master Plan was resumed. Plans were made to review the comprehensive deferred maintenance plan, and begin implementation during this summer.
- **Relocation on Campus to the President’s Home.** My spouse and I relocated to campus to the President’s Home and presently reside there. Repairs and minor renovations continue.
- **Construction Projects.** The design of new elevators for Hale Hall was completed. Renovation of Hankal Hall began with the replacement of the existing roof. Renovation of the first phase of Queen Washington was completed. Renovation of the Campus Center



*(l-r) The President is joined by TN Commissioner of Ag, Julius Thomas Johnson; TN Board of Regents Chancellor John Morgan; Dr. Chandra Reddy, Dean College of Ag, Human & Natural Sciences; and Ron Brooks, Assoc. VP for Facilities during the groundbreaking for the new Agricultural Research and Ed. Ctr.
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game room was completed. The energy saving project to convert campus exterior lighting to LED was commenced. The construction of the Gateway to Heritage Project at I-40 was commenced. The new Face Lift plan for the Main Campus Agricultural Research and Education Center at a cost of \$4 million was developed.

Institutional Advancement

- **President's Contribution to TSU.** To demonstrate my commitment as president of this institution and my pride as a TSU alum, I made a contribution to TSU in the amount of \$50,000, and launched the *President's Challenge* which requested that each alumni chapter match the contribution in full.
- **Alumni Fund Raising.** Alumni contributions have more than doubled for the first three months of the year when compared to the same period last year, growing from \$121,000 to \$254,000, an increase of 110%. We launched our planned giving campaign. Additionally, faculty and staff giving increased 27% over this same period.
- **Corporate Fund Raising.** We started the process of generating new sustaining partnerships through proactive strategies, and expanding our public/private partnerships. We developed a fund raising model that aligns with the university's strategic goals of capital improvements, major corporate gifts, and annual giving.
- **Richard Dent Foundation.** We met with Richard Dent who agreed to establish the Richard Dent Foundation which would make funds available for scholarships for talented students.
- **Increased Visibility.** Several meetings were held with business leaders in the Nashville and Davidson County area as we began the process of increasing our visibility in the area, as well as leveraging and strengthening existing relationships. Also, the installation of the marquee sign which serves as a gateway entry to the university was completed.
- **Business Incubator.** The Incubator and Growth Enterprises Partnership is being redesigned to reflect the business potential of downtown Nashville. It will provide increased opportunities for small business development within the State of Tennessee in the areas of jobs and economic growth. The individual to lead the incubator efforts was identified.
- **Corporate Recruitment.** We continue to meet with numerous companies about increasing their presence on campus, recruiting TSU students for meaningful positions in their organizations, and providing student scholarships.



Interim University Relations and Development Vice President Patricia Hairston accepts President Glover's \$50,000 contribution to TSU during the Annual Spring Faculty & Staff Institute in January.

- **Public Relations and Communications.** A comprehensive public relations effort was commenced that requires the University to be more inclusive of the media and its stakeholders, and to generate more positive university publicity. Brown bag luncheons were held with the media to ensure that they remain informed about TSU news. We met with the editorial board of *The Tennessean* and discussed a meaningful and inclusive partnership. We also met with the *Tennessee Tribune* newspaper staff and other media outlets, and discussed ways to expand our partnership. We began the development of a comprehensive public relations plan for the University as a means of rejuvenating the TSU brand. Efforts also were commenced to enhance the TSU story to communicate it such a way that includes a variety of outstanding alumni, positive narratives, and other items to raise the profile of TSU. The objective is to deepen the pride that exists in the students and the alumni.



President Glover talks with local media following the Spring Faculty & Staff Institute. The President hosted a Media Reception a few weeks later.

- **Public Media Appearances.** Since assuming the Presidency, I have had 24 scheduled interviews and positive media coverage for TSU was generated. I also was featured twice in national trade magazines.
- **Connecting with Alumni.** We increased our focus on the TSU alumni and enhancing the alumni database. Recognizing that alumni are important to the future of TSU, an individual was designated to locate alumni across the nation, and include them in the database. I met with several alumni chapters around the country to increase alumni membership, explain the *President's Challenge*, and raise funds from alumni chapters. I served as keynote speaker at several alumni chapter events that focused on increasing alumni giving and alumni membership participation. Chapters visited to date include Atlanta, Chicago, Clarksville, Dallas, Los Angeles, Memphis, Nashville, and Washington, DC.



(Left photo) President Glover joins TSU National Alumni Assoc. President Tony Wells and Vice President Joni Reynolds at an alumni event. (Right photo) Members of the TSU Alumni Cheerleaders take a photo with the President during the 2013 Blue & White Game.

