



# Board of Trustees Materials

## June 15, 2023, Meeting

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**Tennessee State University  
Board of Trustees**



**Tennessee State University  
Board of Trustees**



**Tennessee State University  
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**Tennessee State University  
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**Board Meeting  
Agenda**

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

Thursday, June 15, 2023  
2:00 p.m. CST

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

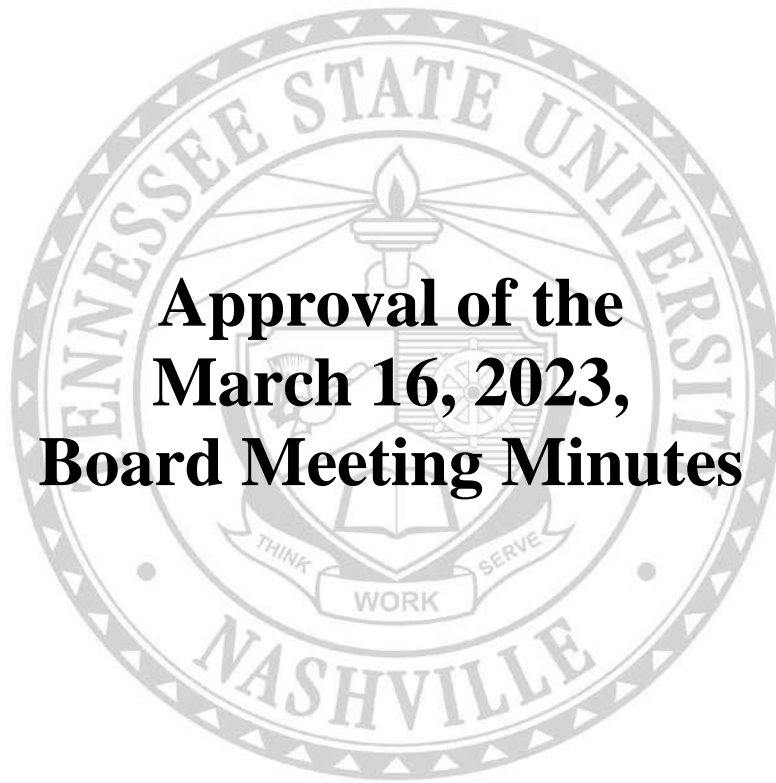
**ORDER OF BUSINESS**

- I. Call to Order
- II. Welcome and Introductions
- III. Roll Call/Declaration of a Quorum
- IV. Action Items
  - A. Approval of Consent Agenda Items
    - i. March 16, 2023, Board Meeting Minutes
    - ii. March 16, 2023, Audit Committee Meeting Minutes
    - iii. March 16, 2023, Finance and Budget Committee Meeting Minutes
    - iv. March 16, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
    - v. March 16, 2023, Executive Committee Meeting Minutes
    - vi. November 7, 2022, Housing Committee Meeting Minutes
    - vii. January 10, 2023, Housing Committee Meeting Minutes
  - B. Appointment of Board Chair
  - C. Appointment of Board Vice Chair
  - D. Appointment of At-Large Executive Committee Members
  - E. Approval of Appointment of Audit Committee Members
  - F. Approval of Appointment of Audit Committee Chair
  - G. Appointment of the Student Trustee
  - H. Audit Committee Report
    - i. Approval of the March 16, 2023, Audit Committee Meeting Minutes
    - ii. Annual Report on the Audit Office’s Audit Activities
    - iii. Report on Internal and External Audit Items
    - iv. Discussion of the Audit Office’s Internal Quality Assessment
    - v. Review of Outstanding Audit Issues
    - vi. Approval of the Fiscal Year 2023-2024 Audit Plan
    - vii. Executive Session – Discussion of Items Deemed Confidential under State Law

- I. Finance and Budget Committee Report
  - i. Approval of the March 16, 2023, Finance and Budget Committee Meeting Minutes
  - ii. Approval of Fiscal Year 2023-24 Tuition and Mandatory Fees Increase
  - iii. Approval of Institutional FY 23 Estimated Budget
  - iv. Approval of Institutional FY 24 Proposed Budget
  - v. University Budget Update
  - vi. Capital Plan and Development Update
  - vii. Approval of the Institution's FY 2023-2024 Capital Construction Plan Addendum
  - viii. Finance and Budget Report
  - ix. Report on Student Scholarships and Enrollment
  - x. Board Housing Committee Report
  
- J. Academic Affairs and Student Affairs Committee Report
  - i. Approval of the March 16, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
  - ii. Approval of 2023-2024 Tenure and Promotion Recommendations
  - iii. Approval of New Academic Program – MS in Business Data Analytics
  - iv. Report on SACSCOC Accreditation Matters
  - v. Academic Affairs Report
  - vi. Report on Student Housing Plan
  - vii. Student Affairs Report
  
- K. Executive Committee Report
  - i. Approval of the March 16, 2023, Executive Committee Meeting Minutes
  - ii. Report on Board Committee Assignments
  - iii. Report on Board Resolution Items
  - iv. Personnel Update
  - v. Secretary's Report
  
- V. Report on Progress on Board Resolution Action Items
  
- VI. Report on TSU Communications Plan
  
- VII. Report on Research and Sponsored Programs
  
- VIII. President's Report
  
- IX. Board Chair's Report
  
- X. Adjournment



**Tennessee State University  
Board of Trustees**



**Approval of the  
March 16, 2023,  
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of the March 16, 2023, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the March 16, 2023, Board meeting is included in the June 15, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' March 16, 2023, meeting as contained in the Board materials for the Board's June 15, 2023, meeting.**

**Tennessee State University Board of Trustees  
Regular Meeting – March 16, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Board Members Present:** Trustees Deborah Cole, Joseph Walker, Pam Martin, Richard Lewis, Andre Johnson, Bill Johnson, Shaun Wimberly, Van Pinnock, Stephen Corbeil, and Obie McKenzie

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Acting Interim Provost & Vice President for Academic Affairs; Douglas Allen, VP of Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Quincy Quick, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management, and Dr. Arlene Nicholas-Phillips, Liaison to the Board.

**I. CALL TO ORDER**

Chair Cole called the Board of Trustees meeting to order at 2:00 p.m., CST on March 16, 2023.

**II. WELCOME AND INTRODUCTIONS**

Chair Cole recognized members of the President’s Cabinet in attendance. Dean Frank Stevenson gave the invocation.

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

Chair Cole asked the Board Secretary, Laurence Pendleton, to call the roll. The following Trustees were present during roll call: Deborah Cole, Joseph Walker, Pam Martin, Richard Lewis, Andre Johnson, Bill Johnson, Shaun Wimberly, Van Pinnock, Stephen Corbeil, and Obie McKenzie. Board Secretary Pendleton announced the presence of a quorum.

Chair Cole asked the Board members to state now if any of them cannot hear or speak with each other. No Board members answered in the affirmative. Chair Cole also asked the Board members participating by phone to indicate if someone is present with them from the location in which they are calling. No Board members indicated there was anyone present.

**IV. ACTION ITEMS**

**A. APPROVAL OF THE NOVEMBER 17, 2022, BOARD MEETING MINUTES**

Chair Cole introduced the first action item – the approval of the minutes of the November 17, 2022, Board meeting. Trustee Cole moved to approve the Board meeting minutes and Trustee Martin seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

## **B. APPROVAL OF BOARD RESOLUTION IN RESPONSE TO COMPTROLLER'S REPORT ON TSU'S OPERATIONS**

Chair Cole introduced the next action item to approve a Board Resolution in response to the Comptroller's Report on TSU Operations. Chair Cole stated that a robust discussion of the Comptroller's Report, and response thereto, took place during the Audit Committee meeting. Chair Cole testified at the Joint Government Operations Subcommittee hearing on February 27, 2023, at which time she addressed the report and expressed that the Board takes seriously the report, including the conclusions and policies contained in the report.

The Board's Resolution in response to the Comptroller's Report is in the Board materials for the March 16, 2023, Board meeting. The Resolution reflects the Board's commitment to address and correct the issues and conclusions in response to many of the policy considerations contained in the report. It further notes the Board's activities and directives to TSU management to improve the University's operational effectiveness and ensure greater accountability and elevate the Board's oversight of effected activities.

Trustee B. Johnson made a motion to approve the revised Board's Resolution in response to the Comptroller's Report on TSU Operations, as reflected and contained in the March 16, 2023 Board meeting materials. Trustee A. Johnson seconded the motion. There was no further discussion. The motion carried unanimously by roll call vote.

## **C. AUDIT COMMITTEE REPORT**

As Audit Committee Chair, Chair Cole informed the Board that the audit committee met to take action on one agenda item and received reports on three other items before going into Executive Session to discuss items deemed confidential under state law. The Audit Committee voted to recommend to the full Board the approval of the November 17, 2022, Audit Committee meeting minutes. The Audit Committee engaged in a substantive discussion of the Comptroller's Report on TSU operation and an in-depth discussion of the Board Resolution in response to it. The Audit Committee also discussed the University's risk assessment process.

### **1. APPROVAL OF THE NOVEMBER 17, 2022, AUDIT COMMITTEE MEETING MINUTES**

Chair Cole moved to approve the minutes of the November 17, 2022, Audit Committee meeting as contained in the Board materials for the March 16, 2023, Board meeting. Trustee B. Johnson seconded the motion, which was approved by roll call vote.

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

Trustee Corbeil provided the report on the Finance and Budget Committee and stated that the Committee met to act on four action items and received reports on five other items. The Finance and Budget Committee voted to recommend to the full Board the approval of the November 17, 2022, Finance and Budget Committee meeting minutes and the approval of the fiscal year 2024 compensation plan increase, approval of the fiscal year 2024 housing fee increase, and approval of the fiscal year 2024 scholarship plan.

In addition, President Glover and her team provided reports on the fiscal year 2023 institutional budgets, Special Housing Committee report, discussion of use of plant funds, Finance and Budget report, and enrollment recruitment retention updates.

**1. APPROVAL OF THE NOVEMBER 17, 2022, 2022, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil moved to recommend to the full Board the approval of the November 17, 2022, Finance and Budget Committee meeting minutes, as contained in the Board materials for the March 16, 2022, Board meeting. Trustee B. Johnson seconded the motion, which carried by roll call vote.

**2. APPROVAL OF FISCAL YEAR 2024 COMPENSATION PLAN INCREASE**

On behalf of the Finance and Budget Committee, Trustee Corbeil moved to recommend to the full Board the approval of the fiscal year 2024 compensation plan increase, as contained in the Board materials for the March 16, 2023, Board meeting. Trustee Walker seconded the motion, which was approved by roll call vote.

Trustee B. Johnson thanked the Board on behalf of the faculty and staff.

**3. APPROVAL OF THE FISCAL YEAR 2024 HOUSING FEE INCREASE**

On behalf of the Finance and Budget Committee, Trustee Corbeil moved to recommend to the full Board the approval of the fiscal year 2024 housing fee increase, as contained in the Board materials for the March 16, 2022, Board meeting. Trustee Pinnock seconded the motion, and it was approved by roll call vote.

**4. APPROVAL OF THE AMENDED FISCAL YEAR 2024 SCHOLARSHIP PLAN**

On behalf of the Finance and Budget Committee, Trustee Corbeil moved to recommend to the full Board the approval of the amended fiscal year 2024 scholarship plan with \$21.5 million in total scholarship plan funds, as contained in the Board materials for the March 16, 2022, Board meeting. Trustee A. Johnson seconded the motion, and it was approved by roll call vote.

Chair Cole thanked Trustee Corbeil and the Committee for their dedication to the Finance and Budget Committee.

**E. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT**

Committee Chair Martin reported on this agenda item. She reported that the Academic Affairs and Student Affairs Committee met to consider and vote on two agenda items and to receive reports on three other agenda items.

Trustee Martin stated that the Committee voted to recommend to the full Board the approval of the November 17, 2022, Academic Affairs and Student Affairs Committee meeting minutes and the approval of an academic program modification to change the credit hours of the Bachelor of Science in Biology program.

Additionally, Trustee Martin shared that the Committee received reports on SACSCOC review matters, academic affairs, and student affairs.

**1. APPROVAL OF THE NOVEMBER 17, 2022, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the minutes of the November 17, 2022, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the March 16, 2023, Board meeting. Trustee McKenzie seconded, and the motion was approved by roll call vote.

**2. APPROVAL OF AN ACADEMIC PROGRAM MODIFICATION – CHANGE IN CREDIT HOURS – B.S. IN BIOLOGY**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve an academic program modification, the change in credit hours for the Bachelor of Science in Biology, as contained in the Board materials for the March 16, 2023, Board meeting. Trustee A. Johnson seconded, and the motion was approved by roll call vote.

Chair Cole thanked Trustee Martin and the Committee for their great work on behalf of the Board.

**F. EXECUTIVE COMMITTEE REPORT**

Chair Cole stated that the Executive Committee met today to discuss and vote on one action item and hear reports on four items. The Executive Committee voted to recommend to the full Board the approval of the November 17, 2022, Executive Committee meeting minutes.

Chair Cole also stated that the Executive Committee heard reports on the President’s Annual Performance Evaluation process, the Association of Governing Board Review Report, the Board’s self-assessment process and Board retreat, and a report from Secretary Pendleton.

**1. APPROVAL OF THE NOVEMBER 17, 2022, EXECUTIVE COMMITTEE MEETING MINUTES**

On behalf of the Executive Committee, Chair Cole moved to approve the minutes of the November 17, 2022, Executive Committee meeting, as contained in the Board materials for the March 16, 2023, Board meeting. Trustee A. Johnson seconded the motion, and it was approved by roll call vote.

**G. REPORT ON UNIVERSITY HOUSING AND OTHER FACILITIES**

Chair Cole called on President Glover or her designee to present information regarding this agenda item, and on Trustee Pinnock to provide any additional comments. President Glover then asked Dean Stevenson to share information on this item.

Trustee Pinnock noted the housing issues students at TSU and other institutions are facing, and the unique market issues TSU faces, including high demand and costs. Trustee Pinnock stated there are opportunities to work with other organizations to address student housing concerns. He referenced a HUD report in about 2015 that addressed the student housing crises in public 4-year institutions and the fact that students were paying more for housing than for their education. He expressed a need to keep affordable housing at the front and center of the Board’s considerations.

The Board is looking to bring 10,000 beds online over the next 5-10 years, beginning this year. Trustee A. Johnson noted that other entities are using public-private partnerships to bring beds to students. Trustee McKenzie said the University has been offered a number of potential public-private partnerships, which will need to be sent out as a Request for Proposal (RFP) if the University moves forward with a public-private partnership. He noted significant opportunities with respect to the downtown property and the need to obtain an appraisal to fully understand the value of the University's property.

Secretary Pendleton reminded the Committee that there is a process that the University will have to go through for any transactions, including going to the SBC and securing Board approval. Chair Cole acknowledged that the Board is aware of the need to go through the appropriate process and obtain the necessary approvals.

## **H. REPORT ON ASSOCIATION OF GOVERNING BOARD OF UNIVERSITIES AND COLLEGES GOVERNANCE REVIEW REPORT**

Chair Cole reported on the Association of Governing Board of Universities and Colleges Governance report. Ms. Cartwright reported that the Board is operating effectively. Ms. Cartwright will be asked to attend the Board's June meeting/retreat.

## **I. PRESIDENT'S REPORT**

Chair Cole called on President Glover to present information regarding this agenda item, the President's Report. President Glover provided reports on various items contained in the Board materials for the March 16, 2023, Board meeting, in part, through the use of PowerPoint slides.

President Glover reviewed procedures, policies and activities governing operations and functions in the core areas of housing, enrollment and scholarships, financial management, communications, academic enhancements, and facilities and infrastructure. She found some areas of improvement. Her review took about 6-8 weeks and was completed around March 12, 2023. Some of the challenges the University faces include complaints about operational issues and misperceptions concerning the financial health of the Institution. She reported that TSU is strong and doing well financially. She noted a need to reverse misconceptions regarding our financial strength.

She noted \$96 million in endowment funds (which more than doubled), reserves of \$52.7 million, and assets of \$401 million. The University is in the strongest position it has ever been financially. Increased enrollment brought in an additional \$17 million in unanticipated tuition revenues.

The average GPA of the entering freshman class was 3.40.

TSU's Action Plan included Dr. Glover's own deep-dive into core areas and the creation of University committees to look at key operating areas, some of which were highlighted in the Comptroller's Report. Committees are charged with reviewing the functions of the core areas of operations, addressing concerns that have been identified, and offering solutions.

With respect to a timeline, Committees were asked to report back to the President with a list of findings and recommendations by April 15, 2023. Committees are to submit a draft of proposed policies, procedures, and practices based on the review and approval of recommendations made to the President by May 15, 2023. Committees are to have final reports to the President by June 1, 2023. Trustee Cole

requested that the Committees complete their list of findings and recommendations by March 31, 2023. The President said they would make that deadline change.

With respect to housing, President Glover indicated that for Fall 2023, the University plans to continue with two hotels because of current enrollment projections. The House of God housing relationship will continue.

President Glover noted that the Housing Committee will consider housing limitations, conditions of existing housing, reports, an update of the TSU Housing Plan, ensuring that management positions in Housing are filled, and identifying housing opportunities on and off campus. There will be greater participation by the Board of Trustees in housing concerns.

President Glover next discussed the Enrollment and Scholarships Committee, which will consider limiting first-years student enrollment to 2,600, aligning enrollment, communications with students concerning housing, scholarship documentation, scholarship budget processes.

The Financial Management Committee is considering audit findings, bank reconciliations, financial statements, and any other issues that might come up.

The Housing Committee will consider more timely communications with students and parents, areas relating to scholarships and housing, hiring an Associate Vice President for Customer Service Relations, and messaging to students and the public.

The Academic Enhancements Committee will consider academic course staffing, a workload review, budget allotments, and other issues.

The Facilities and Infrastructure Committee will consider necessary work on facilities and infrastructure such as bathroom updates, paint jobs, roof repairs; preparations for the \$250 million infrastructure project; building maintenance needs, and other issues. Chair Cole asked that the Chair of the Housing Committee also be assigned to the Facilities and Infrastructure Committee.

## **V. BOARD CHAIR'S REPORT**

Chair Cole read the Board Resolution in response to the Comptroller's Report.

Chair Cole thanks Trustee Wimberly for his insight and comments throughout the committee meetings. Trustee Wimberly, on behalf of the student body, thanked the Board for its hard work and expressed the students' support of Dr. Glover and the Board.

Trustee Lewis reinforced the need to work on public relations and communications with respect to University messaging as a critical need.

Chair Cole thanked Dr. Glover and the administration for working with the Board.

## **VI. ADJOURNMENT**

Chair Cole moved to adjourn which was seconded by Trustee B. Johnson. The motion carried by roll call vote. The meeting was adjourned at 3:38 p.m.



**Meeting of the Tennessee State University Board of Trustees  
Special Housing Committee Meeting  
November 7, 2022  
Tennessee State University – McWherter Administration Building, President’s Conference  
Room/Electronic**

**MINUTES**

**Committee Members Present:** Trustee Van Pinnock (Chair), Obie McKenzie and Andre Johnson.

**Other Board Members Present:** Trustee Bill Johnson and Shaun Wimberly.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Douglas Allen, Vice President of Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs.

**I. CALL TO ORDER**

Trustee and Special Committee Chair Van Pinnock called the meeting to order at 1:30 p.m. on November 7, 2022, and moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to immediate travel related issues. The Committee found that there were various important matters that required immediate action by the Committee. Participation by electronic means was necessitated by unavoidable travel related issues involving Committee members. Trustee Johnson seconded and the motion carried.

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

Chair Pinnock asked the secretary to the board to call the roll. Board Secretary Pendleton called the roll. Present: Trustees Andre Johnson, McKenzie, and Van Pinnock. A quorum was established.

**III. CHARGE OF THE SPECIAL COMMITTEE**

Chair Pinnock introduced the next item on the agenda, the charge of the special housing committee. After outlining the charge of the committee, which included holding meetings to discuss and provide direction to President Glover and University leaders regarding development of long-term and short-term housing plans, he stated that the Committee will provide a report to the Board of Trustees. He also added that the committee wanted to ensure that the external stakeholders were made aware that TSU housing had come to the attention of the Board and that an ongoing review of plans will be done.

**IV. REPORT OF TSU’S CURRENT HOUSING STATUS**

Chair Pinnock then introduced the next item on the agenda, the report of TSU’s current housing status. He then asked President Glover or her designee, to provide pertinent information related to this agenda item. This was an informational and discussion item, so no vote was required.

After a brief introduction, President Glover called on Dean Frank Stevenson to report on this agenda item. Dean Stevenson discussed and explained the current housing availability chart, the enrollment trend for the last ten years, and the effect of the Nashville housing market were also identified as contributing critical factors to the current housing need. President Glover summarized and reiterated the points identified by Dean Stevenson.

Chair Pinnock commented on the 500 acres of land that was currently not being used. Trustee Bill Johnson asked about the percentage of sophomores, juniors and seniors who needed housing. Dean Stevenson and President Glover both addressed these questions. A short discussion ensued with Dr. Curtis Johnson adding that talks of expanding housing accommodations to graduate students and faculty had begun several years ago but to no avail. Trustee McKenzie commented about the land that might be available and the possibility of engaging the private sector. President Glover stated that we have approximately 60 acres of land that could be considered excluding the land that is classified as swamp land. She also stressed that this land is not for sale but provided an opportunity for development.

## **V. REPORT ON SPRING 2023 HOUSING NEEDS AND PLAN**

Chair Pinnock then introduced the next item on the agenda, the report on Spring 2023 housing needs and plan. President Glover asked Dean Stevenson to continue with his explanation of the Spring plans. Dean Stevenson announced that we were going to reduce three (3) of the hotels currently being leased: LaQuinta, Ramada, and Candlewood. This will result in a lost of 480 beds. He stated that after reviewing the results of a study conducted, the attrition rates were approximately 15%. He and his team calculated the Spring need based on 11% attrition, bringing the need to 4,360. He stated that there will be 4,425 beds available. These details are outlined in the Housing Plan materials packet which had been provided to the Committee members.

Dean Stevenson and President Glover were joined by Dr. Curtis Johnson as the discussion continued. Dean suggested that we must shift the mindset of the student who learns that he/she is being put on the 'waiting list'. He stated that the students automatically felt that TSU would find a place for them if they were put on a waiting list. This is not the case. He stated that at other institutions the students knew if housing was full, it was up to them to secure, on their own, their housing for the semester. Our students were still relying on us, TSU, to find them housing at that point.

Dean Stevenson explained that several steps had been taken to improve this housing situation. He stated that among several other changes, the housing application timeframe had been moved up. President Glover added that communication to the students had to be improved. The discussion continued around how to communicate better to the student. Trustee Johnson stated that he would like to see us housing at least 80% of our students. A lengthy discussion ensued among the attendees including a comment by Student Trustee Shaun Wimberly regarding the students' perspective on the entire housing issue. He stated that it was his thinking as well, that TSU needed to find him housing. President Glover stressed that the housing component needed to be separated from academic responsibility of the university.

Chair Pinnock asked if there were any further questions. Seeing none he moved onto the next agenda item.

## **VI. REPORT ON PROPOSED TSU LONG-TERM HOUSING PLAN**

Chair Pinnock then introduced the next item on the agenda, the report on proposed TSU long-term housing plan. President Glover asked VP Doug Allen to address any committee questions on this item. VP Allen shared some updates on new housing construction and the proposed addition of 1,000 beds. He stated that the negotiations and design planning have already begun, which speeds the process by almost 6 months. He is hoping to get started in the Spring. He also added that the entire process usually takes 15/18 months and so we were anticipating Fall 2024 to getting a new residence hall online.

Trustee Bill Johnson commented on whether or not the same design that was just completed could be replicated in another location, thus speeding up the entire process. Dr. Curtis Johnson commented that all options were being considered for a speedy completion. VP Allen added that consideration had to also be taken regarding cost availability to the students and the other amenities that would be added to the building as compared to the other newly constructed residence hall.

Discussions continued regarding purchasing new property (Court Villa / Jefferson Flats) to assist with the housing shortage. President Glover called on Trustee Andre Johnson to report on this topic. He stated that appraisals and other steps were being conducted. Dr. Curtis Johnson also added that securing a state approved contractor was in process. VP Allen added that we preferred to lease versus purchase some of the available properties. President Glover added that we were attempted to get on the SBC's agenda for December. Dr. Curtis Johnson stated that renovation could start by Spring / Summer 2023. Trustee Bill Johnson commented that in our planning we might consider Post Docs housing.

Chair Pinnock then outlined some directives for the committee members: Trustee Andre Johnson (demand); Trustee McKenzie (supply).

## **VII. ADJOURNMENT**

There was no further discussion. Chair Pinnock moved to adjourn the meeting and the motion was seconded by Trustee McKenzie. The motion carried unanimously by roll call vote. The meeting was adjourned at 2:58 pm

**Meeting of the Tennessee State University Board of Trustees  
Special Housing Committee Meeting  
January 10, 2023**

**Tennessee State University – McWherter Administration Building/President’s Conference Room**

**MINUTES**

**Committee Members Present:** Trustees Van Pinnock (Chair), Obie McKenzie and Andre Johnson.

**Other Board Members Present:** Chair Deborah Cole and Trustees Shaun Wimberly and William Dunst

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Vice President of Finance and Budget Douglas Allen; Acting Interim Vice President for Academic Affairs Dr. Robbie Melton; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs.

**I. CALL TO ORDER**

Trustee Pinnock called the meeting to order at 10:00 a.m. on January 10, 2023, and moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to travel-related issues for Committee members. The Committee found that there were various important matters that required immediate action by the Committee. The Committee is scheduled to take up important matters that require timely action by the Committee, including addressing the Committee’s charge and receiving reports on the University’s current housing plans status, 2023 housing, and TSU’s proposed long-term housing plans. Travel-related issues for Committee members necessitated electronic participation. Trustee Johnson seconded and the motion carried.

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

Trustee Van Pinnock asked the secretary to the board to call the roll. Board Secretary Pendleton called the roll. Present: Trustees Andre Johnson, McKenzie and Van Pinnock. A quorum was established.

**III. RECOGNITION OF BOARD MEMBERS**

Trustee Van Pinnock recognized the Board Chairs who were present at the meeting. Chair Cole thanks the Special Committee for their hard work.

**IV. APPROVAL OF NOVEMBER 7, 2022, MEETING MINUTES**

Trustee Van Pinnock introduced the first action item and moved to approve the minutes of the November 7, 2022 Special Housing Committee meeting. Trustee Johnson seconded the motion. Chair Cole noted a correction in the time of the meeting. The motion to approve the meeting minutes, as corrected by Secretary Pendleton, carried unanimously by roll call vote.

## **V. UPDATE ON TSU'S HOUSING PLAN**

The next order of business was an informational discussion item. President Glover was asked by Trustee Pinnock to provide an update, which she did. President Glover noted that Dean Stevenson prepared the plan, which is still in the development process.

Dean Stevenson provided an update to the Committee. He shared that the University has put into place some new administrative responsibilities in the Housing department, new people have been put into different roles and that the University is hiring new staff. TSU has undertaken a nationwide search for a new associate vice president-level position for Housing.

TSU has changed its application enrollment dates so that housing for the Fall semester opens on February 1 for new students and March 1 for returning students. This will allow the University to evaluate housing needs earlier.

Dean Stevenson shared updates on housing assignments. This Spring, the University made assignments for students coming out of hotel-based housing. One hundred forty-four (144) students will receive new housing assignments. Several students are not registered, which is required under the housing policy. Some students will wait until the last minute to make housing decisions. TSU has been in communication with students who are planning on attending the University but who have not yet registered to advise them to register and take other appropriate steps for the Spring semester in order to secure housing. The University does anticipate that more students who are not currently registered will register later. Dean Stevenson expressed a desire to be responsive to students' needs.

Dean Stevenson reported that Jefferson Flats (64 beds) is coming online in the Spring. Dean Stevenson said that the State Building Commission ("SBC") seemed to understand TSU's housing needs and that it wanted to see how Jefferson Flats fit into the University's overall housing plan. The University advised the SBC about Jefferson Flats and its housing plans.

For the Fall 2023, the school is working on running numbers of first-time freshmen to project future needs. Dean Stevenson expressed confidence in TSU's knowledge of historical retention numbers, who will need housing and what to expect. He does not anticipate another 1,500 student bed-count jump, as there as last year.

Trustee Johnson stated that the University was on the SBC's agenda back in November for a plan to build an additional 1,000 beds, but that it was pulled off of the SBC's agenda. It is hoped that this will be put back on the SBC's agenda for February. A discussion entailed about the need for the 1,000 beds as part of the University's housing plan.

Dean Stevenson advised that the University may not be able to accommodate some students housing needs this Spring. Those students will be helped to the extent possible.

Trustee Johnson asked about the plan to handle student frustration when a student has housing concerns. Dean Stevenson responded that additional staff members have been brought on board to respond to student concerns. A staff member was brought on to address hotel-related concerns in particular, and this proved to be effective. Staff is putting together information to provide to students about hotel

facilities. President Glover added that customer service personnel are being hired to directly interact with students. A search committee was assembled and timelines have been developed for the search.

Dean Stevenson was asked about the priority given to students seeking housing. He explained that returning and registered students are guaranteed housing for the Spring, and students on the housing waitlist for Spring are also being prioritized. Next, students who attended school in the Fall but are unregistered for Spring are given priority. Last priority goes are new students (who did not attend in the Fall) who need housing.

A discussion took place about providing a point-of-contact's information to students on TSU's website to better student communications regarding housing.

Dr. Melton next provided an update on academic supports. She stated that the Academic Affairs team assessed student needs for those residing off-campus in hotel accommodations. As a result of that assessment, academic coaches will be scheduled to visit all off-campus housing locations and provide services on-campus seven days a week during evenings and online. The Academic Affairs team also evaluated shuttle schedules and has determined that additional supports are needed due to transportation concerns.

The Capital Plan was approved by the Board in June for the building of two new residence halls. This must now go before the SBC.

Trustee Johnson asked about the minimum requirements for consideration as an off-campus housing option. A discussion ensued about expanding housing options, including ones that have already been put in place for Spring. Trustee Johnson suggested talking to local landlords about possible housing, which VP Allen said was being done.

## **VI. HOUSING COMMITTEE MEMBER REPORTS**

Trustee Johnson reported talking to landlords and others who might be interested in providing long-term leases. He has identified 6 or 7 housing options to share with the Committee. He has been working with VP Allen and Dr. Johnson to submit items for consideration for housing at smaller, near-campus facilities. President Glover asked to set up a follow up call with Trustee Johnson to discuss this further.

Trustee McKenzie focused on the supply-side of housing issues, with VP Allen, Dr. Johnson, Turner Construction, McKissack and McKissack, Moody Nolen, a financier (bond funding), Cobblestone and others. Trustee McKenzie has put together a team ready to work on a project for a public-private housing endeavor. The property was identified by Dr. Johnson as an appropriate place for such a project. Trustee McKenzie has circulated a proposal to this end for a 1,000-bed project. Trustee McKenzie noted that this is a professional, experienced team and a cost-effective way to address housing concerns. The targeted date for this project would be 2024 or 2025.

Secretary Pendleton explained that a public-private partnership must go through the TSSBA (Tennessee State School Bond Authority) and the SBC. VP Allen explained that this public-private partnership would be considered debt for which TSU would be obligated. He further explained that some housing facilities were set to be demolished. The need for 1,000 beds refers to the need currently (with existing housing). Upgrades have been made to enhance student experiences in residence halls. Student housing costs have increased to 35-40% more than what they spent in 2014.

Trustee McKenzie asked for updates on the SBC's agenda and time frame. Further discussion took place regarding developing a piece of land for 1,000 beds and funding options, as well as the need to assess data and needs. A request was made by Trustee Shaun Wimberly to create a visual diagram to illustrate University projects.

## **VII. DISCUSSION OF ACTION ITEMS MOVING FORWARD**

TSU is waiting to see whether the University is on the SBC's February agenda, at which time the University will request approval to build dormitories. After that, proposals can be considered for a building project.

A discussion took place regarding the need to create adequate messaging and ensure that others know that the University is actively working to identify housing solutions.

Enrollment numbers will be shared at the next Board of Trustees meeting. President Glover discussed the need to create a housing plan that takes into account record enrollment and changing housing needs.

## **VIII. ADJOURNMENT**

Chair Pinnock asked if there were any further questions. Seeing none he moved to adjourn the meeting. [Recoding ended.]

**Tennessee State University  
Board of Trustees**



**Election of Board  
Chair and Vice Chair**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Election of Board Chair

RECOMMENDED ACTION: Vote to Elect

PRESENTED BY: Chair, Board of Trustees, Deborah Cole  
Glenda Glover, President

Article IV of the Bylaws establishes two specific board officers: a Chair and a Vice Chair.

The officers shall be elected from among the voting membership of the Board by a majority of those present and voting. The Chair serves a two-year term until the Board elects a successor or a vacancy occurs. The Chair may serve for a maximum of two (2) full consecutive terms.

The Chair will open the floor for nominations for the Chair. The elected Chair will become Chair, effective July 1, 2023.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Election of Board Vice Chair

RECOMMENDED ACTION: Vote to Elect

PRESENTED BY: Chair, Board of Trustees, Deborah Cole  
Glenda Glover, President

Article IV of the Bylaws establishes two specific board officers: a Chair and a Vice Chair.

The officers shall be elected from among the voting membership of the Board by a majority of those present and voting. The Vice Chair shall serve a two-year term until the Board elects a successor or a vacancy occurs. The Vice Chair may serve for a maximum of two (2) full consecutive terms.

The Chair will open the floor for nominations for the Vice Chair. The elected Vice Chair will become Vice Chair, effective July 1, 2023.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Board Selection of Executive Committee Members

RECOMMENDED ACTION: Vote to Select Executive Committee Members

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

Pursuant to the Board's Committees of the Board policy, the Board's Executive Committee is comprised of the Board Chair, Board Vice Chair, and at least one at-large voting member elected by the Board. Members of the Executive Committee serve for a term of two years. Historically, the Chairs of each standing Board Committee have served as the at-large members of the Executive Committee, along with the most recent past Board Chair.

With the expiration of the terms of the current and inaugural Board Chair and Board Vice Chair, under this proposal, the Executive Committee's at-large members for the next two-year term would be comprised of the non-Board Officer Board Committee Chairs (Trustee Lewis) and the most recent former Board Chair (Trustee Walker).

**MOTION: To select Trustees Lewis and Walker to serve as at-large members of the Executive Committee for the next two-year term.**

**Tennessee State University  
Board of Trustees**



**Approval of Audit  
Committee Members  
and Chair**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023  
ITEM: Approval of Audit Committee Members  
RECOMMENDED ACTION: Approval  
PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The State of Tennessee Comptroller of the Treasury has determined that, pursuant to T.C.A. 4-35-102, each state higher education governing board must establish an Audit Committee and approve the Audit Committee's members and chair. The Audit Committee Charter, which is contained in the Board's materials, also requires Board approval of the Audit Committee members and the Chair of the Audit Committee.

Pursuant to the Board's Committees of the Board Policy and state law, the Board Chair selects the Audit Committee members, subject to Board approval. The Audit Committee members serve a two (2) year term.

In consultation with the Audit Committee Chair, Chair Cole has recommended the reappointment of Trustees Cole, Obie McKenzie, and Van Pinnock to serve a two-year term on the Audit Committee, subject to Board approval:

To ensure compliance with state law and the Board Audit Committee Charter, the Board must approve the Audit Committee members. The Chair is recommending the reappointment of Trustees Cole, Obie McKenzie, and Van Pinnock to serve a two-year term on the Audit Committee.

**MOTION: To approve Trustees Cole, Obie McKenzie, and Van Pinnock to serve on the Audit Committee.**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of Audit Committee Chair

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The State of Tennessee Comptroller of the Treasury has determined that, pursuant to T.C.A. 4-35-102, each state higher education governing board must establish an Audit Committee and approve the Audit Committee's members and chair. Pursuant to the Board's Committees of the Board Policy, the Board established an Audit Committee. The Audit Committee Charter, which is contained in the Board's materials, also requires Board approval of the Audit Committee members and the Chair of the Audit Committee.

The appointment of the Audit Committee Chair is subject to Board approval. The Audit Committee Chair shall serve a one-year term as chair.

To ensure compliance with state law and the Board Audit Committee Charter, the Board must approve the Chair of the Audit Committee.

**MOTION: To approve Trustee Deborah Cole to serve as chair of the Audit Committee.**

**Tennessee State University  
Board of Trustees**



**Approval of  
the Appointment of  
Student Trustee**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023  
ITEM: Approval of the Appointment of Student Trustee  
RECOMMENDED ACTION: Approval  
PRESENTED BY: Chair, Board of Trustees, Deborah Cole

Pursuant to the FOCUS Act, T.C.A. § 49-8-201 (f), a Tennessee State University student shall serve as a non-voting student member of the Board. The Board shall appoint the non-voting student member to serve a term of one (1) year. The FOCUS Act does not prohibit a student member from serving more than one term.

At its June 16, 2022, meeting, the Board approved the President’s recommendation to appoint Mr. Shaun Wimberly, Jr. to serve as the Student Trustee for the 2022-2023 fiscal year.

Pursuant to the institution’s Student Trustee recommendation process, the Tennessee State University Student Government Association (“SGA”) solicited and conducted a preliminary review of the candidates to serve as Student Trustee for the 2023-2024 fiscal year and forwarded three candidates for further consideration. The Board Secretary, the Chief of Staff, and Associate Vice President for Student Affairs then met with the finalist candidates and made a recommendation to the President for interviews.

At the conclusion of the recommendation process, President Glover decided to recommend the reappointment of Trustee Wimberly to serve another term as the Student Trustee. Mr. Wimberly will be a senior in the fall 2023 semester. He is pursuing a Bachelor of Agricultural Science degree in Agribusiness. Trustee Wimberly has served with distinction as a fellow Trustee over the course of the last fiscal year. He also serves as a Brand Ambassador for the Men’s Initiative, and among his many awards and honors, he received the National Academy of Future Scientists and Technologists Award of Excellence.

**MOTION: To approve the appointment of Shaun Wimberly to serve another one-year term as the Student Trustee for the 2023-2024 fiscal year.**

**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, June 15, 2023

Board Committee Meetings: Via Zoom link:  
Via Zoom: Meeting ID: 944 7006 3664  
Passcode: 578001

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the March 16, 2023, Audit Committee Meeting Minutes
- IV. Annual Report on the Audit Office's Audit Activities
- V. Report on Internal and External Audit Items
- VI. Discussion of the Audit Office's Internal Quality Assessment
- VII. Review of Outstanding Audit Issues
- VIII. Approval of the Fiscal Year 2023-2024 Audit Plan
- IX. Executive Session Discussion of Items Deemed Confidential Under State Law
- X. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
March 16, 2023,  
Audit Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Audit Committee Report - Approval of the March 16, 2023, Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the March 16, 2023, Audit Committee meeting is included in the June 15, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' March 16, 2023, Audit Committee meeting as contained in the Board materials for the Board's June 15, 2023, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Audit Committee Meeting  
March 16, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustee Deborah Cole, Obie McKenzie and Van Pinnock.

**Other Board Members Present:** Pam Martin, Andre Johnson, Steve Corbeil, Joseph Walker, Bill Johnson, and Shaun Wimberly.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Acting Interim Provost & Vice President for Academic Affairs; Douglas Allen, Vice President of Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Quincy Quick, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Adrian Davis, Auditor and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

**I. CALL TO ORDER**

Chair Cole called the meeting to order at 10:39 a.m. on March 16, 2023.

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

Chair Cole asked the Secretary to the Board to call the roll. Board Secretary Pendleton called the roll. Present: Trustees Deborah Cole, McKenzie and Van Pinnock. A quorum was established.

**III. APPROVAL OF THE NOVEMBER 17, 2022, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to recommend to the full Board the approval of the minutes from the November 17, 2022, Audit committee meeting, as contained in the March 16, 2023, board materials. Trustee Pinnock seconded the motion, which carried.

**IV. REVIEW AND DISCUSSION OF THE COMPTROLLER'S REPORT ON TSU'S OPERATIONS**

Trustee Cole introduced the next item on the agenda, the review of the completed external audits. She then asked President Glover to provide pertinent information related to this agenda item. The material is included in the March 16, 2023, Board Meeting packet. This was an informational discussion item, so no vote was required.

Chair Cole called on President Glover to remind the Board that a copy of the Comptroller's Report had been distributed among the trustees prior to the convening of the day's meeting. This allowed everyone the opportunity to review in detail.

Chair Cole then asked if anyone had any comments about the report. Seeing none, she moved to the next agenda item.

## **V. REVIEW AND DISCUSSION OF THE BOARD'S RESOLUTION IN RESPONSE TO THE COMPTROLLER'S REPORT ON TSU'S OPERATIONS**

Trustee Cole announced the next item on the agenda, the review and discussion of the Board's Resolution in response to the Comptroller's Report on TSU's Operations and asked President Glover to provide pertinent information related to this agenda item. The material is included in the March 16, 2023, Board Meeting packet. This was an informational and discussion item, so no vote was required.

President Glover asked if the Board had any specific questions pertaining to the Resolution presented. The detailed outline are on pages 30 and 31 in the Board materials. President Glover proceeded to review each of the twelve items listed. Chair Cole reminded the Board that this Resolution holds the President as well as the Board at a higher accountability standard to ensure that all items listed get accomplished.

The Board discussed each of the twelve items in the proposed Resolution. The Board discussed what enhanced oversight by the Board entailed and efforts the Board has taken.

It further discussed scholarship funding, the need to distinguish between institutional scholarships through TSU-generated funds and other forms of scholarships. Chair Cole discussed the need for the Board to understand that data, how scholarships are funded and when. President Glover added that the University is looking at the timeline of the scholarship process to make sure there is enhanced communication with students and a clearer process. A TSU internal scholarship committee was established. Chair Cole will be the chair of the internal scholarship committee. They are going to make sure that the Board is apprised of the amount of scholarship funding and source of funds, and they will ensure that the scholarships are posted to student accounts and communicated to students. Trustee B. Johnson asked that the Board be provided with detailed information regarding scholarship source funds.

Chair Cole informed President Glover of her responsibility to meet the objectives of the Board's Resolution and that she (President Glover) has the authority to organize and re-organize as necessary to do so.

Chair Cole noted that the as to item 6 of the Resolution, the word "scholarship" should be struck and a glossary of clearly defined terms should be included.

Chair Cole asked for a status update on the University's effort to hire a chief operating officer. President Glover advised that TSU considered the services of two search firms, and AGB Search is assisting the University with its search for a chief operating officer. She stated that the University is moving quickly with its search. The University desires to place this person quickly and not wait until the fall. Trustee McKenzie noted a desire to obtain a candidate with business operational experience and stated he would like the job description to be shared with the Board. President Glover said the job description was in progress and that she would send it to the Board. President Glover asked whether she could speak with Trustee Martin regarding the position, given her business expertise.

VP Allen stated that the University is going to hire an architect and engineer for its capital planning and construction needs. Interviews are already scheduled for these positions. This is part of TSU's planned process for parting from the TBR. A discussion was had regarding whether hiring for these two positions would sufficiently constitute a "Director of Construction Management" substitute. VP Allen added that he has spoken with Dick Tracy at the TBR about hiring an architect and engineer, and that Mr. Tracy indicated that doing so would "fit the bill." Chair Cole directed Secretary Pendleton to confirm with the TBR that hiring an architect and engineer is a sufficient substitute for a Director of Construction Management.

Trustee A. Johnson suggested that the University provide the Board with a status update on open and filled positions. Trustee B. Johnson requested that key leadership be presented to the Board. President Glover affirmed that this is the plan. Chair Cole asked that Trustee Martin be intricately involved in the interview process for certain key roles. President Glover asked for whole-Board involvement in hiring for the chief operating officer position.

A discussion ensued with respect to item 9 of the Board Resolution. Trustee A. Johnson suggested that a particular requirement be put in place requiring Board approval of budget differentials exceeding a certain amount. It was decided that it should be recommended that the Budget and Finance Committee approve any 10% change in base budgeted amounts. The Board Resolution text was updated to reflect: "The TSU Board of Trustees directs management to submit to the Finance and Budget Committee any change in specific financial and budget amounts, including scholarships, that exceeds +/-10% for approval." The Committee asked management to bring back additional information for them to consider alternative approval amounts for different line items based on a risk assessment. VP Allen suggested that they could provide a matrix.

For item 11, the Committee proposed directing Ms. Sharp to bring a report to the Board.

For item 12, additional language was added that "TSU management shall present a report at each meeting reflecting its completion of matters referred to in the Resolution."

Chair Cole stated that the Audit Committee has gone through the Comptroller's Report and reduced to a resolution the items that the Report asked the University to address. She stated that the Board takes seriously what has been asked of it, and it has addressed issues that are in the best interest of the University – most importantly, the students.

## **VI. REVIEW OF UNIVERSITY'S RISK ASSESSMENT PROCESS**

Trustee Cole announced the next item on the agenda, the discussion of the risk assessment process. Secretary Pendleton stated that he spoke with former internal auditor, Director Davis. This item was addressed in Executive Session at the last meeting.

President Glover stated that there is a search underway for a director of internal audits. It is a key position for which the University is hiring. Chair Cole indicated that the Board should be actively involved in the selection of this individual.

Chair Cole asked if there were any questions. There were no other questions.



## **VII. EXECUTIVE SESSION FOR DISCUSSION OF ITEMS DEEMED CONFIDENTIAL UNDER STATE LAW**

Chair Cole moved for the Audit Committee to go into Executive Session to discuss items deemed confidential under State law. Trustee Pinnock seconded the motion, which carried unanimously by roll call vote. The committee then transitioned into the Executive Session.

## **VIII. ADJOURNMENT**

There was no further discussion. The meeting adjourned.

**Tennessee State University  
Board of Trustees**



**Annual Report on  
the Audit Office's  
Audit Activities**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 15, 2023

ITEM: Audit Committee Report – Annual Report on the Audit Office’s Audit Activities

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The Tennessee State University Board of Trustees Audit Committee Charter requires the Audit Committee to review the Audit Office’s annual activities with the Director of Internal Audit.

The Director of Internal Audit will discuss the Office of Internal Audit’s Year End Report for fiscal year 2022-2023.

# Year-End Report on Audit Activity for the Fiscal Year Ended June 30, 2023

Tennessee State University  
Department of Internal Audit  
Report on Annual Audit Activity  
Fiscal Year Ending June 30, 2023

## 1. Review of the National Collegiate Athletic Association Student Assistance Fund For the Fiscal Year Ended June 30, 2022

**Report Date:** August 16, 2022  
**Findings/Observations:** None

## 2. Procurement Card Transactions Review

**Report Date:** August 16, 2022

**Findings/Observations:**

1. Cardholders did not always obtain approval to exceed the single transaction limit of \$1,000
2. Cardholders did not always ensure adequate supporting documentation was provided for procurement card transactions
3. Management did not always ensure that procurement card transactions were properly recorded

## 3. Audit of President's Expense Schedules For the Fiscal Year Ended June 30, 2022

**Report Date:** October 27, 2022  
**Findings/Observations:** None

## 4. Review of Management's risk assessment – November 2022

## 5. Internal Audit Finding Follow-Up – Tennessee Immunization Requirements Compliance for Fall 2022 Semester

**Report Date:** October 28, 2022

**Findings/Observations:** It was determined that the university has procedures in place to ensure that students provide proof of immunization against certain diseases, as required by state law. Management has made progress toward full compliance in this area, achieving 92.5% compliance.

## 6. TSU Office of Internal Audit Internal Quality Assessment

**Report Date:** May 24, 2023

**Findings/Observations:** None

## 7. Internal Audit Finding Follow-Up – Tennessee Division of State Audit Financial and Compliance Audit of Tennessee State University

**Conclusion:** It was determined that management has taken corrective actions that address the issues identified in the audit findings.

DEPARTMENT OF INTERNAL AUDIT

**Follow-up to the Division of State Audit,  
Financial and Compliance Audit of  
Tennessee State University  
For the Year Ended June 30, 2021**



May 31, 2023

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

Dear Dr. Glover:

This is a follow up report on management's actions taken to implement the audit recommendations made in the Division of State Audit's *Tennessee State University Financial and Compliance Audit Report* for the year ended June 30, 2021. This report is required by Section 8-4-109(b), *Tennessee Code Annotated*. The review was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by The Institute of Internal Auditors.

The results of our follow-up review are in the attached report.

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

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. Douglas Allen, Vice President for Business and Finance

**TSU Department of Internal Audit  
Follow-Up Review for F&C Audit  
for Fiscal Year Ended June 30, 2021  
Executive Summary**

<b>Key Areas</b>	Division of Business and Finance; TSU Foundation	<b>Internal Auditor</b>	Adrian R. Davis, <i>CPA, CGFM</i> Director of Internal Audit
<b>Introduction</b>	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, 2021. The report included an unmodified opinion on the fairness of the presentation of the financial statements and contained three repeat audit findings.		
<b>Objective</b>	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.		
<b>State Audit Findings and Current Status</b>	<p><b>STATE AUDIT FINDING 1:</b></p> <p>Management has not ensured processes were in place to record significant financial transactions, and as noted in the prior four audits, management has continued to disregard basic financial controls by not sufficiently performing bank reconciliations</p> <p><b>State Audit Recommendation:</b></p> <p>As the steward of the university’s assets, including both its physical assets and reputation, university management must address identified deficiencies and correct ongoing issues, as accurately recording transactions is essential to good financial management. Properly preparing and reviewing bank reconciliations in a timely manner is a basic control that management must no longer ignore.</p> <p>The Vice President of Business and Finance and the Controller must ensure staff identify unreconciled bank reconciliation items to determine if cash has been misappropriated or errors exist with bank transactions. Each month, Business Office personnel and foundation personnel should prepare and review bank account reconciliations for each bank statement, soon after receiving the bank statements but no later than 30 days after the end of the month. Bank reconciliation policies should be updated to require the university’s Business Office personnel and foundation personnel to perform reconciliations within 30 days. Once those policies are modified, management must ensure staff follow them consistently and are properly trained to complete the reconciliations. Management must ensure transactions are recorded in the general ledger, recorded in the correct accounts, and recorded to the proper entity. Each month, management must investigate and correct the unresolved differences between cash per the bank and cash per the accounting records. Management must make the proper adjustments to the accounting records to reflect inaccurate and unrecorded transactions noted in this and prior audits.</p>		



**Current Status:** Management submitted, and the *Tennessee State University Board of Trustees* approved, a revised bank reconciliation policy on November 17, 2022. The new policy changed the reconciliation timeframe from 60 days to a timeframe of 30 to 40 days after a respective month’s end. It also allows for documented extension requests when additional preparation time is needed.

Based on our review of the preparation and review dates of the fiscal year 2023 bank reconciliations provided, management has ensured the timely preparation of the University’s bank reconciliations. However, there were corrections to the July 2022 bank reconciliation in subsequent months. There were immaterial differences that existed in each reconciliation for the months provided.

Most of the Foundation’s bank reconciliations included subsequent adjustments. Each of the Foundation’s bank reconciliations for the 2023 fiscal year (through April 2023) included adjustments made on May 31, 2023.

UNIVERSITY

The table below shows the preparation and review timeframes for bank reconciliations completed during the fiscal year ended June 30, 2023 (as of May 27, 2023) by University personnel.

MONTH	UNRECONCILED DIFFERENCE	PREPARED/ REVIEWED
July 2022	\$100.80	08/24/2022** 08/31/2022
August 2022	(\$222.23)	09/25/2022 09/25/2022
September 2022	(\$1,222.23)	10/25/2022 10/25/2022
October 2022	\$66.82	11/18/2022 11/21/2022
November 2022	\$200.87	12/19/2022 12/27/2022
December 2022	(\$1,769.13)	01/31/2023 01/31/2023
January 2023	(\$1,807.53)	02/28/2023 02/28/2023
February 2023	\$501.72	03/27/2023 03/28/2023
March 2023	(\$1,387.53)	04/18/2023 04/21/2023
April 2023	(\$1,807.46)	05/30/2023 05/30/2023

\*\*The bank reconciliation was revised in August 2022 and November 2022.

FOUNDATION

The table below shows the preparation and review timeframes for bank reconciliations completed during the fiscal year ended June 30, 2023 (as of May 27, 2023) by Foundation personnel.

<b>MONTH</b>	<b>UNRECONCILED</b>	<b>PREPARED</b>	<b>REVIEWED</b>
July 2022	\$1,837.99	08/12/2022 09/23/2022 01/05/2023 02/06/2023 05/31/2023	08/20/2022 09/23/2022 01/06/2023 02/06/2023 05/31/2023
August 2022	\$1,837.99	09/12/2022 09/23/2022 01/05/2023 02/06/2023 05/31/2023	09/23/2022 01/06/2023 02/07/2023 05/31/2023
September 2022	\$1,837.99	10/12/2022 01/05/2023 02/06/2023 05/31/2023	10/20/2022 01/06/2023 02/07/2023 05/31/2023
October 2022	\$1,837.99	11/10/2022 01/05/2023 02/06/2023 05/31/2023	11/16/2022 01/06/2023 02/07/2023 05/31/2023
November 2022	\$1,837.99	12/19/2022 01/05/2023 02/06/2023 05/31/2023	12/22/2023 01/06/2023 02/07/2023 05/31/2023
December 2022	\$1,837.99	01/05/2023 02/06/2023 05/31/2023	01/06/2023 02/07/2023 05/31/2023
January 2023	\$1,837.99	02/06/2023 05/31/2023	02/07/2023 05/31/2023
February 2023	\$1,741.00	03/16/2023 05/31/2023	03/21/2023 05/31/2023
March 2023	\$1,560.81	04/12/2023 05/31/2023	04/20/2023 05/31/2023
April 2023	\$1,776.59	05/11/2023 05/31/2023	05/19/2023 05/31/2023

**STATE AUDIT FINDING 2:**

As noted in the prior six audits, management allowed a breakdown of controls that resulted in errors in the financial statements

**State Audit Finding Recommendation:**

As stewards of TSU’s assets, TSU management must address identified deficiencies and correct pervasive issues. The Vice President of Business and Finance should ensure improved communication and cooperation between all staff with accounting responsibilities and should ensure staff timely complete the information necessary to compile and review the financial statements and notes. The Vice President of Business and Finance should ensure all staff are properly trained and should institute procedures that ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and the accompanying notes. These procedures must include reconciliation processes, both between book and bank and between general and subsidiary ledgers. These procedures should also 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 should ensure staff preparing and/or reviewing the financial statements have adequate knowledge of governmental accounting and reporting requirements to properly perform their responsibilities.

**Current Status:**

Based on our review of the preparation and review dates of the fiscal year 2023 bank reconciliations provided, management has ensured the timely preparation of the University’s bank reconciliations. However, there were adjustments to the Foundation’s bank reconciliations throughout the year. In addition, appropriate reviews were performed on the financial statements prior to their submission.

**STATE AUDIT FINDING 3:**

As noted in the prior four audits, university personnel did not perform adequate collection procedures for accounts receivable

**State Audit Recommendation:**

Management should ensure that staff perform collection efforts timely in accordance with policy and that the tracking system documents when staff send billing and collection letters. Management should provide oversight and review of the collection process to ensure that staff complete each step properly.

When the university has exhausted its collection efforts, management should submit the receivables for write-off. After the write-off of accounts receivable is approved by the Commissioner of Finance and Administration and the Comptroller of the Treasury, management should remove them from the accounting records, thus reducing the amount of gross receivables reported in the notes to the financial statements.

**Current Status:**

	<p>Management in the Office of the Bursar continue to take measures to address the repeat finding related to accounts receivable. The Office has been re-organized and structured in a way that allows for the efficient and effective operation of the Office and ensures adherence to its collection policies and procedures. The Office is structured now to include three managers, reporting to the Bursar, who will oversee distinct areas of responsibility. There will be a Collections Manager (selected applicant scheduled to begin on June 1, 2023); an Accounting Manager; and a Customer Service Manager (position to be listed in July 2023). Another key position that has been filled is the Assistant Bursar.</p> <p>The Office continues its progress towards implementation of an automated process to assist with the billing process. Management in the Office of the Bursar are anticipating a June/July 2023 start for the automated billing process. The system will track all billing activity for each student’s account, send automatic account statements to the student and allow the university to retain copies of the billing. Students will also be able to enter into a payment plan with the new automated process.</p>
<b>Conclusion</b>	<p>It was determined that management has taken corrective actions that address the issues identified in the audit findings. The University’s bank reconciliations were timely prepared (excluding adjustments to the July 2022 bank reconciliation), but contained minor differences each month (ranging from -\$1,807.53 to \$501.72). The Foundation’s bank reconciliations for fiscal year 2023 (through April 2023) were adjusted at least once, with the latest adjustments being made on May 31, 2023. In addition, a prior year unreconciled \$1,837.99 amount was included each month. Additional effort on the part of management is needed to fully correct issues cited in Finding 3.</p>

**Tennessee State University  
Board of Trustees**



**Report on Internal  
and External  
Audit Items**

**DEPARTMENT OF INTERNAL AUDIT**  
**External Audit -**  
**Tennessee State University**  
**Single Audit 2022**

**TSU Department of Internal Audit**  
**External Audit**  
**Tennessee State University**  
**2022 Single Audit Report**  
**Executive Summary**

<b>Key Areas:</b> Division of Business and Finance	<b>Auditor:</b> Adrian Davis, CPA, CGFM, Director of Internal Audit
<b>Introduction:</b> The Comptroller of the Treasury, Division of State Audit, issued a report related to its <i>Tennessee State University 2022 Single Audit</i> . The report included one audit finding.	
<b>Questioned Costs:</b> 84.425F = \$8,185,797 84.425J = \$9,328,636 - \$15,188,327	
<b><u>State Audit Finding, State Audit Recommendation and TSU Management’s Response:</u></b>	
<b><u>Finding:</u></b>  Tennessee State University did not discharge student debt within federal guidance or their own internal policy, and scholarship determinations and award calculations were not adequately documented in compliance with federal guidance for Higher Education Emergency Relief Funds.  The Coronavirus Aid, Relief, and Economic Security Act established the Higher Education Emergency Relief Fund (HEERF) to provide relief to colleges and universities who had been affected by the coronavirus pandemic. The Coronavirus Response and Relief Supplemental Appropriations Act and the American Rescue Plan Act provided additional waves of funding for the program. Since the inception of HEERF, Tennessee State University has been awarded \$115,573,226 through three primary types of HEERF funds. The first type was student funds intended to be used for emergency aid grants to students. The second type was institutional funds, which were allowed to be spent for certain things, such as additional emergency aid grants to students, including discharging student debt, supplies to combat the coronavirus, and lost revenue. Lastly, TSU was granted supplemental funds dedicated for Historically Black Colleges and Universities (HBCU). TSU was allowed to use their HBCU HEERF for additional institutional costs as well as providing scholarships and grants to students.  Executive leadership decided to use their HEERF funds primarily to discharge the debt of students, award scholarships, or issue student assistance grants. Executive leadership used the student funds to provide student assistance grants as emergency aid. Executive leadership chose	

to use a portion of the institutional HEERF award and a portion of the HBCU HEERF award to discharge debt. In addition, executive leadership used a portion of the HBCU HEERF award to provide additional scholarships to students during academic year 2021-2022. These scholarships were provided as either additional university scholarships or as tuition assistance grants, both of which could cover any part of the student's cost of attendance.