- **Economic Impact Study.** The results of the TSU Economic Impact Study were reported. The study showed that TSU had a \$610 million impact on the State of Tennessee and generated 5,500 jobs.
- **Community Outreach.** TSU has sponsored or co-sponsored several community events to engage stakeholders and partners, and to present the concept of TSU being their university. The overriding goal was to strengthen our ties with the community, solicit ideas and opinions about ways to improve the image of TSU, and to listen to their issues and concerns. Community event participation included the President's Prayer Service, Media Reception, TSU Town Hall Meeting, Remarks to Tennessee State Legislative Interns at the State Capitol, MLK Program Fellowship, Lunch with Presidents of other Universities in Nashville Area, Reception for Community Leaders sponsored by Baker Donnelson Law Firm, Reception sponsored by the Chamber of Commerce, Reception sponsored by Sororities and Women Organizations, Speaker at the Economic Club of Nashville, Meeting with the Mayor, Meeting with the Chief of Police, Meetings with Ministers, Meetings with Legislators, including the Swearing-In of Representative Harold Love, Jr. in the House of Representatives, Visitation to State Senate, Governor's State of the State Address, and a Media Brown Bag Luncheon which is on-going.

It was standing room only during the TSU Town Hall Meeting. (l-r) Rep. Harold Love, TSU Foundation Chr. Dewayne Tucker, and Sen. Thelma Harper join the President on the dais.



Athletics

- TSU's Athletics Department was one of six schools awarded a \$900,000 grant by the NCAA to develop enhancements to increase student-athletes' academic performance. I participated at the NCAA meeting where TSU made presentations pertaining to the strategic plan for performance improvement. Though TSU was selected for the grant in fall 2012, the first payment of \$300,000 was received this semester.



President Glover and Mr. Robert Lamar Blackwell, newly elected president of the TSU Dallas-Fort Worth Alumni Chapter join Athletic Director Teresa Lawrence-Phillips and staff in Dallas, TX during the NCAA workshop.

- Tennessee State University Legends Ed “Too Tall” Jones, Joe Gilliam, Jr. and John Merritt were inducted into the Black College Hall of Fame in February 2013.
- TSU’s football recruiting class was ranked No. 1 in the 2013 HBCU rankings.
- Football Student Athlete A.C. Leonard (Tight End) was named Sporting News All-American, NCAA First-Team All-American, and AFCA “Tight End of the Year.”
- Football Student Athlete Stephen Godbolt III (Defensive Back) was named NCAA First-Team All-American and led the nation in interceptions per game.
- Football Student Athletes Trabis Ward (Running Back) and Sherman Carter (Offensive Lineman) were named to the 2012 SBN Sports Black College All-American (BCAA) Team.
- Men’s Basketball player, Robert Covington (Forward) was named national HBCU All-American by Boxtorow.
- Former TSU football player Anthony Levine (Free Safety) won his second super bowl ring.

Public Safety

- A security review of the campus was performed to ensure a safe campus. The technology enhancements that were needed in this regard were determined.
- A review of the Emergency Management protocols was performed and changes were implemented that improved the emergency message process, and enhanced the delivery of the notification to registered participants.
- An assessment of the staffing and operational procedures was performed to determine the most efficient and effective processes.
- Additional security cameras were installed in all residence halls.
- The lighting throughout the campus was enhanced.
- Security upgrades for the building entrances were completed.
- A parking study to enhance the parking for faculty, students, and visitors was commenced.
- Training continued for public safety personnel at all levels.

General Administration

- A Four Day Summer Work Week Policy for summer of 2013 was implemented and will operate June 2 through August 9, 2013. Summer work hours for the faculty and staff will be 7:30 a.m. to 6:00 p.m. Monday through Wednesday; and 7:30 a.m. to 5:30 p.m. on Thursdays.
- Salary increases and position reclassifications that occurred during the end of Fall 2012 were reviewed and specific adjustments were made.
- I attended several professional conferences and meetings including the Federal Reserve HBCU Presidential Summit and the Black Enterprise Women of Power Summit.
- A Risk Management Committee was created to evaluate and minimize the University's exposure to risks and liability.
- A comprehensive assessment of the University's information technology processes, capacity, and resource management was conducted. The objective is to enhance technology with an emphasis on the Banner System.
- I visited Washington, DC several times and met with key government officials regarding funds for grants and sponsored programs.
- I was named as one of the Top 25 Women in Higher Education by *Diverse Issues in Higher Education* magazine in March along with former Secretary of State Condoleezza Rice.

Future Outlook

These First 100 Days have set the stage for a comprehensive, campus-wide, data-driven strategic planning process that will be critical to defining the future of Tennessee State University. The faculty, staff, students, alumni, and community partners will be invited to assist in defining our shared goals and objectives, and in evaluating our performance.

We have set the bar high. As we build on our strengths and advance a more positive TSU, we will establish new traditions and meet challenges and opportunities with extraordinary success. We are building a business model that will improve our sustainability and ensure a competitive advantage for TSU. Our greatest opportunities will be recruiting academically talented students and outstanding faculty; maintaining quality programs and identifying emerging academic areas; and creating and enhancing partnerships with the business community.

As we chart new directions, we recognize that TSU is an amazing institution – one that continues to make a tremendous impact on the lives of students, and on our state of Tennessee. We are a university on the move. Our best days are yet to come!





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