Tennessee State University management did not discharge debt in compliance with federal guidance because they conditioned the discharge on the student reenrolling. In addition, management did not discharge debt in accordance with TSU's internal guidance because they discharged debt outside of the parameters of the press release. Even after multiple discussions with TSU management, they were unable to provide us with any documentation of their policies and procedures surrounding these debt discharges. However, we were able to locate a press release on TSU's website, dated August 4, 2021, which stated,

*It's important to note that this account balance forgiveness initiative applies only to [fall 2021] returning students who were enrolled Spring 2020, Fall 2020, and Spring 2021. It will also cover Summer 2020 and 2021.*

As noted in the press release, TSU only discharged student debt for students who reenrolled in the fall 2021 semester. However, an FAQ published by USDOE on May 11, 2021, stated, The institution cannot condition, nor imply that it will condition, discharging these funds on the condition the student takes any specified actions (i.e. no conditioning a discharge of debt on continued reenrollment). The statement in TSU's press release is a violation of this guidance, as it allows for the debt discharge only if the student reenrolled in the fall 2021 semester.

As mentioned above, TSU did not discharge debt in accordance with TSU's press release dated August 4, 2021. In addition, we tested a sample of 40 student debt discharges to determine whether management carried out the debt discharges as described in the press release. Based on this testwork, we noted that Tennessee State University management discharged debt outside of the parameters set forth in the press release. For 34 of 40 students tested (85%), the students' debt was discharged for terms outside of the eligible semesters. Each of the 34 students had debt discharged for the fall 2021 semester, totaling \$135,344, and 2 of those students also had debt discharges for periods prior to spring 2020, totaling \$225. The total estimated fall 2021 debt discharged was \$14,019,614, representing 73.5 percent of the debt discharged during the fiscal year. Management stated they had updated the policy to include the fall 2021 semester; however, they were unable to provide documentation of the revised policy. Because management has made systematic errors in applying student payments to the correct terms, as discussed below, we were not able to determine the exact amount of questioned costs related to the student debt discharges; our best estimate of these questioned costs is \$2,326,106.

Tennessee State University management did not comply with federal requirements regarding documenting how a student could receive the HBCU HEERF funds used for tuition assistance grants, the actual award decisions, or how management determined the amount of each student's award in accordance with federal requirements. In addition, management overspent the HBCU award. Management then transferred the overspent amount to other funding sources without verification that the transferred awards were in compliance with federal requirements of the new funding source.

According to the Certification and Agreement for the CARES Act a(2) funds,

*For grants made to students, the Recipient should maintain records on how grants were distributed to students, how the amount of each grant was calculated, and any instructions or directions given to students about the grants.*

Management initially stated the award decision and award calculations were determined uniquely for each student who requested the award, but the determining factors were either not documented or the documentation was not retained. The Vice President of Business and Finance later stated that the President's directive was to provide tuition assistance grants as last-dollar scholarships that would clear the student's account. However, the Assistant Vice President of Financial Aid stated this was not the case during fiscal year 2022, and the only directive was to "help the students and students could receive refunds or still owe balances, depending on the individual's unique circumstances." Management could not provide documentation to support either of these directives. The amount of these awards totaled \$15,188,327, which we are identifying as questioned costs.

In addition, management awarded \$7,084,921 more in scholarships than they had available in HBCU HEERF funds. In an attempt to correct the overspending, management transferred \$5,859,691 to institutional HEERF and \$1,225,230 to the university's general funds. The *HEERF FAQ Rollup Document*, Updated November 20, 2020, states:

"Institutions may also use the funds for Recipient's Institutional Costs received through the HEERF under Sections 18004(a)(1) and 18004(c) of the CARES Act to make additional emergency financial aid grants to students, provided that such emergency financial aid grants are for expenses related to the disruption of campus operations due to coronavirus (see FAQ #29). As long as awarding scholarships and providing payment for future academic terms are costs associated with significant changes to the delivery of instruction due to the coronavirus or, if provided to students in the form of emergency financial aid, are for expenses related to the disruption of campus operations due to coronavirus, such uses are allowable."

An example of a cost that could have been covered from institutional funds related to the disruption of campus operations due to coronavirus would be a scholarship to pay for access to an online library while physical libraries were closed. Since the university applied these scholarships and tuition assistance grants to any portion of the cost of attendance and did not restrict their use to only those charges related to the significant changes to the delivery of instruction due to the coronavirus, TSU was not in compliance with federal requirements related to the institutional portion of the HEERF award. Questioned costs related to these scholarships and tuition assistance grants are \$5,859,691.

**State Audit Recommendation :**

Executive leadership should provide appropriate guidance and oversight when devising how to expend resources for a federal program, especially new programs with quickly evolving guidance and multiple programs providing similar types of funding. This should include the creation of documented policies, procedures, and controls for the implementation of those funds and the federal authority underpinning the procedures. Management should also document reviews by employees knowledgeable of the guidance and policy throughout the implementation process for comparing the implementation with federal guidance and university policy.



Furthermore, management should properly apply payments to the appropriate term on student accounts to ensure accuracy in term balances. Management should also regularly monitor expenditures under federal awards to ensure there are available funds remaining. Finally, management should appropriately identify which expenditures are transferred between different portions of federal funds to allow appropriate oversight and to ensure compliance with federal guidelines under the new funding source.

**TSU Management's Response:**

**CFDA 84.425F**

We do not concur with this finding. This was an internal transfer between two HEERF accounts, from the institutional HEERF to the HBCU HEERF. Management made a correcting entry to record the scholarships under the correct federal award number. The full amount has not been drawn via G5 and the university has until June 30, 2023, to spend the funding and close out the CARES Act funding. When final reports are submitted to the awarding agency, all costs will be reported in the correct fund and award. This is simply an adjusting entry and by no means rises to the level of a finding.

**CFDA 84.425J**

We do not concur with this finding. In reference to the questioned costs in 84.425J, we believe the auditors are unsubstantiated in reporting this as such. Per federal regulations (2 CFR 200.84), questioned costs are expenses that are questioned by the auditor because of an audit finding. A questioned cost 1) may result from a violation or possible violation of a state, regulation, or terms and conditions of a federal award, 2) may not be supported by adequate documentation, or 3) may appear unreasonable (does not reflect the actions that a prudent person would take in the circumstances). Neither of these conditions relate to the transactions included herein. We have not violated any regulation; in fact, we remained in constant contact with the U.S. Department of Education to ensure that we were administering the funds in accordance with USDOE regulations. The auditors are inaccurate by issuing a finding that TSU did not discharge student debt within federal guidance. We are doing exactly as instructed by USDOE in assisting our students and allowing them to continue their education. We have provided all documentation available to explain our rationale and the decisions our President and the cabinet were making in a very fluid environment, which included a Pandemic Task Force. It is unfortunate that the auditors concluded that TSU did not have an adequate control structure for the institutional funds or the HBCU portion of the HEERF funds. In the auditors' analysis, reference was made to only one letter sent to students, that is being referred to as a press release. This report based the analysis only on the August 4, 2021, letter to students. TSU provided several emails and letters to students regarding funding to pay off their balances. Grants were distributed to students in accordance with the HEERF guidelines and were based on the amount owed. Assistance to students was based on the amount owed up to a maximum of \$10,000. This was shown to the auditors. Requests were made by the auditors for documentation, policies, and procedures that are not required per the federal standards for the single audit.

Again, we remained in contact with USDOE, the Management and Program Analyst with the Emergency Response Unit for the United States Department of Education. We followed the directions of USDOE very carefully and we believe costs (scholarship amounts) are reasonable and are within the definition of costs of attendance as defined in section 472 of the Higher

Education Act of 1965. We further believe that our Financial Aid Officers, who work day in and day out with our students and are trained and certified to administer financial aid funding to our students through Title IV programs, are the best suited in our university to award this funding. For these reasons, we believe these costs are allowable, in total, related to 84.425J. Moreover, when the auditor brought it the attention of TSU that a policy was required before student debt could be discharged and that we did not follow federal policies or internal policies, we immediately notified the management and program specialist for the district that includes Tennessee. She directly informed us that per the guidance no such policy was required. In fact, these funds operate in the same manner as other grants the university had received. The management representative for the USDOE HEERF requested the notifications that were sent to students and the list of students whose debt was discharged, the amount of the debt, and how the amount was calculated. We provided to the USDOE Management and Program Specialist the list of 4,576 students whose debt was discharged in the amount totaling \$15,188,327. This is the exact same information that we provided to the state auditors. The USDOE Management and Program Specialist reviewed the documentation outlined above and indicated that “Regarding the \$15 million as questioned costs, I have reviewed documentation requested and provided. Your account is in good standing with paying off student balances in the manner documented” as referenced in her communication on February 22, 2023. TSU discharged student debt within federal guidelines, as shown by the communication from the USDOE. TSU did not and was not required to have an internal policy that differed from the federal guidance. Though TSU has proper documentation, federal guidance did not require the specific documentation referenced in the auditor’s statement. TSU has maintained records in compliance with federal guidance for HEERF and USDOE has confirmed this.

**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.

**Tennessee State University  
Board of Trustees**



**Discussion of the Audit  
Office's Internal  
Quality Assessment**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: June 15, 2023

ITEM: Audit Committee Report – Discussion of the Audit Office’s Quality Assessment

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The Institute of Internal Auditors (IIA) requires that the Office of Internal Audit perform both internal and external quality assessments. Standard 1311, *Internal Assessments*, issued by the IIA, states that “the chief audit executive is responsible for ensuring that the internal audit activity conducts an internal assessment that includes both ongoing monitoring and periodic self-assessments.” Standard 1320, *Reporting on the Quality Assurance and Improvement Program*, requires the results of ongoing monitoring be reported to the audit committee at least annually.

The Director will discuss the results of the Office of Internal Audit’s internal quality assessment.

# Internal Quality Assessment Review

## May 2023



May 24, 2023

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

Dear President Glover:

Enclosed are the results of the self-assessment quality review for the Department of Internal Audit.

In accordance with the *International Standards for the Professional Practice of Internal Auditing (Standards)*, issued by the Institute of Internal Auditors (IIA), we implemented a Quality Assurance and Improvement Program for the Department of Internal Audit. As required by the Standards, this program must include periodic external reviews and internal self-assessments, as well as ongoing internal monitoring covering all aspects of the internal audit activity.

The *Standards* require an external quality assurance review be performed every five years. Our latest external review was completed in August of 2018. Our Quality Assurance and Improvement Program requires internal reviews to be performed between external reviews. Ongoing monitoring procedures of internal audit activities are performed daily as part of the policies and practices of our office.

The results of our internal assessment indicate that our office generally conforms to the *Standards* and the Code of Ethics.

A summary of our assessment is attached.

Sincerely,

*Adrian R. Davis*

Adrian R. Davis, CPA, CGFM  
Director of Internal Audit

CC: Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair

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## EXECUTIVE SUMMARY

The Tennessee State University Department of Internal Audit conducted a quality self-assessment of the internal audit activity during fiscal year 2023. The principal objective of the quality self-assessment was to determine the internal audit activity's conformity to The Institute of Internal Auditors' (IIA) *International Standards for the Professional Practice of Internal Auditing (Standards)*, the *Definition of Internal Auditing* and the *Code of Ethics*.

As part of the quality assessment, the Department of Internal Audit prepared a self-study of conformance to the IIA requirements. The Office of Internal Audit also reviewed the risk analysis and audit planning processes, audit tools and methodologies, engagement and staff management processes and working papers and reports.

For a detailed list of conformance to individual standards, please see *Attachment A* to this report.

### **Requirement for Quality Assessments**

The Department of Internal Audit is required by The *IIA Standards*, to have a quality assurance and improvement program, which includes periodic internal and external quality assessments and ongoing internal monitoring for conformance with the *Standards*. Adherence to the *Standards* is essential for the professional practice of internal auditing. Within The *IIA Standards* are Attribute and Performance Standards. The IIA states that "Standards are the criteria by which the operations of an internal audit department are evaluated and measured. They are intended to represent the practice of internal auditing as it should be."

### **Procedures Performed**

As part of the quality assessment, the Office of Internal Audit prepared a self-study of conformance to the IIA requirements. The Office of Internal Audit also reviewed the risk analysis and audit planning processes, audit tools and methodologies, engagement and staff management processes and a sample of working papers and reports.

### **Opinion as to Conformity with the Standards**

The overall opinion is that Tennessee State University's internal audit activity generally conforms to The IIA's *Standards*, *Definition of Internal Auditing* and *Code of Ethics*. Efforts to conform to the spirit and intent of the *IIA Standards* are evident. The internal audit activity is well-structured and progressive and audit management is endeavoring to provide useful audit tools and implement appropriate practices.

## RATING DEFINITIONS

**GC – “Generally Conforms”** means that the assessor has concluded that the relevant structures, policies, and procedures of the activity, as well as the processes by which they are applied, comply with the requirements of the individual standard or elements of the Code of Ethics in all material respects. For the sections and major categories, this means that there is general conformity to a majority of the individual standard or element of the Code of Ethics and at least partial conformity to the others within the section/category. There may be significant opportunities for improvement, but these should not represent situations where the activity has not implemented the *Standards* or the Code of Ethics and has not applied them effectively or has not achieved their stated objectives. As indicated above, general conformance does not require complete or perfect conformance, the ideal situation, or successful practice, etc.

**PC – “Partially Conforms”** means that the assessor has concluded that the activity is making good-faith efforts to comply with the requirements of the individual standard or elements of the Code of Ethics, or a section or major category, but falls short of achieving some major objectives. These will usually represent significant opportunities for improvement in effectively applying the *Standards* or the Code of Ethics and/or achieving their objectives. Some deficiencies may be beyond the control of the internal audit activity and may result in recommendations to senior management or the board of the organization.

**DNC – “Does Not Conform”** means that the assessor has concluded that the internal audit activity is not aware of, is not making good-faith efforts to comply with, or is failing to achieve many or all of the objectives of the individual standard or element of the Code of Ethics, or a section or major category. These deficiencies will usually have a significantly negative impact on the internal audit activity’s effectiveness and its potential to add value to the organization. These may also represent significant opportunities for improvement, including actions by senior management or the board.



## ATTACHMENT A – EVALUATION SUMMARY

	GC	PC	DNC
<b>Overall Evaluation</b>	X		

<b>Attribute Standards (1000 through 1300)</b>		GC	PC	DNC
1000	Purpose, Authority, and Responsibility	X		
1010	Recognizing Mandatory Guidance in the Internal Audit Charter	X		
1100	Independence and Objectivity	X		
1110	Organizational Independence	X		
1111	Direct Interaction with the Board	X		
1112	Chief Audit Executive Roles Beyond Internal Auditing	X		
1120	Individual Objectivity	X		
1130	Impairment to Independence or Objectivity	X		
1200	Proficiency and Due Professional Care	X		
1210	Proficiency	X		
1220	Due Professional Care	X		
1230	Continuing Professional Development	X		
1300	Quality Assurance and Improvement Program	X		
1310	Requirements of the Quality Assurance and Improvement Program	X		
1311	Internal Assessments	X		

1312	External Assessments	X		
1320	Reporting on the Quality Assurance and Improvement Program	X		
1321	Use of “Conforms with the <i>International Standards for the Professional Practice of Internal Auditing</i> ”	X		
1322	Disclosure of Nonconformance	X		

<b>Performance Standards (2000 through 2600)</b>		<b>GC</b>	<b>PC</b>	<b>DNC</b>
2000	Managing the Internal Audit Activity	X		
2010	Planning	X		
2020	Communication and Approval	X		
2030	Resource Management	X		
2040	Policies and Procedures	X		
2050	Coordination and Reliance	X		
2060	Reporting to Senior Management and the Board	X		
2070	External Service Provider and Organizational Responsibility for Internal Auditing	X		
2100	Nature of Work	X		
2110	Governance	X		
2120	Risk Management	X		
2130	Control	X		
2200	Engagement Planning	X		

2201	Planning Considerations	X		
2210	Engagement Objectives	X		
2220	Engagement Scope	X		
2230	Engagement Resource Allocation	X		
2240	Engagement Work Program	X		
2300	Performing the Engagement	X		
2310	Identifying Information	X		
2320	Analysis and Evaluation	X		
2330	Documenting Information	X		
2340	Engagement Supervision	X		
2400	Communicating Results	X		
2410	Criteria for Communicating	X		
2420	Quality of Communications	X		
2421	Errors and Omissions	X		
2430	Use of “Conducted in Conformance with the <i>International Standards for the Professional Practice of Internal Auditing</i> ”	X		
2431	Engagement Disclosure of Nonconformance	X		
2440	Disseminating Results	X		
2450	Overall Opinions	X		
2500	Monitoring Progress	X		
2600	Communicating the Acceptance of Risks	X		

<b>Code of Ethics</b>		<b>GC</b>	<b>PC</b>	<b>DNC</b>
	<b>Code of Ethics</b>	X		

**Tennessee State University  
Board of Trustees**



**Review of Outstanding  
Audit Issues**

Tennessee State University  
 Department of Internal Audit  
**Audit Issues Outstanding as of May 31, 2023**

**INTERNAL AUDITS**

Report Date	Audit Issues	Status
2/21/2022	<b>Foundation Gifts</b>	<i>Follow-up to begin Fall 2023</i>
	<ol style="list-style-type: none"> <li>1. For 3 of 18 (16.7%) daily deposits tested, daily gifts were not deposited within one business day. The funds were deposited from one to four business days late.</li> <li>2. For 9 of 22 (41%) bank statement credit transactions selected for testing, the transaction was not recorded within 10 days of the receipt of the donated funds.</li> <li>3. For 3 of 56 (5%) scholarship recipients selected for testing, the awarded students did not meet the documented awarding criteria as determined by the donor. For 1 of 20 (5%) non-scholarship disbursements, \$24,000 in consulting fees were erroneously paid from a fund where funds were solicited to provide scholarships to university students.</li> </ol>	
2/16/2022	<b>Follow-Up Review of Federal Work-Study Timesheets- Fall 2021</b>	<i>Follow-up to begin June 2023</i>
	<ol style="list-style-type: none"> <li>1. For 14 of 30 (47%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the months under review</li> <li>2. For 15 of the 50 (30%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session.</li> <li>3. For 3 of the 20 (15%) timesheets reviewed where the student worked in excess of 6 hours for at least one day in the month, we found where the student did not take the required minimum 30-minute unpaid rest/meal break.</li> <li>4. A net underpayment of \$262.00 was paid to 5 of the students included in our sample. In addition, an overaward of \$340 was also identified.</li> </ol>	
5/12/2022	<b>Audit of TSU Department of Human Resources</b>	<i>Follow-up to begin Fall 2023</i>
	<ol style="list-style-type: none"> <li>1. For 5 of the 30 employees (17%) included in our sample, university management did not ensure that the employee and/or university representative completed the applicable sections of the USCIS Form I-9 within the required timeframe.</li> <li>2. Management did not ensure that all staff performance evaluations were submitted to the Tennessee State University Department of Human Resources</li> <li>3. Details of noncompliance in this area were determined to be confidential per Section 10-7-504(i), Tennessee Code Annotated.</li> </ol>	
5/26/2022	<b>Grants Management</b>	<i>Follow-up to begin Fall 2023</i>
	<ol style="list-style-type: none"> <li>1. Management did not ensure that financial and performance reports were always timely submitted during the period under review. We found where 1 of 19 project/progress reports, and 11 of 16 financial reports were not timely submitted. We were not provided with 2 of 16 financial reports and were unable to determine if the reports were timely submitted.</li> <li>2. Management did not ensure that the effort reporting system accurately supported the work performed.             <ol style="list-style-type: none"> <li>A) Management did not always ensure that time and effort was timely certified or that there was evidence to support timely certification</li> <li>B) Management did not ensure that time and effort certifications were supported by the underlying payroll charges to the project</li> </ol> </li> </ol>	

8/23/2022 **Procurement Card Transactions Review**

*Follow-up to begin  
Spring 2024*

1. Cardholders did not always obtain approval to exceed the single transaction limit of \$1,000
2. Cardholders did not always ensure adequate supporting documentation was provided for procurement card transactions

10/28/2022 **Tennessee Immunization Requirements Compliance - Fall 2022**

*Follow-up to begin  
Spring 2024*

1. For 3 of 18 (16.7%) daily deposits tested, daily gifts were not deposited within one business day. The funds were deposited from one to four business days late.
2. For 9 of 22 (41%) bank statement credit transactions selected for testing, the transaction was not recorded within 10 days of the receipt of the donated funds.
3. For 3 of 56 (5%) scholarship recipients selected for testing, the awarded students did not meet the documented awarding criteria as

## **EXTERNAL AUDITS**

3/28/2023 **Division of State Audit, Financial & Compliance Audit, Tennessee State University  
Single Audit for the Year Ended June 30, 2022**

**Finding:** Tennessee State University did not discharge student debt within federal guidelines or their internal policy, and scholarship determinations and award calculations were not adequately documented in compliance with federal guidance for Higher Education Emergency Relief Funds

**Tennessee State University  
Board of Trustees**



**Approval of the  
Fiscal Year 2023-2024  
Audit Plan**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Audit Committee Report – Approval of Fiscal Year 2023-2024 Audit Plan

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The annual audit plan for the Department of Internal Audit was prepared using a risk-based approach as required by the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors. The audit plan covers the annual audit period ending June 30, 2023. Risk factors (e.g. internal controls, results of prior internal and external audits, results of management’s risk assessment, etc.) were considered when determining the items to be included in the audit plan.

The purpose of this agenda item is to consider for approval the Annual Audit Plan for fiscal year 2023-2024.

See Attachment.

**MOTION: To approve the Fiscal Year 2023-2024 Audit Plan, as contained in the Board materials for the Board’s June 15, 2023, meeting.**

Tennessee State University  
Department of Internal Audit  
**Annual Audit Plan 2023-2024**

**Tennessee State University  
Department of Internal Audit  
Internal Audit Plan  
Fiscal Year Ending June 30, 2024**

Rank	Type	Area	Audit	Budget (Hours)	Estimated Start	Estimated Completion
Required	R	AT	NCAA Student Assistance Fund FY 2023	125	July 2023	August 2023
Required	R	FM	State Audit (Single Audit FY 2022 ) Follow-up	50	July 2023	July 2023
Risk-Based	A	FM	Travel Card Transactions and Program Review	225	July 2023	September 2023
Risk-Based	A	IT	General IT Controls Review	100	August 2023	October 2023
Required	R	FM	State Audit (Financial Audit 2022) Follow-up	75	August 2023	September 2023
Required	R	FM	State Audit (EEE Audit FY 2021 ) Follow-up	30	August 2023	August 2023
Required	R	FM	State Audit (EEE Audit FY 2022 ) Follow-up	30	August 2023	August 2023
Required	R	FM	President's Expenses FY 2023	125	October 2023	November 2023
Required	R	IS	Quality Assessment Review- External	225	July 2023	September 2023
Risk-Based	A	FM	Tuition and Fees Revenue Review	225	September 2023	November 2023
Risk Assessment	M	IS	Review Management's Risk Assessments	75	October 2023	November 2023
Follow-Up Review	F	IS	Follow-Up Reviews of Internal Audit Findings	550	July 2023	June 2024
Follow-Up Review	F	SS	(A) Admissions - Immunizations Compliance			
Follow-Up Review	F	FM	(B) Federal Work-Study			
Follow-Up Review	F	IS	(C) Department of Human Resources			
Follow-Up Review	F	AD	(D) Foundation Gifts			
Follow-Up Review	F	RS	(E) Grants Management			
Follow-Up Review	F	FM	(F) Procurement Card Review			
Risk-Based	A	FM	Office of Financial Aid Efficiency Review	200	December 2023	February 2024
Required	R	IS	Review of Conflict of Interest Forms	100	January 2024	March 2024
Investigation	I	IS	Unscheduled Audits/Projects/Investigations	100	TBD	TBD
Consultation	C	IS	Unscheduled Consultations	50	TBD	TBD
Risk-Based	A	FM	Student Housing Assignment Review	150	February 2024	March 2024
Risk-Based	A	FM	Accounts Payable/ Disbursements	225	February 2024	April 2024
Risk-Based	A	AX	Bookstore and Food Services Revenue Review	225	March 2024	May 2024
Required	R	IS	Quality Assessment Review- Internal	50	April 2024	June 2024
Required	R	FM	Cash Counts	10	June 2024	June 2024
			Total	2945		

**Audit Types:**

- R - Required
- A - Risk-Based (Assessed)
- S - Special Request
- I - Investigation
- M - Management's Risk Assessment
- C - Consultation
- F - Follow-up Review

**Functional Areas:**

- AD - Advancement
- AT - Athletics
- AX - Auxiliary
- FM - Financial Management
- IA - Instruction & Academic Support
- IS - Institutional Support
- IT - Information Technology
- PP - Physical Plant
- RS - Research
- SS - Student Services

**Tennessee State University  
Board of Trustees**



**Audit Committee  
Executive Session**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: June 15, 2023

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

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

**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, June 15, 2023

Board Committee Meetings:  
Via Zoom link: Meeting ID: 944 7006 3664  
Passcode: 578001

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the March 16, 2023, Finance and Budget Committee Meeting Minutes
- IV. Approval of Fiscal Year 2023-2024 Tuition and Mandatory Fees Increase
- V. Approval of Institutional Budget – FY 23 Estimated Budget
- VI. Approval of Institutional Budget - FY 24 Proposed Budget
- VII. University Budget Update
- VIII. Capital Plan and Development Update
- IX. Approval of the Institution’s FY 23-24 Capital Construction Plan Addendum
- X. Finance and Budget Report
- XI. Report on Student Scholarships and Enrollment
- XII. Board Housing Committee Report
- XIII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
March 16, 2023,  
Finance and Budget  
Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of the March 16, 2023, Finance and Budget Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

The document reflecting the minutes from the March 16, 2023, Finance and Budget Committee meeting is included in the June 15, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' March 16, 2023, Finance and Budget Committee meeting, as contained in the Board materials for the Board's June 15, 2023, meeting.**



**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting  
March 16, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Andre Johnson and Steve Corbeil.

**Other Board Members Present:** Trustees Deborah Cole, Van Pinnock, Obie McKenzie, Joseph Walker

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Douglas Allen, VP for Business and Finance; Terrence Izzard, Associate Vice President of Enrollment Management

**I. CALL TO ORDER**

Trustee Corbeil called the meeting to order at 12:09 p.m. CST on March 16, 2023. Trustee Corbeil moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to travel issues. He noted there is important action to be conducted by the Finance and Budget Committee, including the approval of the compensation plan, housing fee and a scholarship plan, and the need to review information concerning enrollment and retention, and that participation without the physical presence of a quorum by the Committee meeting is necessary to address these important items. Trustee Andre Johnson seconded, and the motion carried unanimously by roll call vote.

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

Board Secretary Pendleton called roll at Trustee Corbeil’s request. Present: Trustees Steve Corbeil and Andre Johnson. A quorum was established.

**III. APPROVAL OF THE NOVEMBER 17, 2022, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil moved to recommend to the full Board the approval of the minutes from the November 17, 2022, Finance and Budget Committee meeting, as contained in the March 16, 2023, Board materials. Trustee A. Johnson seconded the motion, which carried unanimously by roll call vote.

**IV. REPORT AND UPDATE ON FISCAL YEAR 2023 INSTITUTIONAL BUDGET**

Trustee Corbeil introduced the next agenda item as the Fiscal Year 2023 Institutional Budget. Trustee Corbeil called upon Dr. Glover, who called on Vice President Allen to provide information on this item. VP Allen directed the Committee to page 49 of the Board materials and led the Committee through the budget figures. VP Allen noted that for the FY22 actual numbers, for the fiscal year ending in 2022, the University had a surplus of \$12.2 million. In FY23, the University has budgeted \$99.2 million. The \$80.9 million actual revenue was generated in FY22. We are up to \$99M

based on increase enrollment and driving revenue as it relates to scholarships. We've been able to recognize \$97.9 million of \$99.9 million of total tuition and fees accounted for.

VP Allen noted that with respect to scholarships for academics, \$283 million was the budgeted line item. We have recognized \$24.2 million of that as of January 31, 2023. According to VP Allen, in the Comptroller's Report, it was an incorrect statement that \$23 million had been moved without Board approval. VP Allen showed in the Board materials that under transfers, the fiscal year-to-date column shows transfers of \$57,000 in mandatory transfers and \$141,000 in auxiliary transfers. There was no transfer of funds to cover scholarships under plant funds. The Board approves transfers in June and November for the revised October budget. Transfers are for debt service, on behalf of bond holders and plant-related activities. The revenue base that came in from increased enrollment was the offset for scholarships. \$6.4 million of funds have been set aside to offset scholarship costs as well, but it is not included in the budget because it's not an operating item.

VP Allen also noted that he provided detailed information regarding hotel reserves to the State Building Commission. \$7.2 million was set aside as a reserve for hotels, but it has not had to be transferred to date. VP Allen explained that Operations has been covering hotel costs and that although money has been set aside for the purpose of hotels, it has not been needed.

VP Allen does not anticipate anything that will throw off the University's budget.

Trustee Johnson asked whether the variance between what is budgeted and actual will be collected. VP Allen explained that the summer term will help, and it is expected that additional funds will be recognized and that it is expected that the University will meet the budget.

Trustee Johnson asked about scholarship needs as non-recurring federal CARES Act funds are discontinued. VP Allen stated that he and President Glover have been meeting on this topic. Less scholarships will be given out as a result in the 23-24 academic year. Foundation funds may be used for scholarships. The Foundation provided 127 students with funding for the Spring semester.

Chair Cole asked whether all scholarship funding obligations have been fulfilled. VP Allen said scholarship funds have been doled out. With respect to refunds, the majority have been posted, but as the University continues to receive money from outside scholarships, for example, church-funded scholarships, students' aid is adjusted. Scholarship and grants offered by TSU have been put on student accounts. Refunds typically are a product of student loans. If a scholarship exceeds a student's obligations, there may be a refund. VP Allen addressed specific questions regarding how funds are applied to student accounts. President Glover suggested the language "last dollar aid" be used to clarify limitations on institutional aid.

## **V. APPROVAL OF FY 2024 COMPENSATION PLAN-INCREASE**

VP Allen discussed an increase in FY23-24 compensation. Within the Governor's budget, funds were set aside for a 5% salary pool for all institutions within State government. There's an increase for health insurance benefits (an offset) and performance funding measures that were met. Based on numerical data, the University requested a 5.5% salary adjustment effective July 1, 2023, and a 3% salary pool for faculty only. This will better align compensation within the market and with other

institutions. The University's cost with respect to the 5.5% is roughly \$1.9 million and \$750,000 for the 3% faculty pool, which is about \$2.8 million in total.

It was asked whether the 3% faculty pool would be a merit increase. President Glover would like to encourage productivity, and because of that, would like the deans and chairs to work on how to dole out additional funds for productivity. The productivity increases have not yet been determined. It will be determined by the next Board meeting.

Trustee Corbeil asked about the unfunded portion of the proposed increase and the source of the 5.5%. VP Allen indicated that the money fit within the budget and would reduce turnover. The State provided 5% for salary pool. The University portion picks up the benefits. The 5.5% includes what the University can afford to do and maintain operations. Dr. Glover said they have reviewed competitors in the market and this is, further, a means to show appreciation with salaries on par with other institutions. Mr. Corbeil would like the University to track whether the increases in pay help to actually reduce turnover. Dr. Glover indicated a need to move in the right direction with respect to salaries.

Trustee Corbeil moved that the Finance and Budget Committee recommend to the full Board an approval of the FY 2024 compensation plan increase as contained in the Board materials. The motion was seconded by A. Johnson. The motion carried unanimously by roll call vote.

## **VI. APPROVAL OF FY 2024 HOUSING FEE INCREASE**

Trustee Corbeil called upon Dr. Glover, who called on Vice President Allen, to provide information on a proposal to increase student housing fees by 2.41%. The increase aligns with the request for additional housing. A 2.41% increase is viewed as manageable this year and would yield approximately \$430,000 in additional revenues, VP Allen said. VP Allen explained that these fees could go back to residence halls or other items that are student-related.

Most of the University's halls are legacy dorms. The University is operating on about a \$200,000 surplus that is slated for maintenance for the new residence hall. The room rate for new residences covers the debt service and provides a cushion for maintenance costs. Most Land Grant Institutions (LGIs) provide for an increase in fees each year. VP Allen indicated that the University has the lowest housing fees among LGIs.

Trustee Corbeil move that the Committee recommend to the full Board the approval of the 2024 housing fee increase. The motion was seconded by A. Johnson. Having no other question, a roll call vote was called. The motion carried unanimously by roll call vote by Trustees Corbeil and Johnson.

## **VII. HOUSING SPECIAL COMMITTEE REPORT**

Trustee Corbeil called upon Dr. Glover, who called on Trustee Van Pinnock, the Chair of the Special Housing Committee, to provide the Special Housing Committee report.

Trustee Pinnock noted that TSU is not alone in addressing housing issues. The Committee has had several conversations with other institutions across the country and other university foundations that handle real estate transactions. They spoke with Howard University and Cal State Fullerton, and they have received good input from several places. The Committee has spoken with developers, architects, and others to discuss opportunities both on and off campus. There are some on-campus tracts of land that may provide good opportunities for the University. There have also been discussions with

community organizations, municipal agencies and others about partnering with the University to create affordable student housing and to meet affordable housing needs in Nashville generally. They think over the next 5-10 years, 10,000 beds can be brought online to use for future purposes. This is an aggressive number based on future enrollment numbers and considering TSU's growth. Off-campus would be multi-tenant, mixed used housing and would include retail, residential and other amenities that are presently lacking. Trustee Pinnock expressed a desire to move quicker rather than slower to move forward with planning.

Trustee Johnson discussed the need to continue to work with third party developers to create public-private partnerships. He noted institutional knowledge and capital that are available through these types of relationships. The Committee is working on plans to be included in the Master Plan.

Chair Cole thanked Trustees Pinnock, Johnson and McKenzie for all their work on this Committee. She asked for a report each Board meeting from the Special Committee.

Trustee McKenzie would like to ask the State Building Commission for more than 1,000 additional, citing long-term needs. He would like to ask for 3 buildings, 1,500 – 1,800 beds, as opposed to 1,000 beds. He noted that there will be a future need for additional beds.

## **VIII. DISCUSSION OF USE OF PLANT FUNDS**

Trustee Corbeil called upon Dr. Glover, who called on VP Allen to discuss the use of plant funds. University reserves are \$52.7 million. Plant funds have had more transfers in than out consistently over the past several years. VP Allen notes a need to invest in the facilities. TSU was appropriated money by the State, and the money is sitting in a trust; however the University has to request the funds in the same manner that the University must do with any other capital outlay, even though it is University funding. The appropriated funds must still be approved by the SBC.

President Glover noted that the money has not yet been used and has not been used to pay scholarships. The money is sitting in the trust account and will be used as it is needed. To clear up misconceptions, she noted that there were no promises broken to the University. There are restrictions on the funds. It cannot be used for residence halls. It may be used for infrastructure but not for revenue-generating purposes, such as for food services, football, or for other auxiliary purposes. It is for academic building. It is important that everyone understands what the \$250 million is for and that it is communicated to others. She stated that we should commend the Governor, the General Assembly, Representative Love, and others who worked hard on this item.

A question was asked of VP Allen about whether the \$52.7 million in the plant funds is available for public-private matches and auxiliary development and clarification that none of those funds were used for hotel issues, security, enrollment. VP Allen stated that when the University went to the SBC, they had asked for the total plant fund reserves, which was \$52.7 million. We had to commit \$7.2 million for hotels of the total plant fund reserves for hotels, but this amount has not been used. Dr. Glover added that the \$7.2 million was not needed because of excess revenue and the University's ability to fund the hotel expenses out of operations, therefore the University was able to keep plant funds intact.

Trustee Johnson asked whether the University anticipates another surplus this year. VP Allen responded yes, however, he does not like to commit to that until closer to the end of the fiscal year.

A point was made that while there was a small hiccup in the fall, the University was not harmed. VP Allen stated that the budget was conservative. The faculty and staff was commended for conservative management of the operational funds. Trustee Johnson noted that the fall hiccup resulted in more revenue for the University and money allocated wasn't used because additional revenue supported the hotels. VP Allen stated that the University did not ask the State for any additional funds for hotels. Dr. Glover noted the need to make it clear that the University knew how to manage its funds properly and did not have to ask for any additional State funding, and as a result of \$17 million from excess revenue from increased enrollment, the University was able to provide additional scholarships and other things. The University has never been in a default position on any debt. TSU is in a good financial position, Dr. Glover said.

## **IX. FINANCE AND BUDGET REPORT**

The FY 2022 audit is underway, as planned. The FY 2023-2024 preparations are underway as well. Information will be gathered from Cabinet members, compiled, and then VP Allen will meet with individual Cabinet members before he goes through the budget line-by-line with the President. After that time, it will be presented to the Board for review and approval in June.

Chair Cole asked what the timing was asking for the approval of hotels. VP Allen said the plan was to seek approval at the April SBC meeting. He has had conversations with the State architect to let her know that the University would like to be placed on the SBC's agenda.

## **X. UPDATE ON ENROLLMENT, RECRUITMENT, RETENTION, AND STUDENT AID**

Trustee Corbeil called upon Dr. Glover, who called on Terrence Izzard, Associate Vice President of Enrollment Management, to provide an update on enrollment, recruiting, retention, and student aid. There have been things done differently this year, learning from last year, to focus on service, communication, planning and processes to strategically manage the enrollment process for 2023. Mr. Izzard reported that 835 first year students ended the semester with a 3.5 GPA or higher, and 616 first year students have a 3.0 – 3.9 GPA after their first year.

A new Enrollment Contact Center was launched on January 17, 2023. It is staffed with specialized enrollment representatives. There is a feature that allows management to monitor, listen to, and record calls to ensure quality assurance. There is a robust reporting and tracking system that shows the number of calls received, hold times, call disposition, time in the queue and other key performance indicators (KPIs) to ensure quality service and enrollment management. There is also a new CRM system that went live on December 15, which includes features like a student portal that houses all decisions and approvals, provides enrollment "next steps," and tracks and monitors student engagement. There is also coordination with Academic Affairs to discuss projections, ensure proper classroom space, registration needs, etc. There are ongoing meetings with the faculty chair counsel and deans to discuss the needs for the classroom and academic support units. Each day enrollment data is monitored and there is a better coordinated effort between Student Affairs and Housing. Weekly housing reports and intent to enroll reports are generated. Students are being directed to Housing to apply for early housing and are advising students that there is limited housing space available.

There was a question regarding the number of first-time students and the number of students needing

housing. Mr. Izzard explained that there are some admitted students who will not need housing, including those who will be taking 13 fully online programs. There are local students, transfer students and adult learners in Nashville who will not require housing.

There was a request that this information be included in future reports because, from the numbers, it does not appear that there have been any behavior changes have occurred since last year. There was a discussion regarding the need for more detailed information to make sure that there is a clear understanding of the numbers and to ensure that the University is prepared.

Mr. Izzard explained application deadlines have been established. Early admission deadlines and final enrollment deadlines have been established. The student pool (the admitted students) will go through another process, and in follow-up reports from Enrollment management, there will be additional data regarding what students want to live on campus, be completely online, and will be commuter students. There will be a statistical difference between March 2022 and March 2023 data after this meeting, he reported. Online students will be identified prior to the start of the school year. This semester, there are 12 enrollment coaches that contact each admitted student and confirm with students whether they are going to be using on-campus housing, attend classes online, or will commute to campus.

Chair Cole emphasized the need for more detailed information and retention rates and how many new students will be enrolled, projecting students to be served in the coming year. She would like, moving forward and on an ongoing basis more information reported. Dr. Glover added that during Cabinet meetings, every Tuesday morning, they do receive reports that include the number of students admitted and online student information. There are projections models to show enrollment numbers and available beds. Dr. Glover indicated that the University would get additional information out to the Board immediately to make sure that the Board has more details.

Mr. Izzard stated that by April 7, they will have breakdowns and categories of additional information available. There is a probability rating system, along with housing deposits and communications with enrollment coaches that will give the Board a clearer picture of housing. This will impact the numbers reported. He further noted that last year's scholarship information went out in September, so students were ready to commit, and it impacted conversion rates. This year, that information won't be released until March 20, 2023, after Board approval.

The question was asked whether the University has used wait lists to manage enrollment. Mr. Izzard said research has been done in this area, but it was decided against due to a number of issues, and primarily due to limited housing and limited scholarship funds. He indicated that he could do additional research on the use of wait lists and share findings at the next meeting.

Trustee McKenzie said the probability analysis needs to be checked back and forth against accuracy and suggested that a stress test be done for various scenarios in the probability analysis. Dr. Glover said a stress test has not been done, but that it could be done.

## **XI. SCHOLARSHIP PLAN**

Dr. Glover explained that, on page 72 of the Board materials, there is a breakdown of scholarships. A little over \$5 million was allocated for academic scholarships. Band and Athletics were added on top of that. In-state and out-of-state ratios are reported. It will be an ongoing report to the President and Cabinet. Band and Athletics have about another \$5.5 million in scholarships, coming from

various sources. Dr. Glover said that we do not have exact numbers for those yet because the University is still in the process of recruitment.

There was a discussion about how scholarships are planned and distributed.

It was reported that no offers for scholarships have been made yet.

Chair Cole recommended a motion for the Board to approve \$10.5 million in scholarships for the upcoming fiscal year, to come from institutional funds. That amount would include Band and Athletics scholarships. Any deviation from that amount would have to come back to the Finance and Budget Committee.

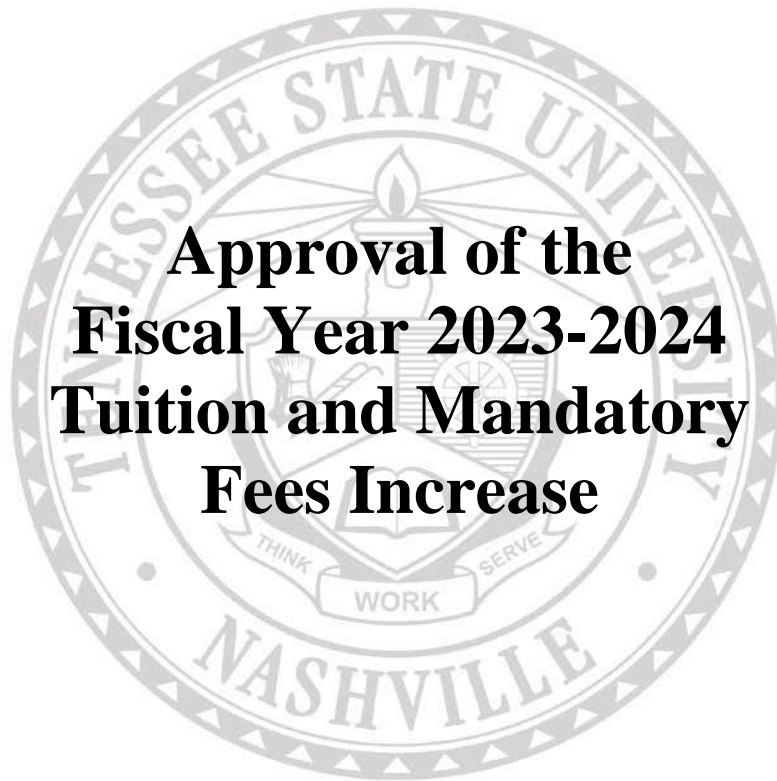
There was a discussion about scholarship needs and timelines. About \$4.5 million is needed for Athletics and \$1 million for Band. The amount needed for Athletics changes each year.

Trustee Johnson made a motion that the Board consider and approve a revised scholarship plan that will include Athletics and Band, with the amount for scholarships to be \$10.5 million. It was seconded by Trustee Corbeil. The motion passed by roll call vote with Trustee Johnson and Trustee Corbeil approving.

## **XII. ADJOURNMENT**

Trustee Corbeil asked if there was any additional business. Seeing none, he made a motion to adjourn. Trustee A. Johnson seconded the motion as recorded. The motion passed by roll call vote. The meeting was adjourned at approximately 1:27 p.m. CST.

**Tennessee State University  
Board of Trustees**





TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of the Fiscal Year 2023-2024  
Tuition and Mandatory Fees Increase

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

The purpose of this agenda item is to request approval for the proposed FY 2023-2024 combined total tuition and mandatory fee increase of 2.83%. The 2.83% fee increase is comprised of the proposed FY2023-24 maintenance fee and tuition increase of 2.75 percent and a mandatory fee increase of 3.1% in the Student Health Services Fee for a combined increase of 2.83%.

**Background Information:** TSU Guideline B-060 (*Fees, Charges, Refunds, and Fee Adjustments*) requires the approval of the Board for all mandatory institutional fees and charges, unless specific exceptions are provided. Mandatory fee recommendations are presented to the Board one time per year for: (1) *maintenance* fees and out-of-state tuition and (2) all *other* mandatory fees.

“*Maintenance*” is a fee assessed to students based on the number of credit hours for which they are registered and is commonly thought of as tuition, although for fee purposes “tuition” is separately defined and assessed as a premium paid by out-of-state students.

“*Other*” represents various other fees related to student activities, athletics, specialized courses, certain services, etc. Maintenance/tuition recommendations will generally be considered at the regular June meeting of the Board. All other mandatory fees may be presented at the regular March or June meeting of the Board. If changes to both sets of fees are presented at the same board meeting, it will be the June meeting, when the annual operating budget is also considered.

Pursuant to the FOCUS Act, the Tennessee Higher Education Commission establishes fee increase ranges. For FY 2023-24, THEC set the range for maintenance plus other mandatory fees, excluding out-of-state tuition, at 0% to 3%. TSU is proposing an increase of 2.83% for its combined total tuition and mandatory fees.

The President of the university is responsible for the enforcement and collection of all fees and charges. Fees and charges that specifically do not require Board approval must receive formal approval by the President or a designee.

Pursuant to the Tuition Transparency and Accountability Act (Tuition Act), and Board Policy 006 (Board Consideration of Increases in Tuition and Mandatory Fees), TSU is required to post the proposed tuition and mandatory fee increase to the Board website at least fifteen days prior to the Board meeting to allow for comment. TSU has complied with this requirement.

**Proposed Implementation Date:** Fall Term 2023

**Item Details:** See attachment.

**MOTION: To approve the Fiscal Year 2023-24 Tuition and Mandatory Fee Increase of 2.83 percent, as contained in the Board materials for the Board's June 15, 2023, meeting.**

**TUITION AND MANDATORY FEES INCREASE  
FOR BOARD OF TRUSTEES JUNE 15, 2023, MEETING**

Pursuant to the Tennessee Tuition Transparency and Accountability Act, T.C.A. § 49-7-1603, the Tennessee State University Board of Trustees is providing public notice of the proposed tuition and mandatory fees increase for the 2023-2024, academic year. The tuition and fees increase will be considered by the Board at its June 15, 2023, Board meeting.

1. The combined total proposed tuition and mandatory fees increase for the academic year 2023-2024 is 2.83%. The breakdown of the increase is as follows:
  - a. Undergraduate maintenance proposed fee (tuition) increase of 2.75%.
    - i. Base 12 hours proposed to increase from \$283 per hour to \$291 per hour.
    - ii. Over base hours proposed to increase from \$57 per hour to \$58 per hour.
  - b. Student Health Services Fee proposed fee increase of \$20 per student per semester. This fee is included in the Program Services Fee which will go from \$604 to 624 per semester, resulting in a 3.31% increase in mandatory fees.
  - c. The 2.8% combined increase is derived from the proposed total tuition and mandatory fees that would be assessed for a student taking fifteen (15) credit hours in FY 24.
  
2. Revenue derived from the tuition and mandatory fees increase will be used primarily as follows:
  - a. Undergraduate maintenance
    - i. To cover the cost of increased operating expenses.
  - b. Student Health Services Fee
    - i. Helps to offset the increased cost of health-related expenses (including mental health) for the university.
  
3. Tennessee State University makes every effort to mitigate the effect of the increase on students:
  - a. Undergraduate maintenance
    - i. Tennessee State University's undergraduate maintenance fee is one of the lowest among public universities in Tennessee.
    - ii. The proposed 2.75% Undergraduate Maintenance increase is within THEC's established tuition range (0-3%) for the academic year 2023-2024.
  - b. Student Athletic Fee
    - i. Closer aligns Tennessee State University's fee with other state institutions.
  
4. Factors the Board will Consider When Setting Tuition and Mandatory Fees Increases:
  - a. Level of State support
  - b. Total cost of attendance
  - c. Efforts to mitigate the financial effect on students

- d. THEC mandatory tuition and fee ranges
- e. Inflationary costs
- f. Tuition and fee levels at peer institutions and competing institutions
- g. Student Demand
- h. Other factors pertinent to the cost of the University's operations and programs of study

**Tennessee State University  
Board of Trustees**



**Approval of  
FY 23 Estimated  
Budget**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of FY 23 Estimated Budget

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

TSU Policy 4:01:00:00 (*Budget Control*) recognizes budgeting as the process whereby the plans of the University are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and that circumstances may necessitate revisions or changes to the original plan from time to time. To that end, the University submits three detailed budgets for approval each fiscal year.

Under Board policy, the original budget for each fiscal year is known as the *Proposed Budget* and is prepared in the spring of each year. This budget is based on the level of state funds recommended in the Governor's proposed budget as well as early estimates of factors such as enrollment growth or decline, research activities, and availability of federal funds. The *Proposed Budget* is normally submitted to the Board for approval at the summer Board meeting. The *October Revised Budget* is prepared in the fall of each year and is normally submitted to the Board for approval at the winter Board meeting.

The final budget submitted for each fiscal year is the *Estimated Budget*. It includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year.

The purpose of this agenda item is to consider for approval of the *Estimated Budget* for Fiscal Year 2022-23.

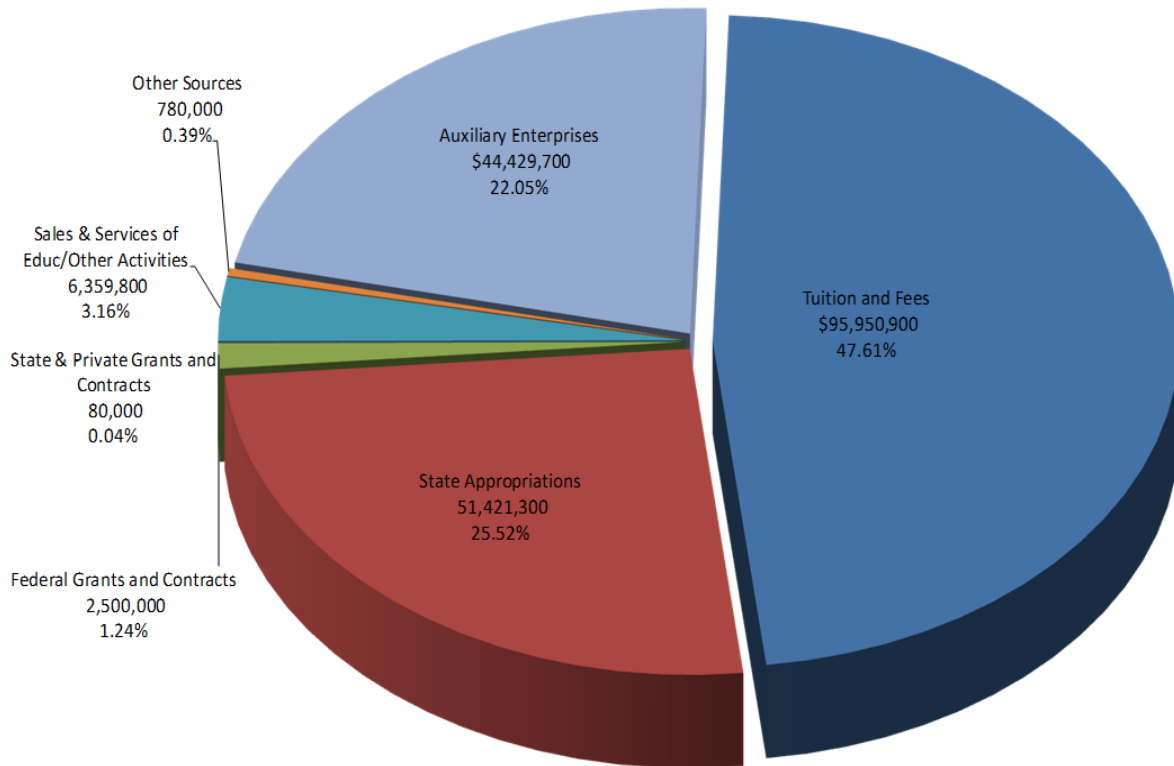
**MOTION: To approve Tennessee State University's Estimated Budget for Fiscal Year FY 23, as contained in the Board materials for the Board's June 15, 2023, meeting.**

**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

	<u>Estimated Budget 2022-23</u>	<u>July Budget 2023-24</u>
Unrestricted Beginning Fund Balances	\$ 17,113,400	\$ 7,565,900
 <b><u>Revenues</u></b>		
<i>Education and General</i>		
Tuition and Fees	\$ 99,447,400	\$ 95,950,900
State Appropriations	47,420,000	51,421,300
Federal Grants and Contracts	2,500,000	2,500,000
State & Private Grants and Contracts	80,000	80,000
Sales & Services of Educ/Other Activities	5,336,000	6,359,800
Other Sources	790,000	780,000
Total Education and General	<u>\$ 155,573,400</u>	<u>\$ 157,092,000</u>
 <i>Auxiliaries</i>	 51,761,700	 44,429,700
Total Sales/Services of Auxiliary Services	<u>\$ 51,761,700</u>	<u>\$ 44,429,700</u>
 <b>Grand Total Revenues</b>	 <u><u>\$ 207,335,100</u></u>	 <u><u>\$ 201,521,700</u></u>

**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

<u>Revenues</u>	<u>FY 2023-24</u> <u>JULY</u>	
<b>Education and General</b>		
Tuition and Fees	\$ 95,950,900	47.61%
State Appropriations	51,421,300	25.52%
Federal Grants and Contracts	2,500,000	1.24%
State & Private Grants and Contracts	80,000	0.04%
Sales & Services of Educ/Other Activities	6,359,800	3.16%
Other Sources	780,000	0.39%
Total Education and General	<u>\$ 157,092,000</u>	
<b>Sales and Services of Aux Enterprises</b>		
Auxiliary Enterprises	\$ 44,429,700	22.05%
<b>Total Revenues</b>	<u>\$ 201,521,700</u>	100.0%



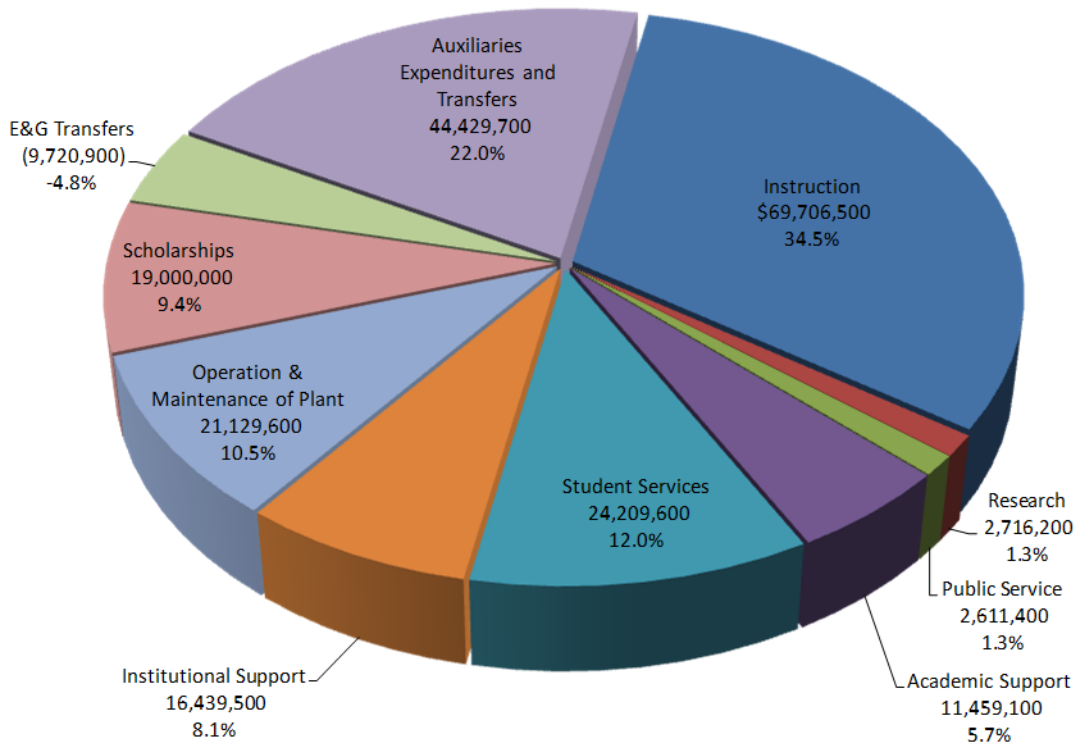


**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

<u><b>Expenditures and Transfers</b></u>	<b>Estimated Budget 2022-23</b>	<b>July Budget 2023-24</b>
<i><b>Education and General</b></i>		
Instruction	\$ 67,542,000	\$ 67,871,600
Research	2,520,700	2,716,200
Public Service	2,388,400	2,611,400
Academic Support	10,530,100	11,459,100
Student Services	25,496,300	24,209,600
Institutional Support	15,327,700	16,439,500
Operation & Maintenance of Plant	19,506,600	21,129,600
Scholarships & Fellowships	44,170,300	19,000,000
Total E&G Expenditures	<u>\$ 187,482,100</u>	<u>\$ 165,437,000</u>
Mandatory Transfers	\$ 2,292,900	\$ 1,834,900
Non-Mandatory Transfers	(24,654,100)	(9,720,900)
Total E&G Expenditures and Transfers	<u>\$ 165,120,900</u>	<u>\$ 157,551,000</u>
<i><b>Auxiliary Enterprises</b></i>		
Auxiliary Enterprises Expenditures	\$ 53,393,700	\$ 36,893,200
Mandatory Transfers for Principal & Interest	2,960,700	5,770,000
Non-Mandatory Transfers for:		
Tranfers from Unexpended Plant Fund	(6,204,700)	
Transfers to Renewal & Replacements	1,612,000	1,766,500
Total Auxiliary Enterprises Expenditures and Transfers	<u>\$ 51,761,700</u>	<u>\$ 44,429,700</u>
<b>Grand Total Unrestricted Expenditures And Transfers</b>	<u>\$ 216,882,600</u>	<u>\$ 201,980,700</u>

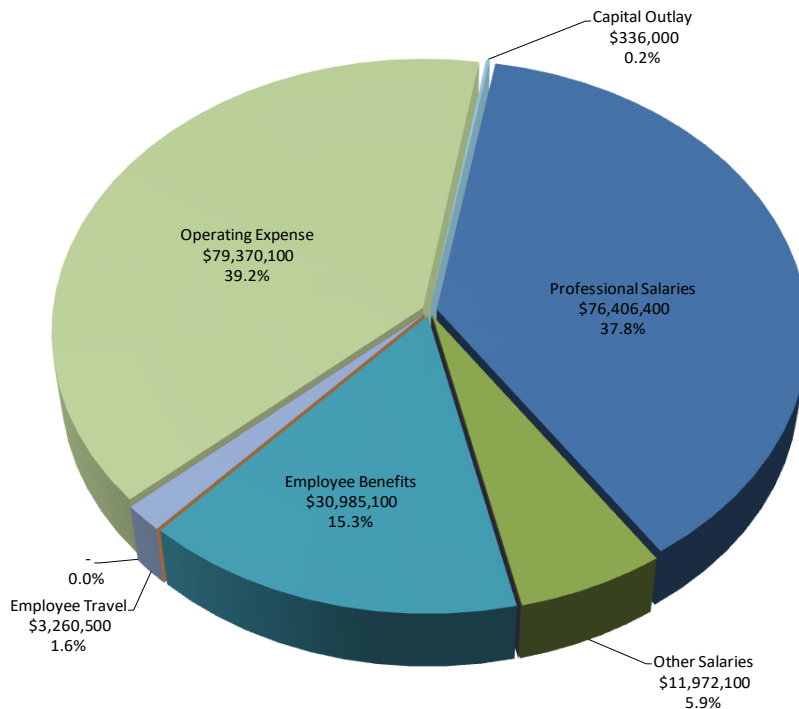
**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
EXPENDITURES  
JULY BUDGET 2023-24**

<u>Expenditures and Transfers</u>	<u>JULY PROPOSED 2023-24</u>	
Education & General		
Instruction	\$ 69,706,500	34.5%
Research	2,716,200	1.3%
Public Service	2,611,400	1.3%
Academic Support	11,459,100	5.7%
Student Services	24,209,600	12.0%
Institutional Support	16,439,500	8.1%
Operation & Maintenance of Plant	21,129,600	10.5%
Scholarships	19,000,000	9.4%
E&G Transfers	(9,720,900)	-4.8%
Auxiliaries Expenditures and Transfers	44,429,700	22.0%
<b>Total Expenditures and Transfers</b>	<b>\$ 201,980,700</b>	<b>100.0%</b>



**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED FUNDS  
EXPENDITURES AND TRANSFERS  
JULY BUDGET 2023-24**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	Total E & G
<b>UNRESTRICTED EXPENDITURES</b>								
<b>EDUCATION AND GENERAL</b>								
Instruction	\$ 42,218,000	\$ 1,700,200	\$ 15,368,700	\$ 574,900	\$ 8,009,800	\$ -	\$ 67,871,600	33.5%
Research	1,159,900	36,800	418,900	18,500	1,082,100	-	2,716,200	1.3%
Public Service	1,707,600	159,000	653,300	8,900	82,600	-	2,611,400	1.3%
Academic Support	5,401,300	1,245,300	2,367,900	25,400	2,163,300	256,000	11,459,200	5.7%
Student Services	11,288,000	1,576,500	4,502,600	2,408,300	4,434,200	-	24,209,600	12.0%
Institutional Support	10,623,700	1,874,500	4,430,300	202,100	(691,100)	-	16,439,500	8.1%
Oper & Maint of Plant	2,053,100	3,102,700	1,762,200	11,300	14,200,200	-	21,129,500	10.4%
Scholarships & Fellow	-	-	-	-	19,000,000	-	19,000,000	9.4%
<b>Total Educational and General</b>	<b>\$ 74,451,600</b>	<b>\$ 9,695,000</b>	<b>\$ 29,503,900</b>	<b>\$ 3,249,400</b>	<b>\$ 48,281,100</b>	<b>\$ 256,000</b>	<b>\$ 165,437,000</b>	
Auxiliary Enterprises	\$ 1,954,800	\$ 2,277,100	\$ 1,481,200	\$ 11,100	\$ 31,089,000	\$ 80,000	\$ 36,893,200	18.2%
<b>Total Unrestricted</b>	<b>\$ 76,406,400</b>	<b>\$ 11,972,100</b>	<b>\$ 30,985,100</b>	<b>\$ 3,260,500</b>	<b>\$ 79,370,100</b>	<b>\$ 336,000</b>	<b>\$ 202,330,200</b>	<b>100.0%</b>
	37.8%	5.9%	15.3%	1.6%	39.2%	0.2%	100.0%	

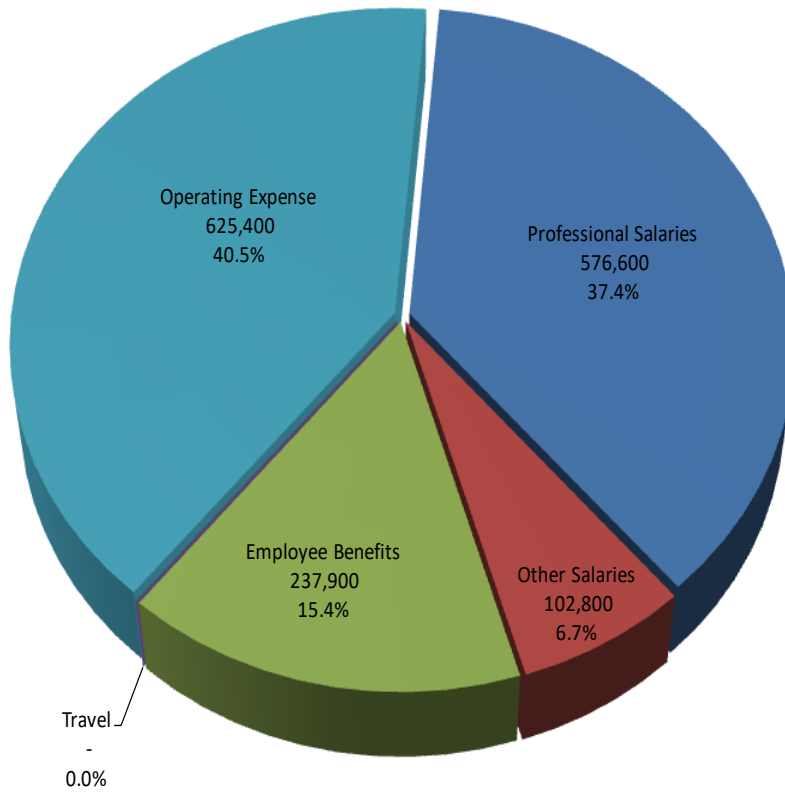


**TSU MCMINNVILLE CENTER**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**JULY BUDGET 2023-24**

	<b>Estimated Budget 2022-23</b>	<b>July Budget 2023-24</b>
	<hr/>	<hr/>
Allocation for Encumbrances	\$ 223,900	\$ 226,100
Allocation for Working Capital	-	40,000
Special Allocations	44,000	75,700
Unallocated Balance	895,700	-
	<hr/>	<hr/>
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 1,163,600</b>	<b>\$ 341,800</b>
	<hr/>	<hr/>
<i>Revenues</i>		
McMinnville Appropriations	\$ 1,514,200	\$ 1,547,200
	<hr/>	<hr/>
<b>Total Revenues</b>	<b>\$ 1,514,200</b>	<b>\$ 1,547,200</b>
	<hr/>	<hr/>
<i>Expenditures and Transfers</i>		
McMinnville Expenditures	\$ 2,336,000	\$ 1,542,700
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
	<hr/>	<hr/>
<b>Total Expenditures and Transfers</b>	<b>\$ 2,336,000</b>	<b>\$ 1,542,700</b>
	<hr/>	<hr/>
Unrestricted Current Fund Balances at End of Period		
Allocation for Encumbrances	\$ 226,100	\$ 228,900
Allocation for Working Capital	40,000	40,000
Special Allocations	75,700	77,400
Unallocated Balance	-	-
	<hr/>	<hr/>
<b>Total Ending Fund Balances</b>	<b>\$ 341,800</b>	<b>\$ 346,300</b>

**TSU MCMINNVILLE CENTER  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
<b>UNRESTRICTED EXPENDITURES</b>								
TSU MCMINNVILLE CENTER								
Research	\$ 576,600	\$ 102,800	\$ 237,900	\$ -	\$ 625,400	\$ -	\$ 1,542,700	100%
Total McMinnville Expenditures	<u>\$ 576,600</u>	<u>\$ 102,800</u>	<u>\$ 237,900</u>	<u>\$ -</u>	<u>\$ 625,400</u>	<u>\$ -</u>	<u>\$ 1,542,700</u>	
	37.4%	6.7%	15.4%	0.0%	40.5%	0.0%	100%	

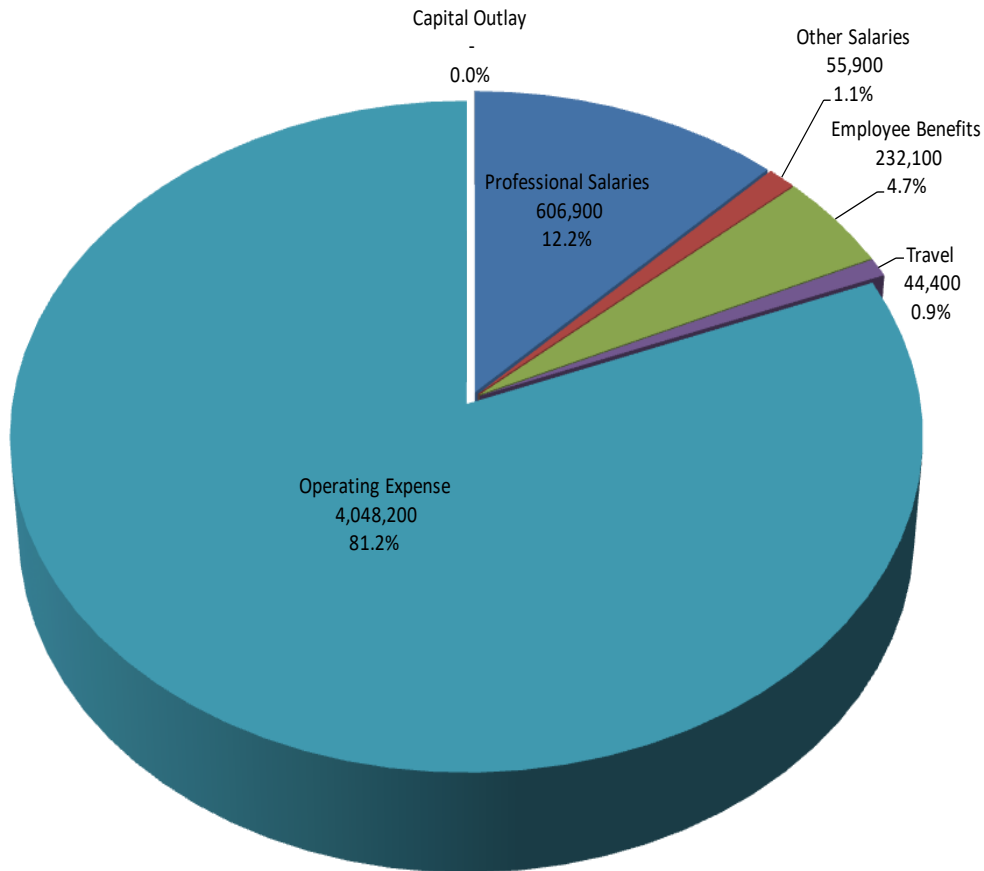


**TSU AGRICULTURAL AND ENVIRONMENTAL RESEARCH  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

	<b>Estimated Budget 2022-23</b>	<b>July Budget 2023-24</b>
Allocation for Encumbrances	\$ 218,200	\$ 514,500
Allocation for Working Capital	145,700	100,000
Special Allocations	-	249,200
Unallocated Balance	11,760,700	-
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 12,124,600</b>	<b>\$ 863,700</b>
<u>Revenues</u>		
Agr and Envir Research Appropriations	\$ 4,984,400	\$ 5,000,700
<b>Total Revenues</b>	<b>\$ 4,984,400</b>	<b>\$ 5,000,700</b>
<u>Expenditures and Transfers</u>		
Agr and Envir Research Expenditures		
Research	\$ 16,245,300	\$ 4,987,500
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
<b>Total Expenditures and Transfers</b>	<b>\$ 16,245,300</b>	<b>\$ 4,987,500</b>
Allocation for Encumbrances	\$ 514,500	\$ 526,900
Allocation for Working Capital	100,000	100,000
Special Allocations	249,200	250,000
Unallocated Balance	-	-
<b>Total Ending Fund Balances</b>	<b>\$ 863,700</b>	<b>\$ 876,900</b>

**TSU AGRICULTURAL AND ENVIRONMENTAL RESEARCH  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
<b>UNRESTRICTED EXPENDITURES</b>								
AGR & ENVIR RESEARCH								
Research	\$ 606,900	\$ 55,900	\$ 232,100	\$ 44,400	\$ 4,048,200	\$ -	\$ 4,987,500	100%
<b>Total Unrestricted</b>	<b>\$ 606,900</b>	<b>\$ 55,900</b>	<b>\$ 232,100</b>	<b>\$ 44,400</b>	<b>\$ 4,048,200</b>	<b>\$ -</b>	<b>\$ 4,987,500</b>	
	12.2%	1.1%	4.7%	0.9%	81.2%	0.0%	100%	



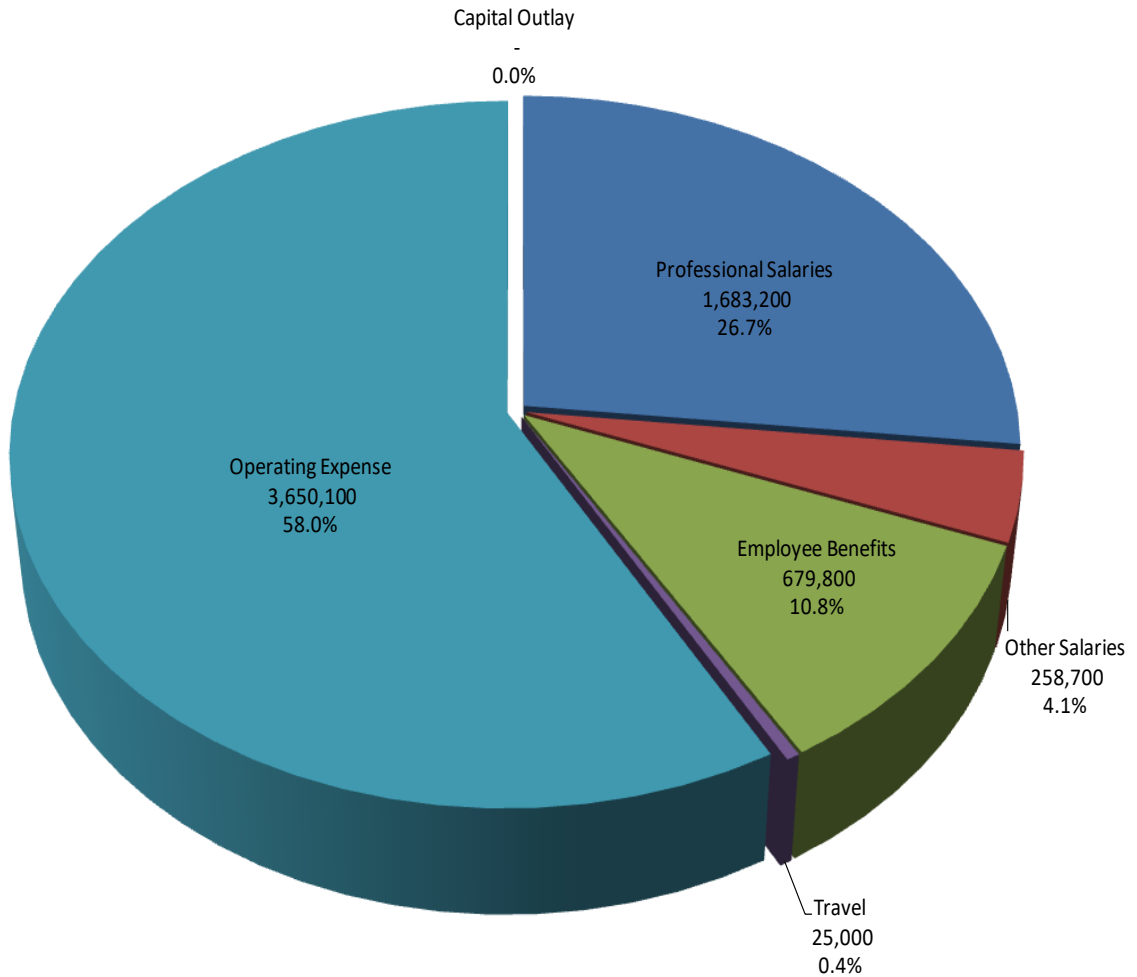
**TSU COOPERATIVE EXTENSION  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

	<b>Estimated Budget 2022-23</b>	<b>July Budget 2023-24</b>
Allocation for Encumbrances	\$ 160,800	\$ 524,900
Allocation for Working Capital	-	170,200
Special Allocations	176,000	304,100
Unallocated Balance	7,374,000	-
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 7,710,800</b>	<b>\$ 999,200</b>
<u>Revenues</u>		
Co-Op Extension State Appropriations	\$ 6,082,100	\$ 6,151,200
<b>Total Revenues</b>	<b>\$ 6,082,100</b>	<b>\$ 6,151,200</b>
<u>Expenditures and Transfers</u>		
Co-Op Extension Expenditures		
Public Service	\$ 12,793,700	\$ 6,296,800
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
<b>Total Expenditures and Transfers</b>	<b>\$ 12,793,700</b>	<b>\$ 6,296,800</b>
Allocation for Encumbrances	\$ 524,900	\$ 546,000
Allocation for Working Capital	170,200	-
Special Allocations	304,100	307,600
Unallocated Balance	-	-
<b>Total Ending Fund Balances</b>	<b>\$ 999,200</b>	<b>\$ 853,600</b>



**TSU COOPERATIVE EXTENSION  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
JULY BUDGET 2023-24**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
<b>UNRESTRICTED EXPENDITURES</b>								
CO-OP EXTENSION								
Public Service	\$ 1,683,200	\$ 258,700	\$ 679,800	\$ 25,000	\$ 3,650,100	\$ -	\$ 6,296,800	100%
Total Unrestricted	\$ 1,683,200	\$ 258,700	\$ 679,800	\$ 25,000	\$ 3,650,100	\$ -	\$ 6,296,800	
	26.7%	4.1%	10.8%	0.4%	58.0%	0.0%	100%	

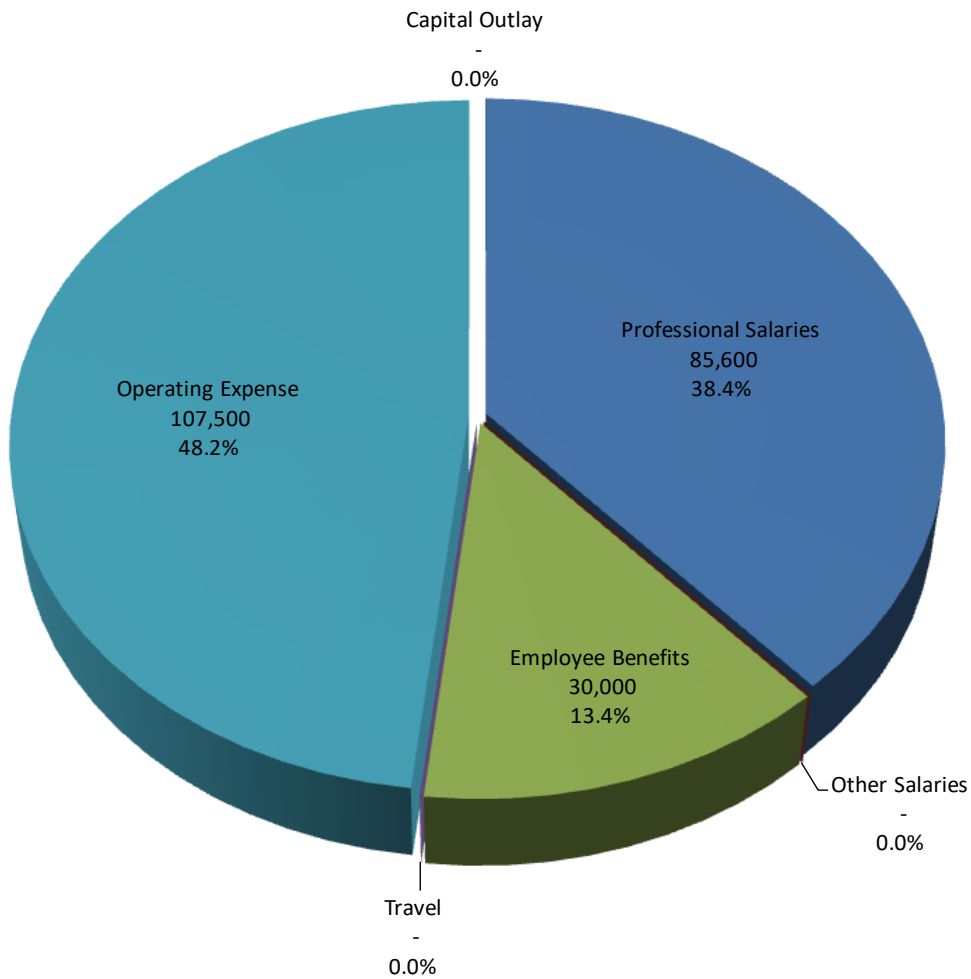


**TSU FORESTRY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**JULY BUDGET 2023-24**

	<b>Estimated Budget 2022-23</b>	<b>July Budget 2023-24</b>
Allocation for Encumbrances	\$ 2,600	\$ 10,800
Special Allocations	6,200	-
Unallocated Balance	937,100	-
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 945,900</b>	<b>\$ 10,800</b>
<u>Revenues</u>		
Forestry State Appropriations	\$ 215,400	\$ 223,400
<b>Total Revenues</b>	<b>\$ 215,400</b>	<b>\$ 223,400</b>
<u>Expenditures and Transfers</u>		
Forestry Expenditures		
Research	\$ 1,150,500	\$ 223,100
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
<b>Total Expenditures and Transfers</b>	<b>\$ 1,150,500</b>	<b>\$ 223,100</b>
Unrestricted Current Fund Balances at End of Period		
Allocation for Encumbrances	-	
Special Allocations	\$ 10,800	\$ 11,100
Unallocated Balance	-	-
<b>Total Unrestricted Current Fund Balances</b>	<b>\$ 10,800</b>	<b>\$ 11,100</b>

**TSU FORESTRY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**JULY BUDGET 2023-24**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total
<b>UNRESTRICTED EXPENDITURES</b>								
FORESTRY								
Research	\$ 85,600	\$ -	\$ 30,000	\$ -	\$ 107,500	\$ -	\$223,100	100%
Total Unrestricted	<u>\$ 85,600</u>	<u>\$ -</u>	<u>\$ 30,000</u>	<u>\$ -</u>	<u>\$ 107,500</u>	<u>\$ -</u>	<u>\$223,100</u>	
	38.4%	0.0%	13.4%	0.0%	48.2%	0.0%	100%	



**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of FY 24 Proposed Budget

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

TSU Policy 4:01:00:00 (*Budget Control*) recognizes budgeting as the process whereby the plans of the University are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and that circumstances may necessitate revisions or changes to the original plan from time to time. To that end, the University submits three detailed budgets for approval each fiscal year.

Under Board policy, the original budget for each fiscal year is known as the *Proposed Budget* and is prepared in the spring of each year. This budget is based on the level of state funds recommended in the Governor's proposed budget as well as early estimates of factors such as enrollment growth or decline, research activities, and availability of federal funds. The *Proposed Budget* is normally submitted to the Board for approval at the summer Board meeting. The *October Revised Budget* is prepared in the fall of each year and is normally submitted to the Board for approval at the winter Board meeting.

The final budget submitted for each fiscal year is the *Estimated Budget*. It includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year.

The purpose of this agenda item is to consider for approval of the *Proposed Budget* for Fiscal Year 24. The materials for the FY 24 Proposed Budget are contained in materials for the FY 23 Estimated Budget.

**MOTION: To approve Tennessee State University's Proposed Budget for Fiscal Year 24, as contained in the Board materials for the Board's June 15, 2023, meeting.**

**Tennessee State University  
Board of Trustees**



**University Budget  
Update**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: University Budget Update  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

President Glover or her designee will provide an update on the University Budget.

See Attachment.

**Tennessee State University**  
**Statements of Revenues, Expenditures and Transfers - Budget and Actual**  
**Fiscal Year to Date as of May 31, 2023**

	<b>2023</b>				<b>FY2022</b>
	<b>BUDGET</b>	<b>FYTD</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>ACTUAL</b>
<b>REVENUES:</b>					
<b>Education and General</b>					
Tuition and Fees	\$ 99,224,700	\$ 103,077,237	\$ (3,852,537)	103.88%	\$ 80,977,943
State Appropriation	47,420,000	39,694,900	7,725,100	83.71%	45,082,810
Federal Grants and Contracts	2,500,000	21,423	2,478,577	0.86%	3,676,732
State Grants and Contracts	33,000	-	33,000	0.00%	5,286
Private Grants and Contracts	47,000	-	47,000	0.00%	57,279
Foundation Gifts	-	-	-	0.00%	-
Sales and Services of Educ Depts	64,300	-	64,300	0.00%	57,058
Sales and Services of Other Activities	7,953,400	6,052,383	1,901,017	76.10%	5,176,535
Other Sources	790,000	-	790,000	0.00%	(116,119)
Total Education and General	<u>\$ 158,032,400</u>	<u>\$ 148,845,943</u>	<u>\$ 9,186,457</u>	<u>94.19%</u>	<u>\$ 134,917,524</u>
<b>Sales/Svs Aux Enterprises</b>					
Aux Enterprises	<u>\$ 40,735,200</u>	<u>\$ 50,086,793</u>	<u>\$ (9,351,593)</u>	<u>122.96%</u>	<u>\$ 30,584,452</u>
<b>TOTAL REVENUES:</b>	<u>\$ 198,767,600</u>	<u>\$ 198,932,736</u>	<u>\$ (165,136)</u>	<u>100.08%</u>	<u>\$ 165,501,976</u>
<b>EXPENDITURES:</b>					
<b>Education and General</b>					
Instruction	\$ 69,749,600	\$ 50,170,992	\$ 19,578,608	71.93%	\$ 52,840,752
Research	2,606,200	1,806,945	799,255	69.33%	1,446,038
Public Service	2,122,900	1,910,688	212,212	90.00%	2,318,412
Academic Support	11,276,700	8,413,178	2,863,522	74.61%	9,150,320
Student Services	23,747,900	20,718,525	3,029,375	87.24%	19,778,944
Institutional Support	23,777,500	17,396,910	6,380,590	73.17%	13,608,454
Physical Plant	19,170,200	18,249,565	920,635	95.20%	16,088,464
Scholarships and Fellowships	28,349,000	45,285,059	(16,936,059)	159.74%	8,597,445
Total Education and General	<u>\$ 180,800,000</u>	<u>\$ 163,951,862</u>	<u>\$ 16,848,138</u>	<u>90.68%</u>	<u>\$ 123,828,829</u>
<b>Sales/Svs Aux Enterprises</b>					
Aux Enterprises Expenditures	<u>\$ 26,080,300</u>	<u>\$ 44,593,663</u>	<u>\$ (18,513,363)</u>	<u>170.99%</u>	<u>\$ 24,651,646</u>
<b>TOTAL EXPENDITURES:</b>	<u>\$ 206,880,300</u>	<u>\$ 208,545,525</u>	<u>\$ (1,665,225)</u>	<u>100.80%</u>	<u>\$ 148,480,475</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>\$ (8,112,700)</u>	<u>\$ (9,612,789)</u>	<u>\$ 1,500,089</u>	<u>118.49%</u>	<u>\$ 17,021,501</u>
<b>TRANSFERS:</b>					
<b>Education and General</b>					
Mandatory Transfers	\$ 2,292,900	\$ 2,235,281	\$ 57,619	97.49%	\$ 2,352,188
Nonmandatory Transfers	(15,420,900)	-	(15,420,900)	0.00%	-
Total Education and General	<u>(13,128,000)</u>	<u>2,235,281</u>	<u>(15,363,281)</u>	<u>-17.03%</u>	<u>2,352,188</u>
<b>Aux Enterprises</b>					
Mandatory Transfers	\$ 1,316,800	\$ 2,798,425	\$ (1,481,625)	212.52%	\$ 1,342,645
Nonmandatory Transfers	(3,762,400)	-	(3,762,400)	0.00%	1,078,523
Total Auxiliary Enterprise	<u>(2,445,600)</u>	<u>2,798,425</u>	<u>(5,244,025)</u>	<u>-114.43%</u>	<u>2,421,168</u>
<b>Total Transfers</b>	<u>\$ (15,573,600)</u>	<u>\$ 5,033,706</u>	<u>\$ (20,607,306)</u>	<u>-32.32%</u>	<u>\$ 4,773,356</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS	<u>\$ 7,460,900</u>	<u>\$ (14,646,495)</u>	<u>\$ 22,107,395</u>	<u>-196.31%</u>	<u>\$ 12,248,145</u>



**Tennessee State University  
Board of Trustees**



**Capital Plan and  
Development Update**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Capital Plan and Development Update  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

President Glover or her designee will provide an update on the Capital Plan.

See Attachment.

## **TORNADO RECOVERY**

Several projects are currently in the planning, design, or construction phase. TSU is working with TBR and the insurance adjuster to complete each project and make TSU whole from the tornado losses.

### **DESIGN PHASE**

#### **Ag Research**

The Agriculture Research building is currently the only tornado recovery building under design.

### **CONSTRUCTION PHASE**

#### **Greenhouses**

Greenhouse 503 is Substantial complete. Need to add the DI water system

#### **Fence Repairs**

Pasture fence installation is complete. The contractor punch list to be finalized within 60-90 days.

#### **Wetlands Cleanup**

Wetlands cleanup is 80% completed. The contractor to complete remaining work over next quarter.

#### **Ag Pavilion**

Construction is substantial complete

Pending release of insurance claim of AV equipment

#### **Ag Education Building**

The Ag education building is 100% complete. Agriculture department moved in recently. There are limited punch list items being resolved over the next 60 – 90 days.

#### **Other Farm Structures**

Hoop House replacements are in progress.

### **PLANNING PHASE**

Poultry Building

Hay Storage Building

## **ELECTRICAL LOOP REPAIRS (Electrical Master Plan)**

Consulting engineers (ICT) and NES are working together to develop the necessary construction documents for the remaining 2 phases. These plans will determine the amount of funding required locally and from the state strategic sourcing.

- Phase 1 (installation of new replacement fuses) is complete.
- Phase 2a (installation of south underground loop including NES transformers) is currently in the bid/award phase.
- Phase 2b (connecting buildings to South Loop – secondary power source. NES will not connect.)

- Phase 3a (installation of the north underground loop Including NES transformers).
- Phase 3b (connecting buildings to North Loop including transformers – secondary power source. NES will not connect.)

This project is estimated to be completed by 2025.

### **NEW RESIDENCE HALL**

Project is preparing for the one-year inspection which will provide key insights to be used in the next residence hall design and planning. TBR is working on a bid package to install an exterior screen wall around the mechanical systems. This will close out the construction for this project.

### **NEW ENGINEERING BUILDING**

This project is currently in program verification phase. The preliminary program information provided noted that the current approved project (\$60M) provides a building with less square footage than we have currently.

This falls well short of the University's required space to consolidate all Engineering programs into one building. The designer's program verification reports the estimated gross square footage needed as 201,267 gross sq. ft. with an estimated cost of \$182M.

A full report is being finalized for the President and Board's review.

### **NEW FOOD & ANIMAL SCIENCE BUILDING**

On May 11, 2023, SBC approved the cancellation of the original 10.8M project (166/001-12-2018). A new SBC project (166/001-02-2023) for 32.25M in federal grant funding was approved. TBR is working on issuing an RFQ for the designer selection.

### **NEW ENVIRONMENTAL SCIENCE BUILDING**

On May 11, 2023, SBC approved the construction project for the Environmental Science Building. TBR is working on issuing an RFQ for the designer selection.

### **MIGRATION PLAN AND CAMPUS MASTER PLAN UPDATE**

Migration Plan is currently on hold until completion of Campus Master Plan update. The Master Plan consultants conducted workshops with campus stakeholders the week of May 15-19, 2023. The consultants are working on completing the facilities condition assessment report by June 30, 2023. The full campus master plan report is scheduled to be completed by January 2024. This update will include changes and other developments on campus such as Athletic Programs, Agriculture Programs (Main Campus, Cheatham County, and McMinnville), Avon Williams Campus, Campus Infrastructure, Campus Security, and updated Facility Condition Assessments.

The Housing Master Plan study is wrapping up. The final report is expected to be completed by August 2023.

### **QUARTERLY DISCLOSURE REPORTS**

There were no new disclosures submitted during this quarter.

**CAPITAL DISCLOSURE REPORTS**

As a part of the State’s Strategic Initiative project (\$250M):

The renovation of Davis and Boswell Hall was programmed by Bauer Askew (designer). Upon completion of the building program the designer concluded project 166/001-04-2022 would require considerably more than the approved \$29.7M. The total costs are as follows:

- The estimated cost to renovate Davis Humanities \$18M.  
The scope of work includes both exterior and interior renovations. Exterior renovations include building envelope systems - specifically masonry restoration, roofing, windows, doors, and waterproofing. Interior renovations will include upgrades to MEP, fire alarms, security systems, and repair/replacement of damaged and/or deteriorated interior finishes and related work.
- The estimated cost to renovate Boswell is \$42M.  
Math and Physics area totals \$15M and Chemistry area totals \$27M.  
The scope of work includes both exterior and interior renovations. Also, replacing the existing fume hoods and associated exhaust systems. A feasibility study is currently underway to determine what direction the University will proceed with regarding renovating the existing Chemistry building vs building a new facility.

<b>Scenario</b>	<b>DAVIS – 59,229 SF</b>	<b>BOSWELL – 86,103 SF</b>
Select Renovation	\$10.1 M	N/A
Comprehensive Reno	<b>\$18 M</b>	\$42 M
New Construction (plus site costs)	N/A	<b>\$66.4 M</b>

If new construction is pursued, the existing Chemistry area will be renovated into general classroom space. Once the masterplan is completed *January 2024*, a space survey will be conducted to determine which STEM program needs this newly renovated space.

Gentry Center Roof Replacement \$3.67M SBC: Replace the roof system at the Gentry Center (105,100 sq.ft.) including all related work. SBC approved project in April 2023. TBR is working to issue RFQ for designer selection.

Multiple Buildings Electrical Upgrades (166/001-03-2019): \$1.95M was added to this project. The total amount allocated for this project is now \$3,155,000

*State Strategic Initiative projects that are in development are as outlined in the attached spreadsheet.*

### **CAMPUS BUILDING ENVELOPE AND STRUCTURE REPAIRS**

The first phase of this project has been completed. However, a second phase of this project was developed and submitted to SBC for approval. The second phase will address Floyd Payne Campus Center west elevation curtain replacement, install additional subgrade draining and waterproofing systems at Kean Hall, and remove and replace curtain walls at stairwell locations and additional exterior repairs at Davis Humanities. The duration of this project is anticipated at 12 weeks.

### **UPGRADES TO GENTRY CENTER – HPSS CLASSROOM AND LAB**

Renovation is 95% complete. Contractor is working to complete punch list items. Lab and classroom space are operational for educational purposes.

### **PERIMETER ROAD – ED TEMPLE/CENTRAL RECEIVING IMPROVEMENTS**

Project is 85% complete. Awaiting materials for gate control. Expected completion date is June 30th, 2023.

# UNIVERSITY MASTER PLAN UPDATE

DATE: June 15, 2023

I am pleased to provide you with a status report on the University Master Plan; Phase I includes the Housing Master Plan as a component. The purpose of this report is to provide an update on the progress made so far and the next steps in the approval process of the plan. The Master Plan will eventually cover all areas of the university.

**Additional Housing and Community Collaboration:** One of the key objectives of the University Master Plan is to work with the community to provide additional housing options for students (undergraduate and graduate) and to include non-traditional students (veterans and single parents). We have engaged in conversations and conducted in-depth discussions with local authorities and community stakeholders to explore potential partnerships and collaboration opportunities. These discussions have been enlightening and we have identified several viable options for creating additional housing options in proximity of the campus along with utilizing campus property. The next step is to finalize these partnerships and develop a detailed plan for implementation.

**The committee has not failed to review the housing potential for the Downtown Avon Williams Instructional Site:** As part of the Master Plan, we have outlined the inclusion of the downtown location becoming an academic and residential site. The initial feasibility studies are being conducted, as the results are promising. The next phase involves working closely with the various university planners and state entities to complete the needed assessments for this proposal.

**Replacement and Upgrades of Older Housing Facilities:** The Master Plan includes the replacement of older housing facilities located on the main campus as well as an upgrade to Rudolph and Hale Halls. A comprehensive assessment is being completed of the existing facilities and plans are underway for replacement and upgrades to be included in the Master Plan timeline. The design and planning phase is currently underway, and we anticipate presenting the proposal for approval in the overall Master Plan.

**Ford and NRC Apartments:** The Ford and NRC apartments that were constructed some forty years ago are nearing the end of this life cycle. We have recognized the need to develop a plan for their replacement. Currently, we are in the initial stages of evaluating alternatives and exploring funding options for the new housing facilities. This process involves engaging with various stakeholders, including the Board, to ensure that the replacement plan aligns with the

long-term goals of the university. We will provide more details in the Master Plan for the replacement of Ford and NRC apartments.

**Athletic Component:** The athletics component within the Master Plan envisions significant improvements and upgrades to existing facilities and additional facilities to meet the needs of the university. The following highlights have been identified:

**Cumberland River Development,** including on-campus Professional Baseball Stadium, Student and Faculty Housing, Research Facilities, Performing Arts, and Hotel Conference Center. The University continues to explore development opportunities along TSU'S Cumberland River Property. These facilities will enhance the student academic and athletic experience and further strengthen the university's reputation and ability to recruit top-notch students, including student athletes, faculty and staff.

**Improved Softball Facility:** The athletic Master plan will include upgrades to the existing softball facility to create a modernized space that meets the needs of our softball team and provides an enhanced spectator experience.

**Hockey Arena:** Recognizing the growing interest in ice hockey and the state of Tennessee having a professional hockey team; it will be only appropriate to provide this opportunity to students just as the market demand and enhance the programs to serve a growing sport.

**Renovate and Upgrade Football Stadium:** The university is working on a plan to renovate the existing Hale Stadium to include a new field, a field house, dressing rooms, coaches' offices, and replacement seating. This will enhance the game-day experience for both players and fans, creating a lively atmosphere that fosters school spirit.

**Improve Intramural Facilities:** Upgrades to the intramural facilities along with the addition of facilities needed to accommodate the students. This will ensure that students have access to high-quality recreational spaces, fostering a healthy and active campus community.

**Upgraded Tennis and Indoor/Outdoor Track Facilities:** It is important the university invests in programs that have been successful at the university. Track and tennis are just such programs. Investing in these programs to provide upgraded amenities and maintain a competitive environment for the athletes is important.

While significant progress has been made, it is important to note that the has plans to complete an academic and agriculture master plan as part of the overall Master Plan. The final document will eventually incorporate all aspects of the University Master Plan, including the Housing Master Plan, Academic Master Plan, Athletic Master Plan, and Agriculture Master Plan. The initial submission will include the University Master Plan and the Housing Master Plan, other components will be covered in a detailed plan after the approval of the initial plan. Once the initial document is complete, it will be presented to the Board of Trustees and then to TBR for their review and recommendations. Once each of these entities is satisfied, it will be presented to the next approving authority.

We remain committed to the development and successful implementation of the University Master Plan that addresses the needs of our students, faculty, and community stakeholders. The collaborative efforts between the university, Board of Trustees, and Tennessee Board of Regents



along with the contractors Woolpert and Moody-Noland will ensure the realization of our goals. We will continue to keep you updated and engaged with the planning and progress.

### TSU Master Plan

The current Campus Master Plan, completed in 2016, is a well-developed document that continues to guide the university's planning. Having served as a guide for seven years, there is a need to update and modify some of the plans for various reasons. This update will consist of a new campus assessment, recently constructed facilities added, proposed facilities will be included, and needed modifications to the previous proposal refined. Some of the facilities being requested are due to the exorbitant cost to repair and update the existing facility and some are due to campus enrollment or program growth.

The updated Campus Master Plan will include the following proposed buildings to be constructed and several facilities being updated and realigned with the existing academic, students support, and athletic programs' growth and evolution.

### **New Facilities**

Food Science Facility – Funding Approved

Animal Science Facility – Funding Approved

Engineering Facility – Funding Approved

Library Upgrades & Annex – Funding Approved

Laboratory Building – To be requested.

General Classroom Building – To be requested.

Alumni House – To be requested.

College of Education Building – To Be requested.

Athletic Facilities – Baseball, Upgraded Football Field, Facilities, Ice Hockey,  
Softball Upgrades, Rowing Facility,

### **Other**

Land/property acquisition

Agriculture Programs

Avon Williams Updates

Migration Plan

Elliott Hall Updates

Expanded Child Care Facility

Update space for programs/departments

Athletic Facilities

Parking Lots

Queen Washington Renovation

List of data and base information needed.

Narrative summary of Goals and Issues and master plan expectation

Map of existing campus illustrating updated assessment of conditions

Narrative summary of updated conditions and functionality assessment of  
existing buildings

TSU MASTER PLAN UPDATE  
MASTER PLAN APPROACH & SCHEDULE

**Tasks & Schedule**

**Dates**

Kickoff Meeting

March 2023

- o Team Introductions o Scope Review
- o Establish Goals & Objectives
- o Team Site Tour & Initial Reconnaissance with the Master Plan Committee
- o Review Project Schedule & Key Milestones

**Data Collection & Updated Mapping**

**March-Early April**

**FCA - Campus Grounds Assessment**

**March**

On-site Interviews & Assessment – 3-Days On-site + 30 Days

Late April or Early June

- o Campus Master Plan Committee
- o Points of Contact for:
  - Academic Buildings
  - Agriculture
  - Alumni Center
  - Athletics & Student Recreation Center
  - Campus Union - Child Care Facility
  - Food Sciences
  - Housing
  - Incubation Center
  - Laboratories
  - Library
  - Public Works & Engineering
  - Veterans Affairs o Grounds & Maintenance
- o Transportation & Logistics
- o Security & EMS
- o Other (Deans, Students?)
- o Assessment & Reconnaissance Deliverables:
  - 1) Data request List; 2) Assessment & Reconnaissance Report: Narrative Summary with Photos, & Map; Summary of Goals & SWOT; Interview Meeting Minutes; Updated Existing Conditions Mapping; Narrative of updated assessment, existing conditions, campus analysis
  - Master Plan Amendment Letter (PM) - Interactive web page for the plan update

**Concept & Alternatives Development – 60-90 Days**

**Late June-July-August**

- o Workshop Scenario Based or alternative sites - prefer an on-site planning

workshop/charrette with key stakeholders

- Day 1 – Review Assessment & Reconnaissance Report, Findings, Goals, Etc.
- Day 1 – Review FCA, Requirements Analysis, Future Project Verification
- Day 1 – Start three alternatives, breakout groups
- Day 2 – Complete alternatives in breakout groups, present and discuss
- Day 2 – Determine the Preferred Alternative (Combination of Alternatives)
- Day 3 – Review, Preparation, & Final Alternatives Presentation

- o Alternatives Refinement & Production
- o Alternatives Review Meeting (Virtual)
- o Concept Plan Update Deliverables:
  - 1) Full-scale graphics for three alternatives; 2) Reduced scale plans; 3) PowerPoint Presentation - Updated web page

### **Preliminary Campus Master Plan –60 Days**

**September-October**

- o Existing Conditions, Goals, Requirements, Alternatives, Preferred Plan with Cost Estimates
- o Updates to the 2016 Plan, with markups (?)
- o Migration Plan Adjustments
- o Review meeting for agreement on final adjustments (Virtual)
- o Graphic Preliminary Campus Master Plans – Zoom-Ins:
  - Elliot Hall - New Health Sciences Building
  - Agricultural Campus & McMinnville Agricultural Site
  - Athletics - Avon Williams Campus
  - Cheatham County Facility - Queen Washington for Dental Hygiene
  - Humphries Hall as Joint Academic and Administration Building
  - Incubation Center - Moody Nolan Housing Plan
- o Preliminary Review Meeting with Campus Master Plan Committee (On-site)
- o Preliminary Campus Master Plan Deliverables:
  - 1) Overall Campus Master Plan Update; 2) Full-scale graphics; 3) PowerPoint Presentation of Preliminary Master Plan
  - Conceptual Opinion of Probably Construction Costs (Who?) - Updated web page

### **Final Campus Master Plan Update – 30-60-90 Days**

**November-December-January**

- o Addendum of Updated Space/Building Needs (FCA/Architecture)
- o Housing Update Addendum (Architecture/Planning)
- o Athletics and Recreation Master Plan Addendum (Architecture/Planning)
- o Implementation Plan
- o Master Plan Update Addendum (Overall Campus Master Plan)
- o Final Opinion of Probably Construction Costs (Who?)
- o Review Meeting with Campus Master Plan Committee (Virtual) o PowerPoint Presentation to Chancellor of the TBR, THEC staff, SBC (On-site?)

o Revised Final based on comments from TSU, TBR and SBC

### **Project Meetings:**

1. Kickoff Meeting (On-site)
2. Monthly Planning Team Progress Meetings (Virtual) = x 9
3. Stakeholder Interviews, Assessment & Reconnaissance (3-Days on-site)
4. Alternatives Planning Workshop (3-Days on-site)
5. Alternatives Review Meeting with Campus Master Plan Committee (Virtual)
6. Preliminary Campus Master Plan Markup Meeting (Virtual)
7. Preliminary Review Meeting with Campus Master Plan Committee (On-site)
8. Review Meeting with Campus Master Plan Committee (Virtual)
9. Final Campus Master Plan Presentation (On-Site or Virtual)

The university conducted a facility assessment for the 2016 Master Plan. The results of that plan are listed as part of the 2016 Master Plan, in which 68% of the university facilities scored a grade of C or less on a scale of A-F, with A being the best score possible. A new building condition assessment is currently being conducted in the Master Plan currently being conducted. The following buildings are included in the first phase of this plan.

### **Building Assessments**

Elliott Hall

Agriculture Buildings (Carp, Ferrell-Westbrook, AIT, Humphreys)

Avon Williams Instructional Site

Cheatham County Facility

Incubation Center

A kickoff meeting has been conducted with university personnel and a timeline will be established with TBR, to review the deliverables, and to gather any additional background information.

### **TSU Campus Housing Master Plan**

The university is experiencing an increased demand for student housing due to several factors. These include the high cost of residing in the city of Nashville, including the high cost of rental property, which has caused students who lived off-campus previously to return to campus due to a lack of affordability in the Nashville housing market. The property surrounding the university is being purchased by investors who no longer offer reasonable rates for their rental properties. The demand is also due to the increase in student enrollment. Tennessee State University has been a fixture in Nashville, TN since 1912. The university has not managed to keep the campus housing updated with the increased enrollment nor the expectations of students for their living and learning facilities. The university has identified Boyd Hall, Eppse Hall, Wilson Hall, and Watson Hall as facilities that have outlived their life expectancy by decades and should be replaced. Replacement is recommended due to the high cost of renovations and infrastructure repair/replacements and upgrades equaling or exceeding the cost of new construction. The university is currently completing a Campus Housing Master Plan, once completed the university

will have a comprehensive document to guide housing development for TSU. This update will consist of a campus housing facility assessment, proposed locations for housing and parking along with the housing types and beds needed. The plan will address the immediate as well as the long-term housing challenges and some possible solutions.

### **Project scope**

The Campus Housing Master Plan will consist of a Housing and Demographic Goals and Priorities Follow-up, Bed and Parking Analysis, Residential Housing Phase Plan, and Renovation Analysis. The plan will identify buildings recommended to be demolished and several new residential facilities constructed and updated along with the university realigned with community partners in their capacity to provide supplemental housing through various types of partnerships to include P3s.

### **Housing Facilities**

The university currently has 3,680 beds available of which 1,506(41%) need to be replaced.

A verbal commitment has been made by TBR and THEC to assist the university in fast-tracking 1,000 new beds for the university due to rapid growth.

In August of 2022, the university added 700 additional beds to the inventory, increasing the total bed count to 3,680 unfortunately, this did not meet the fall/spring 2023-2024 housing needs of the campus.

The Hale and Rudolph residential facilities need updating and renovation and upgrades. The Housing Master Plan will also make recommendations regarding these two facilities.

There are currently two (2) apartment complexes housing Ford Residence Center and New Residence Center. Combined these units have approximately 684 beds. These units are over 20 years old and are nearing the end of their life expectancy.

### **Physical Analysis and Existing Conditions**

- The Housing Master Plan will include Renovation Analysis for Rudolph Residence and Hall Residence. Items will be listed in priority order for each of these facilities to extend the life expectancy and usage of the facilities.

Several sites have been identified where housing facilities can be constructed. Each of these sites will factor in amenities such as parking and auxiliary resources along with the recommended classification level of the individuals recommended for the facility (freshmen, upperclassmen, graduate, or non-traditional).

### **Process**

- Develop a scope – Completed.

Existing Residence Hall Summary – Completed  
Housing Trends – In Progress  
Financial Analysis Overview – In progress  
Potential Sites for New Construction – In Progress  
Review Conceptual designs for new and renovations – In Progress  
Revised phasing and rolling bed count – In Progress  
Fall/Spring 2022-23 Enrollment Data – In Progress  
Projected Fall 2023 Enrollment Data – In Progress  
Estimate for Fall 2023 Off-site housing needs – In Progress  
Five-year enrollment projections – In Progress

Once all data has been submitted to Moody-Nolan a six-week turnaround is needed to complete the analysis and finalize the report.

# 5 Year Residential Plan

	Year 1			Year 2			Year 3			Year 4			Year 5		
	2023			2024			2025			2026			2027		
	SPRING	SUMMER	FALL	SPRING	SUMMER	FALL	SPRING	SUMMER	FALL	SPRING	SUMMER	FALL	SPRING	SUMMER	FALL
<b>Two 500 Bed Residence Halls (Hilltop Site)</b>	Design			Construction											
Project Cost: \$75,000,000 planned. Cost estimator advises \$118 million - need to resolve															
Considerations: Loss of 239 existing parking spaces. Will need to bring utilities to the site.															
<b>Rudolph Hall Renovation and Dining Addition</b>				Design			Construction								
Project Cost: \$26,700,000															
Considerations: Will need temporary housing for 420 students															
<b>Hale Hall Renovation</b>							Design			Construction					
Project Cost: \$18,100,000															
Considerations: Will need temporary housing for 320 students.															
<b>Eppse Maintenance</b>				Design		Construction									
Project Cost: TBD after confirmation of scope															
Considerations: Planned for summer to negate need for temporary housing.															
<b>Boyd Maintenance</b>				Design		Construction									
Project Cost: TBD after confirmation of scope															
Considerations: Planned for summer to negate need for temporary housing.															
<b>Watson Maintenance</b>							Design		Construction						
Project Cost: TBD after confirmation of scope															
Considerations: Planned for summer to negate need for temporary housing.															
<b>Wilson Maintenance</b>										Design		Construction			
Project Cost: TBD after confirmation of scope															
Considerations: Planned for summer to negate need for temporary housing.															
<b>New 500 Bed Residence Hall at Albion and 33rd (Existing Parking Lot)</b>													Design		
Project Cost: Construction does not fall within 5-year timeline															
Considerations: Loss of 210 existing parking spaces. Will need to bring utilities to the site.															

Residence Hall	# of Beds	Yr Opened	Res Hall	Type	Condition	Room Rate
Boyd	364	1951	M	Traditional	Replace	\$1,391-\$3,929
Wilson	550	1964	F	Traditional	Replace	\$1,391-\$3,929
Watson	318	1966	M	Traditional	Replace	\$1,391-\$3,929
Hale	320	1967	C	Suites	Renovate	\$1,448-\$2,209
Eppse	274	1968	F	Dorm	Replace	\$1,391-\$3,929
Rudolph	420	1995	F	Suites	Renovate	\$1,448-\$2,209
Ford RC	450	1998	C	Apt	Renovate	\$3,476
New RC	284	2002	C	Apt	Renovate	\$3,476
New RH	700	2022	C	Apt	N/A	\$4,562
<b>Total</b>	<b>3680</b>					



**BUILDINGS COST PROJECTIONS**

	Construction Costs					Project Cost
	2020 cost	2024 cost	2025 cost	2026 cost	2027 cost	
		20.46%	25.28	30.29	35.5	10%
		1.2046	1.2528	1.3029	1.355	1.11
<b>Eppse -</b>						
Exterior wall masonry repair to prevent moisture infiltration	\$ 113,500	\$ 136,722				\$ 150,394
Exterior door replacement to prevent moisture infiltration	\$ 51,250	\$ 61,736				\$ 67,909
Interior door / hardware replacement to be ADA compliant	\$ 803,764	\$ 968,214				\$ 1,065,036
	\$ 968,514	\$ 1,166,673				\$ 1,283,341
<b>Boyd-</b>						
Exterior caulk joint replacement to prevent moisture infiltration	\$ 134,747		\$ 168,811			\$ 185,692
Exterior wall masonry repair to prevent moisture infiltration	\$ 731,116		\$ 915,942			\$ 1,007,536
Exterior wall precast concrete repairs (potential structural concerns)	\$ 1,164,841		\$ 1,459,313			\$ 1,605,244
Exterior door replacement to prevent moisture infiltration	\$ 51,250		\$ 64,206			\$ 70,627
Exterior awning repair to prevent moisture infiltration	\$ 25,523		\$ 31,975			\$ 35,173
Interior door / hardware replacement to be ADA compliant	\$ 1,034,673		\$ 1,296,238			\$ 1,425,862
	\$ 3,142,150		\$ 3,936,486			\$ 4,330,134
<b>Watson -</b>						
Exterior wall masonry repair to prevent moisture infiltration	\$ 653,277			\$ 851,155		\$ 936,270
Interior door / hardware replacement to be ADA compliant	\$ 924,515			\$ 1,204,551		\$ 1,325,006
HVAC controls replacment to provide comfortable indoor environment	\$ 636,722			\$ 829,585		\$ 912,544
	\$ 2,214,514			\$ 2,885,290		\$ 3,173,819
<b>Wilson -</b>						
Exterior wall masonry repair to prevent moisture infiltration	\$ 128,315				\$ 173,867	\$ 191,254
Interior door / hardware replacement to be ADA compliant	\$ 1,587,527				\$ 2,151,099	\$ 2,366,209
Install safety railing to protect worker on roof	\$ 9,225				\$ 12,500	\$ 13,750
Exterior door replacement to prevent moisture infiltration	\$ 51,250				\$ 69,444	\$ 76,388
HVAC controls replacment to provide comfortable indoor environment	\$ 854,822				\$ 1,158,284	\$ 1,274,112
	\$ 2,631,139				\$ 3,565,193	\$ 3,921,713



## **Campus Proposals:**

### **Two 500 Bed Residence Halls**

- Hilltop site
- 2 buildings at 500 bed each = 1,000 beds
- 5 to 6 stories
- Mixture of pod and semi-suite residence rooms, along with apartments
  - o Semi-Suite (bathrooms within the space) – 67%
  - o Pods (communal bathroom) – 30%
  - o Apartments – 3%
- Amenities:
  - o Lounges
  - o Game/recreation room
  - o Flexible Instruction Space (FIS)
  - o Salon
  - o Laundry
  - o Computer room
  - o Retail dining (quick serve) and the C-store can be included if the budget allows.
  - o Full-service cafeteria and dining hall are not included.
- Parking: Loss of 259 parking spaces. Propose replacement spaces, as well as additional spaces, in new surface parking lots near the site (approx. 721 spaces)

### **Rudolph Hall Renovation / Dining and Wellness Addition**

- Existing beds = 420
- Proposed beds = 214
- Proposing a loss of 206 beds. Rudolph was intended to be single occupancy semi-suites. TSU has reported bedrooms are not large enough to support double occupancy. A recommendation is to revert back to single occupancy, as the building was intended to be occupied.
- Additions to the building:
  - o Dining – 2,700 SF (60 seats)
  - o Wellness – 1,000 SF
- New outdoor patio/dining space
- New entry hardscape, grading, retaining walls, and path to connect to Hale
- Exterior renovations, including the following:
  - o Repair masonry wall veneer to prevent moisture infiltration
  - o Roof replacement roof
  - o Exterior handrails replacement
  - o Concrete sidewalks replacement
- Mechanical, Electrical, and Plumbing renovations including:
  - o Air handler electrical panel repair
  - o Fan coil unit replacement
  - o Exhaust fan replacement
  - o Fire alarm repair or replacement
  - o Elevator repair or replacement (one elevator is inoperable)
- Interior finish renovations including:
  - o Vinyl floor tile repair or replacement

- o Wall cabinetry replacement
- o Restrooms replacement
- o Interior doors refinish or replacement

### **Hale Hall Renovation**

- Existing beds = 320 beds
- Proposed beds = 290 beds
- Proposing a loss of 30 beds to provide space for modern amenities within the building, such as:
  - o Conference room
  - o Community Kitchen
  - o Game/recreation room
  - o Salon
  - o Laundry
  - o Communal lounge on each floor
- New vestibule and hardscape to provide a welcoming entrance.
- Exterior renovations, including:
  - o Roof replacement
  - o Brick repointing and sealant replacement to prevent moisture infiltration
  - o Poured in place concrete frame repair to cover rebar
  - o Replace exterior light fixtures with energy-efficient equivalent
  - o Window replacement
  - o Sidewalk replacement
  - o Grading for proper drainage
- Mechanical, Electrical, and Plumbing renovations including:
  - o Replacement of fan coil units and associated piping
  - o Switchgear replacement
  - o Chilled water pumps replacement
  - o Steam boiler and storage tank replacement
  - o Air handler replacement
  - o HVAC controls compressor replacement
  - o Fire pump replacement
  - o Electrical service and power distribution replacement
  - o Fire alarm and detection system replacement
- Interior finish renovations including:
  - o Interior doors replacement
  - o Vinyl floor tile replacement (asbestos abatement will be required)
  - o Window blinds replacement
  - o Interior lights (to be energy efficient) replacement
  - o Restrooms replacement
  - o Exit sign replacement
  - o Roof hatch ladder replacement
  - o Accessibility updates

### **Eppse Maintenance**

- Add once the scope is decided.
- Renovation: Summer of 2024

- Offline: Fall 2030

### **Boyd Maintenance**

- Add once the scope is decided.
- Renovation: Summer of 2025
- Offline: Fall 2031
- The masterplan shows the existing Boyd and Wilson sites as the combined new site

### **Watson Maintenance**

- Add once the scope is decided.
- Renovation: summer of 2026
- Offline: Fall 2031
- The masterplan shows the existing Boyd and Wilson sites as a combined new site

### **Wilson Maintenance**

- Add once the scope is decided.
- Renovation: summer of 2027
- Offline: Fall 2034

### **New 524 Bed Residence Hall at Albion and 33rd**

- Currently existing parking lot. The adjacent electrical substation is scheduled to come offline in 2026
- 1 building at 524 beds
- 5 stories
- Mixture of pods and semi-suite residence rooms
  - o Semi-Suite (bathrooms within the space) – 57%
  - o Pods (communal bathroom) – 43%
- Amenities:
  - o Lounges
  - o Game/recreation room
  - o Flexible Instruction Space (FIS)
  - o Salon
  - o Laundry
  - o Computer room
  - o Retail dining (quick serve), C-store, full-service cafeteria and dining hall are not included, due to proximity to New 700 bed residence hall
- Parking: Loss of 210 parking spaces. Potential for 30 parking spaces to be replaced on-site.

### **Alumni Center**

- Meeting spaces
- Office Spaces
- Training Rooms
- Historic Significance Areas

### **Athletic Facilities**

- Baseball Stadium
- Hockey Arena

- Socker Fields
- Football Upgrades
- Baseball Upgrades
- Softball Upgrades
- Track/Field Upgrades
- Swimming Team Revival
- Mixed Use Facilities
- Downtown Campus Assessment

The primary objective of this report on the Master plan is to outline a roadmap for TSU’s growth and development in the areas of housing, athletics, academics, and agriculture. It considers the current projects underway and envisions a future that aligns with TSU’s mission, fosters innovation, and ensures a vibrant and sustainable campus community.

The updated Master Plan emphasizes the creation of a dynamic and inclusive residential environment that supports students’ success and enhances campus life. To achieve this, the plan includes the following: a) Expansion of on-campus housing facilities to accommodate the growing and evolving student population, b) Modernization of existing residence halls to provide state-of-the-art amenities and foster a sense of community c) Development of additional student housing and working with the community to aid in meeting the housing needs of the campus community is extremely important to accommodate a diverse community.

Recognizing the integral role of athletics in the student experience and the university’s overall brand, the Master plan includes strategic initiatives to elevate TSU’s athletic programs. Key elements encompassed in this plan are enhanced athletic facilities, including stadiums, arenas, and training facilities to meet NCAA standards and provide a top-notch experience for student-athletes and fans. The commitment to invest in sports programs that align with TSU’s strengths and aspirations, fostering a competitive environment while emphasizing student well-being and success. This along with collaborating with alumni and the community to enhance support for athletics through sponsorships, partnerships, and facility naming opportunities.

The updated Master Plan places significant emphasis on the academic landscape, aiming to create cutting-edge learning environments and foster innovation in teaching, research, and service. Renovation and expansion of academic facilities to accommodate evolving pedagogical needs, technological integrations, and the university drive to move from R2 (high research activity) to R1 (very high research activity). Some of the plans are the expansion of academic facilities to accommodate evolving pedagogical needs and teaching integration. It also includes the development of interdisciplinary spaces that promote collaboration and facilitate cross-departmental research initiatives. It is important to invest in state-of-the-art equipment, laboratories, and technology infrastructure to support cutting-edge research and experiential learning opportunities.

The university’s College of Agriculture research and instructional facilities support the needed research and training for individuals in Tennessee and globally. Collaborations with various

partners and government agencies to create more sustainable agriculture programs in the development of food and animal science for the impact of agriculture and its impact on society.

This updated Tennessee State University Master Plan presents a forward-looking vision for TSU's development in the areas of housing, athletics, academics, and agriculture. By incorporating a contemporary and futuristic perspective, this plan builds upon the foundation of the previous plan and ensures that TSU remains at the forefront of higher education. We believe that the implementation of this Master Plan will further enhance the TSU experience for students, faculty, staff, alumni, and the state, fostering an environment of growth, innovation, and excellence.

**Tennessee State University  
Board of Trustees**



**Approval of the  
Institution's Fiscal  
Year 2023-2024  
Capital Construction  
Plan Addendum**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of the Institution's FY 2023-2024 Capital Construction Plan Addendum

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The purpose of this agenda item is to consider for approval an addendum to the FY 24 Capital Outlay, Maintenance, and Disclosed funding requests (Capital Construction Plan), which, if approved by the Board, will be submitted to THEC staff for their review and presentation to the THEC.

OUTLAY REQUEST

Each governing board will submit a request to THEC for capital outlay projects. The Commission's recommendations for projects to be funded will be based on a prioritization process/rubric that incorporates criteria that was newly-developed for the FY22-23 submissions.

MAINTENANCE REQUEST

Each governing board will submit a request to THEC for capital maintenance projects. The Commission's recommendations for projects to be funded will be based on a prioritization process/rubric that incorporates criteria that was newly-developed for last year's FY22-23 submissions.

Approval is requested for the additional project: Gateway Entrance to Campus.

**Item Details:** See attachment.

**MOTION: To approve the FY 24 Capital Construction Plan Addendum, as contained in the Board materials for the Board's June 15, 2023, meeting.**

<b>Main Campus Gateway Entrance</b>	
\$700,000	
<p><b>Description:</b></p> <p>The location of the proposed gateway entrance is the intersection of John A. Merritt Blvd and 31<sup>st</sup> Avenue North.</p> <p>Campus Master Plans are typically updated every 5 to 10 years; the previous TSU Master Plan was completed in 2016.</p>	<p><b>Goal:</b></p> <p>Master Plans are an extension of the University's strategic plan and guide physical campus development to best support the institution's mission and programs. The TSU Master Plan will confirm existing facility conditions and status of previous master plan goals, will define broad program needs and priorities for new facilities, renovations, capital maintenance, infrastructure, and housing development. A new master plan will engage TSU leadership, students, staff, and community, and will provide a clear direction toward a revitalized campus.</p>





**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: June 15, 2023

ITEM: Finance and Budget Report

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President or designee will report on matters related to this agenda item.

**Tennessee State University  
Board of Trustees**



**Report on Student  
Scholarships and  
Enrolment**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: June 15, 2023

ITEM: Report Student Scholarships and Enrollment

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President or designee will report on matters related to this agenda item.

**Enrollment  
Report  
Board of Trustees Meeting  
June 15, 2023**

**FALL 2023 UNDERGRADUATE APPLICATION ANALYSIS**

<b>Semester</b>	<b>As of Date</b>	<b>Admitted</b>	<b>Denied</b>	<b>Incomplete</b>	<b>W/D</b>	<b>Grand Total</b>
Fall 2019	8-Jun- 19	5143	1073	3479	55	9750
Fall 2020	8-Jun- 20	5436	799	4379	233	10847
Fall 2021	8-Jun- 21	5771	721	4678	30	11200
Fall 2022	8-Jun-22	13187	895	7928	84	22094
Fall 2023	8-Jun-23	11833	1444	4320	4	17601

**UNDERGRAUDATE COMPARATIVE INTENT TO ENROLL DATA**

<b>Semester</b>	<b>Completed IE</b>	<b>Count as of</b>	<b>Enrolled</b>	<b>Percentage</b>
Fall 2019	2004	30-Aug	1268	63%
Fall 2020	2093	30-Aug	1703	81%
Fall 2021	2493	30-Aug	1637	66%
Fall 2022	4416	30-Aug	3567	81%
Fall 2023	2535	8-Jun	TBD	TBD

There are 2,535 students who have submitted the Intent to Enroll form as of June 8, 2023. We project that 2,740 will submit the Intent to Enroll form by July 30, 2023. On average, 73% of students who submit the Intent to Enroll form convert to enrollees. In summary, we project that 2,000 new students will enroll for Fall 2023.

**FALL 2023 NEW STUDENT ENROLLMENT  
& HOUSING PROJECTION**

<b>Category</b>	<b>Projected Count</b>	<b>Confirmed as of June 8, 2023</b>
Residential	1300	1100
Commuters	500	328
Online	200	160
<b>Total</b>	<b>2000</b>	<b>1588</b>

# **SCHOLARSHIP PLAN**

## **University Academic Merit Award**

### **2023-2024 Academic Year**

#### **Overview**

Tennessee State University is pleased to offer competitive academic merit scholarships for new students enrolling at TSU during fall 2023-2024. To be considered for an academic merit scholarship, new first-time freshmen and transfer students must apply for admission and be accepted to the University by the **March 15, 2023**. No separate scholarship application is required for consideration. However, the GPA and test score on file in the Office of Admissions will be reviewed to determine scholarship eligibility. Students who apply by the deadline and meet minimum eligibility requirements for an academic merit scholarship award will be offered the appropriate scholarship as long as funding is available.

#### **Selection Process for Academic Merit Scholarships**

The following two-step procedure and methodology will be used to award academic merit scholarships at Tennessee State University.

**Step 1:** The Office of Admissions will thoroughly evaluate the pool of applicants who have met the required high school GPA and test score criteria by the scholarship deadline, in order to determine their eligibility for academic merit scholarship opportunities for fall 2023. Candidates will be carefully considered based on their cumulative, weighted high school GPA and composite SAT/ACT test score at the time of admission. Following this initial assessment, the Office of Admissions will compile a list of selected students and submit it to the Scholarship Committee for further review and approval.

**Step 2:** The Scholarship Committee will review the list of qualified students, taking into account their highest cumulative, weighted high school GPA and composite test score achieved at the time of admission, for each scholarship category. The committee will conduct a thorough evaluation of the list of candidates, and then proceed to approve the final list of qualified students, ensuring fairness and outstanding achievement in the awarding of academic merit scholarships.

The Office of Institutional Merit Scholarships will communicate with each student selected by the committee and provide them with a scholarship award offer. This offer will contain all the relevant details of the scholarship agreement. Upon receiving the offer, each selected student must carefully review it, sign it, and return it by the specified deadline stated in the scholarship offer letter. Adhering to this deadline is crucial, as failure to return the signed award offer within the given timeframe will result in cancellation. In such cases, a new offer will be extended to the next qualified student on the list.

Students who accept a scholarship offer will receive instructions and ongoing communication to assist them in completing the remaining steps of the enrollment process and to receive their scholarship award at the beginning of the fall 2023-2024 academic



year. Once the offer has been signed and returned by the selected student within the deadline, it will be accounted for and deducted from the total remaining scholarship offers. This process will continue until all available offers have been accepted and the allocated funds have been disbursed.

The Scholarship Committee reserves the right to modify the scholarship award procedures as necessary without prior notice.

### **Scholarship Terms and Conditions**

Academic merit scholarships at Tennessee State University are applicable for both the fall and spring semesters and can be renewed for up to four years (8 semesters) for new first-time freshmen and up to two years (4 semesters) for new transfer students. However, renewal of the scholarship is subject to meeting the eligibility requirements after each semester. Academic merit scholarships are generally not applicable during the summer terms, unless otherwise specified in the scholarship offer agreement.

Scholarships will not automatically renew if the student fails to maintain the required criteria to retain the award. The continuation of scholarship eligibility is assessed at the end of each semester. To qualify for scholarship renewal, students must be enrolled as full-time students during both the fall and spring semesters, complete a minimum of 15 credit hours each semester, and maintain a minimum cumulative GPA as designated in the scholarship agreement.

In cases where a student receives multiple scholarship offers from the university (including scholarships awarded through other academic departments but funded by Tennessee State University, such as the Band, Athletics, Deans Scholars, etc.), the student may be awarded the higher of the two offers or have the option to accept both awards as long as it does not exceed the Cost of Attendance (COA). It's important to note that university-funded awards cannot be converted to cash or issued as a refund. Therefore, a student's total financial aid, including scholarships and grants, may be adjusted based on specific financial aid sources that are limited by the Cost of Attendance (COA) restrictions.

### **GPA and Test Scores**

As part of the scholarship policy at Tennessee State University, the Office of Admissions utilizes the GPA and test scores received at the time of the scholarship review for the purpose of awarding scholarships. Scholarship eligibility is determined based on the GPA reflected on the 6th or 7th-semester transcript and the highest composite test score (excluding the writing sub-score) on file with the Office of Admissions by the March 15, 2023, deadline.

Once the student's application has been reviewed and the scholarship offer has been sent, the offer cannot be modified or increased. This policy ensures fairness and consistency in the scholarship awarding process.

Tennessee State University does not combine sub-scores from multiple standardized tests to create a super-score or highest composite score. Weighted GPAs, if provided by the high school, are accepted; however, only the GPA recorded on the official transcript is used for scholarship evaluation. If a weighted GPA is the only one provided, it will be considered. In cases where honors or advanced courses were not taken or no weighted GPA is provided, the GPA indicated on the official transcript will be utilized.

Students who have graduated from high school with a GED or HiSet will not be eligible for scholarship consideration as the scholarship policy requires a high school GPA for evaluation.

These scholarship policies ensure consistency, transparency, and adherence to established criteria throughout the scholarship awarding process.

### **Deadlines and Termination:**

To be considered for an academic merit scholarship at Tennessee State University, students must submit their applications and be admitted to the University no later than March 15, 2023. If selected for a scholarship, students are required to accept the offered scholarship by the specified scholarship acceptance deadline mentioned in the scholarship agreement. It is crucial to note that any scholarship offers remaining unsigned by the scholarship acceptance deadline will be terminated, and the funds will be reallocated to other eligible students.

Additionally, all scholarship recipients who have signed agreements must complete the following steps in a timely manner: (1) submit the Enrollment Verification/Intent to Enroll form, (2) make the required housing deposit, (3) register for the new student orientation, and (4) confirm that their Free Application for Federal Student Aid (FAFSA) has been received by the Office of Financial Aid, all by July 1. It is essential to fulfill these requirements as failure to do so may result in the termination of the scholarship agreement.

Please be aware that meeting the deadlines and fulfilling the specified requirements are required to maintain the scholarship agreement.

### **Scholarships Budget, Criteria, and Projections**

The table below provides a list of scholarship names, corresponding amounts, and criteria for each award category. Additionally, projected numbers of available awards in each category are included.



## University Academic Merit Award 2023-2024 Academic Year Scholarship Budget

Award Name	GPA	ACT	AWARD AMOUNT	SAT	Total Funds Budgeted	Total Num of Awards Budgeted	Total Num Offers Sent	Total Completed/ Accepted	Total Awards Remaining	Total Funds Committed to Signed Offers	Total Funds Remaining
Presidential Scholarship (Instate)	Min. of 3.5	28-36	\$18,630.00	1300 to 1570	\$372,600.00	20	22	6	14	\$111,780.00	\$260,820.00
Presidential Excellence Scholarship (Out of State)	Min. of 3.5	28-36	\$24,630.00	1300 to 1570	\$123,150.00	5	5	1	4	\$24,630.00	\$98,520.00
Trustee Scholarship (Instate)	Min. of 3.3	26-27 or higher	\$16,630.00	1230 to 1290+	\$166,300.00	10	13	2	8	\$33,260.00	\$133,040.00
Trustee Excellence Scholarship (Out of State)	Min. of 3.3	26-27 or higher	\$22,630.00	1230 to 1290+	\$113,150.00	5	6	2	3	\$45,260.00	\$67,890.00
Academic Merit Scholarship (Instate)	Min. of 3.3	24-25 or higher	\$15,630.00	1160 to 1220+	\$78,150.00	5	14	7	0	\$109,410.00	\$0.00
Academic Excellence Scholarship (Out of State)	Min. of 3.3	24-25 or higher	\$21,630.00	1160 to 1220+	\$108,150.00	5	2	2	3	\$43,260.00	\$64,890.00
Big Blue Scholarship	3.0-3.2	19-23 or higher	\$3,500.00	990 to 1150+	\$1,890,000.00	540	674	97	443	\$339,500.00	\$1,550,500.00
Future Tiger Transfer Scholarship	Min. of 3.0	N/A	\$2,000.00	N/A	\$350,000.00	175	0	0	175	\$0.00	\$350,000.00
Dr. Levi Watkins (Meharry & HCA)	Min. of 3.5	28-36	\$24,630.00	1300 to 1600	\$591,120.00	24	22	11	13	\$270,930.00	\$320,190.00
5000 Role Models	Min. of 3.2	20	\$24,630.00	1030 to 1050	\$295,560.00	12	8	7	5	\$172,410.00	\$123,150.00
MNPS Trailblazing to TSU	Min. of 3.2	20	\$9,000.00	1030 to 1050	\$900,000.00	100	151	78	22	\$702,000.00	\$198,000.00
<b>Total</b>					\$4,988,180.00	901	917	213	690	\$1,852,440.00	\$3,135,740.00

\* The funding Source for all Academic Merit Scholarships is Institutional Funds

\*\* Does not included Band and Athletics

**Tennessee State University  
Board of Trustees**



**Board Housing  
Committee  
Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: June 15, 2023

ITEM: Report on Board Housing Committee

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President or designee will report on matters related to this agenda item.

**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  
Thursday, June 15, 2023

Board Committee Meetings: Via Zoom link:  
Via Zoom link: Meeting ID: 944 7006 3664  
Passcode: 578001

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the March 16, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of 2023-2024 Tenure and Promotion Recommendations
- V. Approval of New Academic Program – M.S. in Business Data Analytics
- VI. Report on SACSCOC Accreditation Matters
- VII. Academic Affairs Report
- VIII. Report on Student Housing Plan
- IX. Student Affairs Report
- X. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
March 16, 2023,  
Academic Affairs  
and  
Student Affairs  
Committee Meeting  
Minutes**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of the March 16, 2023, 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 March 16, 2023, Academic Affairs and Student Affairs Committee meeting is included in the June 15, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' March 16, 2023, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's June 15, 2023, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee Meeting  
March 16, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Pam Martin, Andre Johnson, Bill Johnson, and Shaun Wimberly.

**Other Board Members Present:** Trustees Steve Corbeil, Obie McKenzie, Deborah Cole, Van Pinnock

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Robbie Melton, Graduate School Dean and Assoc. Vice President and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

**I. CALL TO ORDER**

Trustee Martin called the meeting to order at 9:03 a.m. on March 16, 2023.

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

Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Pam Martin, Andre Johnson, Bill Jonson, and Shaun Wimberly were present. Secretary Pendleton announced the presence of a quorum. Chair Martin confirmed that there was a physical quorum present.

**III. APPROVAL OF THE NOVEMBER 17, 2022, COMMITTEE MEETING MINUTES**

Trustee Martin proceeded to the approval of the November 17, 2022, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the November 17, 2022 Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the March 16, 2023, Board meeting. Trustee Johnson seconded the motion, which carried by roll call vote with Trustees Martin, A. Johnson and B. Johnson voting in favor.

**IV. APPROVAL OF ACADEMIC PROGRAM MODIFICATION – CHANGE IN CREDIT HOURS FOR B.S. IN BIOLOGY**

Trustee Martin announced the next agenda item as the approval of an academic program modification to change the required credit hours for the Bachelor of Science in Biology. Trustee Martin asked President Glover or her designee to provide pertinent information related to this

agenda item. The material for this agenda item is contained in the Board materials for March 16, 2023.

President Glover designated Provost Melton to present on this agenda item. Dr. Melton provided a report. She made a request to approve a change to the number of credit hours for a B.S. in Biology. Dr. Melton noted that the B.S. in Biology was excepted from a 120-hour requirement applicable to most other undergraduate degrees. It required 122 hours. The additional hours became a burden to students in terms of the pathway to graduation. The Department of Biological Sciences identified way to align its B.S. program to meet the 120-hour norms. There would be a reduction in elective courses, not the Biology core requirements under the proposal.

Dr. Glover stated that this was a necessary motion and would better align the University's motion with other institutions.

Trustee Martin thanks Dr. Melton for her detailed report.

Trustee A. Johnson asked whether Dr. Melton could include information in future reports to let the Committee and Board know how, if at all, there is an impact on enrollment when there is a change request. Dr. Glover shared that students have asked why the University requires more credit hours than other institutions to which they've been granted admission.

Trustee Martin moved to recommend to the full Board the approval of an academic program modification to change the credit hours for the Bachelor of Science in Biology program, as contained in the Board materials for the March 16, 2023, Board meeting. The motion was seconded by Trustee B. Johnson. Having been put to vote, the motion carried by roll call vote, with votes in favor by Trustee Martin, A. Johnson, and B. Johnson.

## **V. REPORT ON SACSCOC ACCREDITATION REVIEW MATTERS**

Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item. The material for this agenda item is contained in the Board materials for March 16, 2023. This is an informational discussion item only without a vote requirement.

Dr. Glover asked Dr. Charlise Anderson, who worked with the University, to provide a report. Dr. Anderson noted three SACSCOC matters in her report. First, Dr. Anderson reported on the University's reaffirmation of accreditation. At the December 2021 SACSCOC Board meeting, it reaffirmed the Institution's accreditation for 10 years, which is the maximum number of years. The next reaffirmation will be in 2030. In January 2022, the University received an SACSCOC action letter notifying the University of its reaffirmation and requesting a monitoring report.

Second, there was a SACSCOC verification visit. The verification visit will happen on April 18, 2023. Dr. Glover noted that the Department of Education required a virtual meeting during COVID, but now SACSCOC wants to meet in-person.

Third, Dr. Anderson reported that Avon Williams offerings were expanded with Board approval in March 2022. This was submitted as a substantive change request to the SACSCOC. The

SACSCOC Board of Trustees, in June 2022, approved the Substantive Change Prospectus to expand course offerings for the MBA program at Avon Williams. It authorized a Substantive Change Committee visit. The visit will happen on April 18-20, 2023. The University conducted a mock visit in preparation for that meeting.

There was a question regarding the monitoring report. Dr. Glover explained that this was to ensure that the University is in-fact meeting standards. The report will be due in September 2023.

## **VI. ACADEMIC AFFAIRS REPORT**

Trustee Martin announced the next agenda item as the Academic Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in the Board materials dated March 16, 2023. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational discussion item only, so no vote was required.

Dr. Glover designated Provost Melton to comment on this agenda item. Dr. Melton advised the Committee of a new system employed in the Spring 2023 through mid-term period to monitor student academic progress. The Office of Academic Affairs, deans, chairs, faculty, and staff implemented an EAB tool – an Early Academic Alert System – in an effort to provide academic support services and tutoring to students, beginning as early as the third week of the semester.

Also, a retention plan was developed, to include retention coordinators and two students from different majors, to help mentor students. Academic coaches are offered for upperclassmen. The Office of Academic Affairs provided visits to students living off-campus at hotels. Three of the major recommendations suggested by students were implemented immediately. Students requested academic support at the hotels. Academic coaches are scheduled to go to the students at the hotels. Academic support hours were extended to include evenings and weekend hours, 7 days a week. Moreover, it was discovered that online students needed additional support and mentoring, so they are being provided with those services.

Dr. Melton noted the need for freshmen to receive an introduction to majors upon first stepping onto campus. This is intended to help provide services to students from the beginning of their education through workforce entry.

Dr. Melton advised that the University is moving forward with increasing its impact. She noted a desire to move from R2 to R1.

Dr. Melton shared that over 800 honors students will be recognized at convocation.

Trustee Martin thanked Dr. Melton for her report.

Trustee McKenzie discussed other colleges and universities who are using hotels to assist with housing needs. He requested that the University reach out to some of those universities to gather good ideas that those institutions are employing. Dr. Melton stated that other universities, including those within the UT system and at the University of Memphis use hotels. She has been

in contact with those schools to discuss support services. Trustee Martin asked Dr. Melton to include that information in her next report.

A discussion took place regarding students with undeclared majors. There was a request to report data that captures and reports on the impact of the new pathway system. Dr. Melton shared that there are currently over 300 undeclared students. She will come back with additional data to gauge the impact of new program at later meetings.

Student trustee Wimberly congratulated and thanked President Glover for progress with respect to academics. He reported that many students were curious about academic performance and how that would be impacted by the placement of students in hotels. He was happy with the University's progress. He asked how information about available resources and plans can and are being shared with students. Dr. Melton discussed how the information was being pushed out to students and the frequency with which information is being pushed out to students. Trustee Wimberly suggested face-to-face communications with students, such as by using SGA, Tiger Pals, and other students as a means to communicate resources. He would like to see social media information highlighting University resources and accomplishments. He would like to see communications expanding beyond emails. Dr. Melton agreed and acknowledged her affection for using technology.

Trustee Wimberly made a recommendation to increase the number of student mentors for each major in the pathway program.

There was a discussion between academic performance of students on-campus vs. in hotels. Academic probation and academic suspension figures were measured. However, the numbers were not quite the same because there are more upperclassmen in hotels and freshmen on-campus. The number of students on academic probation was greater for those in residence halls than in hotels, but, again, the status of the students compared was not the same. A request was made for additional information comparing students by grade level.

## **VII. STUDENT AFFAIRS REPORT**

Trustee Martin announced the next agenda item as the Student Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in the Board materials dated March 16, 2023. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational discussion item only so no vote was required.

Dr. Glover designated Dean Stevenson to comment on this agenda item. Dean Stevenson reported that the TSU Band was not only nominated for two Grammy awards, but it won the awards. The TSU Marching Band is now known as "the Grammy Award Winning Aristocratic of Bands." The AOB made history as the first collegiate marching band to win the music industry's highest honor for best roots gospel album, titled "The Urban Hymnal," at the 65<sup>th</sup> Annual Grammy Awards ceremony. Dean Stevenson express pride in Dr. McDonald and the students who brought national recognition to the hard work of the Aristocratic of Bands. A round of applause was given in recognition of this accomplishment.

Dean Stevenston reported that the seventh cohort of a leadership training program, Leadership TSU, is underway.

Dean Stevenson talked about housing matters. All students who requested housing for the Spring semester were accommodated. The number of hotels was reduced from 3 to 2. Jefferson Flats was brought on as another property that can be utilized for housing purposes. It has been improved upon and is available for nontraditional and graduate students.

Dean Stevenson reviewed housing plans, including with and without hotel rooms available. The University is predicting that there will be 4,313 students who will need housing in the Fall 2023 semester. Of those students, 354 would be in hotels. They are planning to house 4,360 students in the Fall semester, and two hotels would be needed. Some students reported enjoyed being in the hotels. Housing applications were opened earlier this year, in February, and for returning students in March. This is helpful because it helps to plan for those students who want to live in the hotels. They have found that older students prefer the hotel experience. Dr. Glover added that some parents expressed that they would rather their students be placed in hotels, if on-campus housing is not available, rather than the student not being able to attend. The University is not allowing first-time students in hotels.

Dean Stevenson reported that there were 77 first-time freshmen in hotels previously. He pointed out that some students may did not have enough credits to be qualified as second year students (for example, a student with 27 credits but who has been enrolled at TSU for 2 semesters). Therefore, for some “freshmen,” is was not the student’s first year at TSU, wherein the student was coming to TSU for the first time directly from high school. He discussed administrative decisions that were made to best benefit students. Dean Stevenson said that a housing plan is underway. Dean Stevenson stated that there was never an intention to take beds off-line without first having other beds available, as was reported in the Comptroller’s report. Chair Cole asked Dr. Glover to make sure that any changes be put in writing. A recommendation was made to make sure that terms are adequately defined so that there is no confusion about how terms are defined and being used. Dr. Glover agreed that some clarity would be helpful with respect to terminology and definitions and that that would have helped to clarify the situation with the Comptroller’s Report.

Dean Stevenson stated that enrollment and housing are being differently and closely monitored.

A discussion ensued concerning available beds and enrollment data. Board materials at pp. 98-99 were considered. Dr. Glover reported that there are 3,922 total beds available with supplemental housing, and excluding hotels as an option. It is anticipated that the University will need 4,313 beds for the Fall 2023 semester, using current projections. Of those beds, 1,600 will be needed for first-time freshmen students.

Again, the need for more precise definitions and terms was considered. Trustee Martin suggested that after the precise criteria for hotel accommodations is determined, that no exceptions be made, even if a parent requests an exception.

Trustee Pinnick asked about the projections, percentages, and need to be accurate with data. Chair Cole stated that this is part of the charge of the Special Housing Committee and among the items that must be worked out.

Dr. Glover noted that admissions to the University does not guarantee housing and that efforts are being taken to communicate with prospective students regarding housing limitations. Dr. Glover also stated that admissions should not be tied to housing, because it is another barrier to educating students who are already facing barriers to higher education.

Trustee Johnson indicated that separating admissions and housing is beneficial because it is prudent.

Chair Cole requested that the Special Housing Committee work through these issues, including required disclosures, communications to students and prospective students, and ensuring that there are well-defined terms.

Trustee Johnson noted the need to identify, as a separate figure, the number of students that the University can educate, considering factors such as the number of faculty and other services. Dr. Melton stated that this is where Academic Affairs comes in to make sure that they are meeting academic needs. Dr. Melton stated that she is expecting 2,605 full-time new freshman coming in the Fall 2023. About 1-2 years ago, the number of total students that could be educated was about 10,000.

Chair Cole asked Dr. Glover to work with the Special Housing Committee to get them the data and other information they've requested and need. Trustee Corbeil asked for financial data to understand the financial impact of the different models that the Committee is reviewing.

VP Allen reported that for the prior year, 5 hotels cost a net \$7.2 million, which was \$5.2 million for the Fall and \$2 million for the Spring. For the fall 2023, the request would be for about \$2-\$2.5 million for hotels, depending on which hotels are selected. This figure includes related costs, such as security and transportation, and includes other supplemental housing like House of God housing. Chair Cole requested that the Special Housing Committee analyze TSU housing costs per bed versus other university's reported costs, including what the reported costs of other universities included, such as whether they included security costs in their calculations.

Chair Cole stated that any additional questions for the Special Housing Committee can be sent to Secretary Pendleton, who will make sure the questions are shared with Trustee Pinnick and the Special Housing Committee. Secretary Pendleton shared that Board members are all welcome to attend the Special Housing Committee meeting.

## **VIII. ADJOURNMENT**

Trustee Martin asked if there was any additional business. Seeing none, she moved to adjourn the meeting, and the motion was seconded by Trustee B. Johnson which carried unanimously by roll call vote. The meeting was adjourned at 10:39 a.m.

**Tennessee State University  
Board of Trustees**



**Approval of 2023-2024  
Tenure and Promotion  
Recommendations**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of AY 2023-2024 Tenure and Promotion Recommendations

RECOMMENDED ACTION: Approval

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

**Background Information:** Per university policy, the President recommends the granting of tenure to eligible faculty members in accordance with the requirements set forth in the TSU policy on tenure and promotion.

Tenure

Pursuant to the TSU tenure policy, tenure eligible faculty members must apply for tenure in their sixth year. A faculty member is required to submit a portfolio of materials in support of their tenure application. The criteria TSU uses to evaluate applicants include quality instruction, research and creative activities, public service and professional activities, and potential for professional growth.

The University reviews the tenure candidate's portfolio at several levels, including at the departmental, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the applications. The comprehensive tenure review and approval process, as well as the list of those recommended for tenure, are included in your board materials.

As part of the tenure review process during this period, President Glover is recommending twelve (12) tenure applicants for tenure, as she has determined that the twelve faculty members meet the condition for tenure.

Pursuant to the FOCUS Act, the Board's Bylaws and the Board's Delegation of Authority to the President Policy, the Board must approve the awarding of tenure based on recommendations from the President.

### Promotion

With respect to faculty promotions at TSU, individual faculty members may apply for promotion upon completion of the required years in rank. A tenured or tenure-track faculty member becomes eligible to apply for promotion when he or she has achieved the required years in rank and meets the defined qualifications for the various faculty ranks, which are assistant professor, associate professor, and professor.

Although an application for promotion is not required, faculty members at the assistant professor level generally apply simultaneously for promotion to associate professor at the time they are required to make application for tenure. Those faculty members who are at the associate professor level generally apply for promotion to professor after five years of service at the associate professor level.

To apply for promotion, a faculty member must prepare a portfolio containing evidence of the faculty member's teaching, research, and service since his or her last promotion at TSU. The specific evidence requested include quality instruction, research and creative activities, public service and professional activities, and potential for professional growth.

The University reviews the candidate's portfolio at several levels, including at the departmental, college, and University level. The Vice President for Academic Affairs and the President must ultimately approve the applications. The comprehensive promotion review and approval process, as well as the list of those recommended for promotion, are included in your June 15, 2023, Board materials.

Through the promotion process, President Glover is recommending eighteen (18) faculty members for promotion, all of whom meet the conditions for promotion.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve promotions based on recommendations from the President.

See Attachment.

**MOTION: To approve the list of recommended candidates for tenure and promotions, as contained in the Board materials for the Board's June 15, 2023, meeting.**

**Date:**

**Subject: Tenure recommendations**

**Background Information:** Per university policy, the President recommends the granting of tenure to eligible faculty members. The recommendations are based upon the requirements of TSU policy on promotion.

**Proposed Implementation Date:** August 2023

**Item Details:** A total of **12** faculty members are recommended for tenure. The list of faculty members recommended is provided below.

	<b>Name</b>	<b>Department</b>	<b>Current Academic Rank</b>
1	Beane, Carlos	Applied & Industrial Technologies	Assistant Professor
2	Bryant, Robert	Music	Assistant Professor
3	Craig, Ronald	Criminal Justice	Associate Professor
4	Dickson, Poliala	Human Performance & Sport Sciences	Assistant Professor
5	Fasoro, Abiodun	Mechanical & Manufacturing Engineering	Assistant Professor
6	George, Cynthia	Social Work & Urban Studies	Assistant Professor
7	Hsieh, Hsin-yi	Accounting	Assistant Professor
8	McAllister, Cher	History, Political Science, Geography & Africana Studies	Assistant Professor
9	O'Neil, Megan	Languages, Literature & Philosophy	Assistant Professor
10	Pajoul, Roxanne	Languages, Literature & Philosophy	Assistant Professor
11	Rasmussen, Ljerka	Music	Assistant Professor
12	Tahmasbi, Sherin	School of Nursing	Associate Professor

**Date:**

**Subject: Promotion recommendations**

**Background Information:** Per university policy, the President recommends the granting of promotion to eligible faculty members. The recommendations are based upon the requirements of TSU policy on promotion.

**Proposed Implementation Date:** August 2023

**Item Details:** A total of **18** faculty members are recommended for promotion. The list of faculty members recommended is provided below.

	<b>Name</b>	<b>Department</b>	<b>Current Rank</b>	<b>Proposed Rank</b>
1	Beane, Carlos	Applied & Industrial Technologies	Assistant Professor	<b>Associate Professor</b>
2	Beni, Ryan	Chemistry	Associate Professor	<b>Professor</b>
3	Bryant, Robert	Music	Assistant Professor	<b>Associate Professor</b>
4	Dickson, Poliala	Human Performance & Sport Sciences	Assistant Professor	<b>Associate Professor</b>
5	Dumenyo, Korsi	Agricultural & Environmental Sciences	Associate Professor	<b>Professor</b>
6	Dunson, Samuel	Art & Design	Associate Professor	<b>Professor</b>
7	Fasoro, Abiodun	Mechanical & Manufacturing Engineering	Assistant Professor	<b>Associate Professor</b>
8	George, Cynthia	Social Work & Urban Studies	Assistant Professor	<b>Associate Professor</b>
9	Hsieh, Hsin-yi	Accounting	Assistant Professor	<b>Associate Professor</b>
10	Illukpitiya, Prabodh	Agricultural & Environmental Sciences	Research Associate Professor	<b>Research Professor</b>
11	Klomegah, Roger	Sociology	Associate Professor	<b>Professor</b>
12	McAllister, Cher	History, Political Science, Geography & Africana Studies	Assistant Professor	<b>Associate Professor</b>
13	O'Neil, Megan	Languages, Literature & Philosophy	Assistant Professor	<b>Associate Professor</b>

14	Pajoul, Roxanne	Languages, Literature & Philosophy	Assistant Professor	<b>Associate Professor</b>
15	Pitchay, Dharmalingam	Agricultural & Environmental Sciences	Associate Professor	<b>Professor</b>
16	Rasmussen, Ljerka	Music	Assistant Professor	<b>Associate Professor</b>
17	Si, Hongwei	Agricultural & Environmental Sciences	Research Associate Professor	<b>Research Professor</b>
18	Unni, Ramaprasad	Business Administration	Associate Professor	<b>Professor</b>

**Tennessee State University  
Board of Trustees**

**Approval of New Academic  
Program - M.S. in Business  
Data Analytics**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2025

ITEM: Approval of New Academic Program– M.S. in Business Data Analytics

RECOMMENDED ACTION: Approval

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

The University, with the support of the College of Business, requests approval for the proposed Master of Science in Business Data Analytics degree program and proceeding with submission of the Letter of Notification to the Tennessee Higher Education Commission (THEC).

Pursuant to TSU’s Academic Programs, Units and Modifications process, which includes new academic programs, academic departments may seek the establishment of a new academic program initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board’s Bylaws, and the Board’s Delegation of Authority to the President Policy, the Board must approve the offering of a new academic program. Upon approval by the Board, THEC must provide final approval.

Background

The College of Business herewith seeks approval for the proposed Master of Science in Business Data Analytics degree program and proceeding with submission of the Letter of Notification (LON) to THEC. (See LON attached as Appendix I).

The Department of Business Information Systems aims to gain approval to offer the Master of Science in Business Data Analytics degree program. The Department of Business Information Systems proposes 30 credit hours Master degree to be completed Online in 12 months. The delivery method of this proposed degree program is fully online, and no in-person class attendance will be required.

The primary academic purpose of this professional degree program is to develop professional workforce that is prepared to address the needs in the rapidly expanding data analytics field to make better business decisions. The students will be educated to work and excel in a variety of work settings to supply qualified workforce to an industry which is currently looking for cost effective ways of delivering more effective decision making based on diverse and heterogeneous data sets.

Big data has become a major component in the world today. The need for workers capable of collecting, analyzing, and visualizing large amounts of information continues to grow exponentially. However, the production of such large datasets also requires understanding and having the proper tools to parse through them to uncover the useful information for better decision making. Therefore, many data science and data analytics programs are being developed in academic institutions to better prepare the needed industry workforce. Hence, more companies rush to become data-driven in business, Big Data continues to play a pivotal role.

According to a study by Markets and Markets, the data analytics market size is projected to grow from \$95.3 billion USD in 2021 to \$322.9 billion USD in 2026, a compound annual growth rate (CAGR) of 27.7%. Businesses across the world are looking for business data analysts preferably with a master's degree. Therefore, a Master of Science in Business Data Analytics (MSBDA) degree not only puts the graduates ahead of the competition, but it also provides the skills needed to successfully make effective business decisions.

The Master of Science in Business Data Analytics program is designed to give participants an understanding of how to look at data and identify insights, improve their ability to make long-term predictions, and prescribe future actions to help make better business decisions. With a curriculum focused on real-world applications, our one-year Master of Science in Business Data Analytics program will prepare the students to make data-driven decisions that move businesses and entire industries forward. Due to a critical shortage of professionals who can use advanced data analytics methods to translate unstructured data into valuable business insights, the graduates will be positioned to make an immediate impact in the workforce.

**MOTION: To approve a new academic program for an M.S. in Business Data Analytics, as contained in the Board materials for the Board's June 15, 2023, meeting.**



**Tennessee State University  
Board of Trustees**



**Report on SACSCOC  
Accreditation Matters**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023

ITEM: Report on SACSCOC Accreditation Matters

RECOMMENDED ACTION: None

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

President and/or a designee will provide a report on the SACSCOC accreditation matters.

See attached.

## **SACSCOC ACCREDITATION REVIEW MATTERS**

### **I. University's Reaffirmation of Accreditation**

The Board of Trustees of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), at its December 4, 2021 meeting, voted to reaffirm the accreditation of Tennessee State University for the ten-year maximum. The next reaffirmation is 2030.

The SACSCOC Action Letter was received on January 12, 2022, with a request for TSU to submit a report (Monitoring) to verify continued compliance with standard 13.4. The Monitoring Report with documentation, including the most recent financial audit report was submitted timely on September 30, 2022.

At its March 2023 meeting, the Executive Council of the Board of Trustees for SACSCOC met regarding mislabeled audit information and decided the matter would be considered by the SACSCOC Board at its June 12-15, 2023, meeting and requested the institution submit a Second Monitoring Report addressing other items in a January 13, 2023 Action Letter to verify continued compliance with standard 13.4. The Second Monitoring Report with documentation, including the most recent financial audit report was submitted timely on April 4, 2023.

#### **SACSCOC Review Process:**

The Committee on Compliance and Reports (CCR) will review the report. The CCR may recommend one of the following actions to the SACSCOC Board of Trustees at its June 2023 meeting:

1. Continue the institution in accreditation, without additional report or with Fifth-Year Follow Up;
2. Continue the institution in accreditation for good cause, place on probation with report, with a special committee visit;
3. Discontinue accreditation.

### **II. Verification Visit**

In response to the COVID-19 pandemic, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) conducted over 150 virtual visits by peer review committees in 2020-2021 and per established protocol, all institutions whose committee visits were held virtually will require a follow-up visit. On April 18, 2023, the verification was conducted by our SACSCOC staff person, Dr. Crystal Baird.

The University received the Final Verification Assessment Report on April 20, 2023 confirming all of the conversations and observations during the visit confirmed the information shared with the On-Site Reaffirmation Committee in 2021.

### **III. Academic Program Offering at Avon Williams - Substantive Change Committee Visit**

At its meeting on March 17, 2022, the TSU Board of Trustees approved the offering of 50% or more of delivered instruction of the existing Master of Business Administration at the Avon

Williams Off-Campus Instructional Site with final approval by Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

During its meeting on June 16, 2022, the SACSCOC Board of Trustees approved the University's substantive change prospectus to expand the Master of Business Administration's program offerings at Avon Williams with intended implementation in August 2022 and authorized a Substantive Change Committee to visit the institution.

The University received the Substantive Change Committee on April 18-19, 2023. The Committee reviewed the University's submitted report and documentation, toured the Main Campus and the Avon Williams instructional site, and conducted interviews with various faculty, staff, and students. The President received the Report of the Substantive Change Committee on April 20, 2023 with no recommendations. Further, the Report of the Substantive Change Committee included a commendation to the University regarding the TSU Smart Technology Center, citing it as a true example of an integration of teaching, research, and community service all in one program.

#### **SACSCOC Review Process:**

The Committee on Compliance and Reports (CCR) will review the report of the Substantive Change Committee. The CCR may recommend one of the following actions to the SACSCOC Board of Trustees at its meeting June 12-15, 2023:

1. Continue the institution in accreditation, with or without a monitoring report
2. Continue the institution in accreditation, impose a sanction, and request a monitoring report, with/without a special committee visit (mandatory visit if placed on Probation)
3. Discontinue accreditation.

**Tennessee State University  
Board of Trustees**



**Academic Affairs  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023

ITEM: Academic Affairs Report

RECOMMENDED ACTION: None

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

The President and/or designee will provide a report on Academic Affairs.

See Attachment.

## ACADEMIC AFFAIRS UPDATES

The division continues to offer development opportunities for staff and faculty while implementing initiatives that propel the University's strategic plan goals of academic excellence and cultivation of an engaged student body. Academic Affairs presents a few examples of these initiatives and opportunities below.

- **College of Agriculture** – Awarded a multi-institutional \$18,110,000 project that will establish an inclusive consortium of institutions from nearly every MSI category to build and sustain the future workforce in food, agriculture, natural resources, and human sciences (FANHS). It will build present and future student knowledge of the processes and pathways leading to education opportunities and employment in Food, Agriculture, Natural Resources, and Human Sciences while advancing equity through student scholarships (SSP), experiential learning (ELP), and outreach and engagement (OEP).
- **Center for Extended Education/Continuing Education** - Conversations have been conducted to establish a second cohort of Nashville Electric Service employees with interest in the Electrical Engineering degree program in partnership with the Center for Extended Education, College of Engineering and NES. Additionally, discussions have begun to create a program with a sector of Metropolitan Nashville Public Schools (MNPS) Food Service Workers who want to obtain a Bachelor's Degree in Food Service Management via TSU's Human Sciences Department and the TSU Office of Continuing Education.
- **College of Health Sciences** – The College is exploring a community outreach opportunity with Schrader Lane, tentatively named the “Senior Saints Initiative at Shrader Lane”. This partnership has potential for the College of Health Sciences (COHS) to conduct health screenings, course-related clinical experiences and present informative lectures. Additional planning meetings have been scheduled throughout the summer.
- **Honors College** – Established a partnership between East Tennessee State University and TSU Honors Colleges in what is titled the, “I-40 HBCU-PWI Project”. The Honors College Dean from each Institution will select ten (10) student leaders to participate in three (3) virtual sessions centered upon major themes from author Larry Thornton's prose Why Not Win and the resulting Why Not Win Institute. In October 2023, the selected students will travel I-40 to the partnering university in order to participate in some cultural aspects of student life and the learning environment.
- **College of Liberal Arts** – Liberal Arts hosted a second meeting with the College's support staff to troubleshoot processes and participate in a lunch and learn session on the Budget Report and other questions. Design students participated in the Climate Innovation Accelerator Program at the Wond'ry Innovation Center at Vanderbilt. Three (3) students along with Vanderbilt students assisted local businesses in developing more sustainable products, practices, as well as helped with website design. Students learned to develop actionable learning outcomes involving sustainable business, climate science, innovation, and design thinking. Students created rapid prototype solutions for a climate positive future. This cohort presented their work to other students, instructors,

participating businesses and interested members of the community at the Research Forum for the Arts on April 20, 2023.

- **College of Public Service and the College of Education** – Completed their program State and National accreditations reviews.
- **SMART Technology Innovation Center** – Grant extension award from the Hewlett Foundation for researching and exploring the for HBCUs the educational possibilities and dangers of the use of artificial intelligence of Open (AI) for researching, teaching, learning, and the workforce.

An annual report highlighting all the 2022-2023 OAA Programs /Services Accomplishments (including a highlight video) will be submitted June 30<sup>th</sup>



**Tennessee State University  
Board of Trustees**



**Report on Student  
Housing Plan**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023

ITEM: Student Housing Plan Report

RECOMMENDED ACTION: None

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

The President and/or her designee will provide a report on Student Housing.

See attachment.

**Updated Housing Plan  
Tennessee State University  
June 1, 2023**

# **Housing Plan Summary**

## **Overview of Tennessee State University**

Tennessee State University is a comprehensive, urban, land-grant university founded in 1912 in Nashville, Tennessee. Through successive stages, TSU has developed from a normal school for Negroes in 1912 to its current status as an international university with students from 46 states and more than 50 countries. TSU is accredited by the Southern Association of Colleges and Schools was first obtained in 1946 and enjoys a Carnegie Classification of R2 representing high research. With an enrollment of over 9,000 students, TSU prepares students for professional success by offering 40 bachelor degree programs, 25 masters, 8 doctorates and 14 professional certificates.

## **Mission Statement of Tennessee State University**

Tennessee State University, through its legacy as an HBCU and land grant institution, transforms lives, prepares a diverse population of leaders, and contributes to economic and community development by providing affordable and accessible educational programs at various degree levels promoting academic excellence through scholarly inquiry, teaching, research, lifelong learning, and public service.

## **Vision Statement**

Tennessee State University aspires to be the premier public urban, comprehensive institution achieving prominence through innovation and instruction, research, creativity, and service with the dissemination of knowledge and information.

## **Objective of TSU Housing Plan**

The objective of TSU Housing and Residence Life is to be a premier residential environment that provides students a safe, comfortable, affordable, and engaging living and learning experience, while promoting student personal development and academic success. To better serve the the students in housing the management of residential life and housing has been completely restructured wth an emphasis on customer service.

## The Status of TSU'S Housing

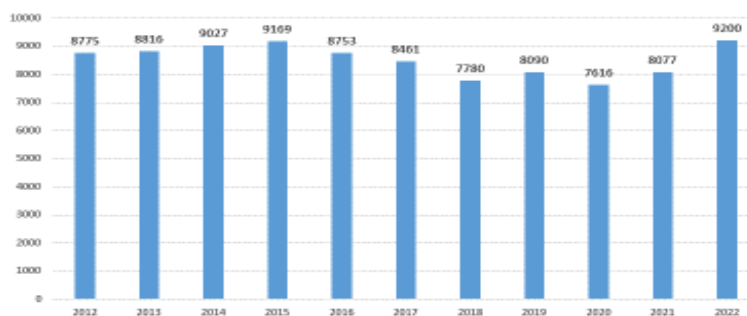
The status of TSU's housing environment is based on three key factors: 1) the current availability of housing on campus; 2) enrollment trend and projections; and 3) the Nashville area housing market.

<b>Current Housing Availability at TSU</b>		
<b><u>Residence Hall</u></b>	<b><u># of Beds</u></b>	<b><u>Yr Opened</u></b>
Boyd	364	1951
Wilson	550	1964
Watson	318	1966
Hale	320	1967
Eppse	274	1968
Rudolph	420	1995
Ford Residence Center	450	1998
New Residence Center	284	2002
New Residence Hall	<u>700</u>	2022
Total	3,680	

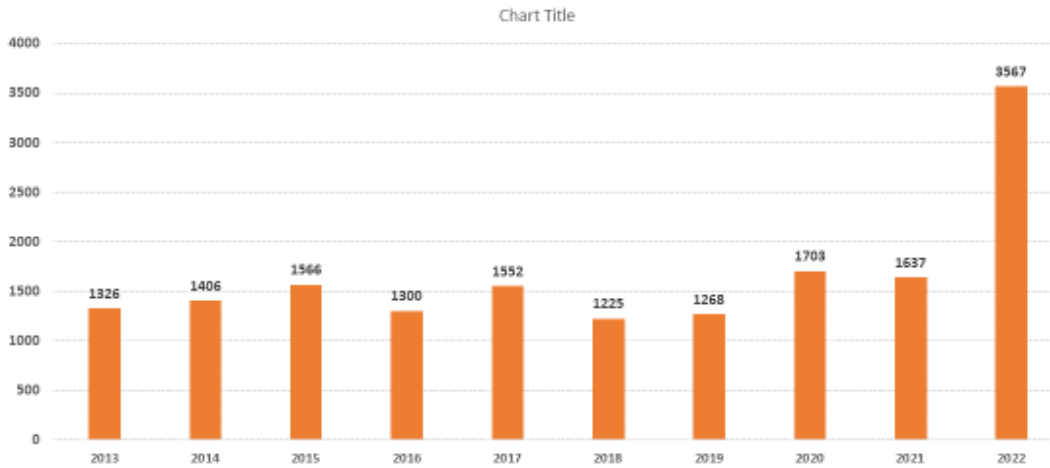
## Enrollment

TSU's record enrollment is a key factor that has contributed to the significant increase in demand for housing. For the fall 2022 semester, TSU experienced the largest first-time freshman enrollment, and the largest overall student enrollment, in the school's history.

## Enrollment for Last Ten Years



# Enrollment for First-Year Students



This significant increase in enrollment, coupled with the lack of available housing, support the high demand for on-campus housing. The current supply of 3,680 beds on campus and requests of close to 5,000 demonstrates that the inventory of housing on campus does not support the current demand for housing. Without sufficient housing, TSU is forced with the choice of either telling students to return home and not continue or start their enrollment at TSU.

## The Nashville Housing Market – the High Cost of Living

In addition to current enrollment not aligning with available on-campus housing, the Nashville housing market has also emerged as a critical factor in the significant increase in demand for University-supported housing. The high cost of living in Nashville has caused students who had lived off-campus in the past to seek to return to campus due to lack of affordability in the Nashville market. As shown below, the housing rental market has grown exponentially.

The cost of housing in Nashville has increased tremendously over the last several years. In fact, data shows the average apartment rent has significantly increased by 29% over the last year alone according to the rental platform, Zumper. It further suggests that individuals looking to move to Nashville should expect to pay no less than \$1,790 a month for a one-bedroom apartment. Similarly, Costar, a leader in commercial real estate information on analytics, presented data that showed the average monthly apartment rental rates in Nashville jumped more than 10 percent in 2021, climbing to \$1,817 per month by December of 2021.

As a result, many students, a large percentage of whom already come from economically disadvantaged backgrounds, can no longer afford to live in the Nashville area. Typically, upper classmen prefer and seek to live off-campus, but due to the significant cost of housing in Nashville, upperclassmen at TSU who generally would prefer to live off-campus have sought to return to on-campus housing.

This is compounded by the fact that there are several other universities and higher education institutions in the Nashville area. Thus, our students are competing with thousands of other students for any limited and available affordable housing. Furthermore, the traffic in Nashville has also become an impediment to living further away from campus.

### **Housing – Fall 2022**

For Fall 2022, TSU experienced the largest first-time enrollment in the history of the university. As the above chart shows, 3,567 first-time students attended TSU. A significant number of those students seek to reside on campus. The total students residing in on-campus housing for Fall 2022 (including hotels) is 4,801. This includes 907 students that reside in off-campus hotels.

All students who paid housing deposits by the deadline were placed in housing. Several students continued to seek housing after the deadline had passed and were placed on a “Housing Wait List.” These students did not pay housing deposits at the time they were placed on the Housing Wait List; they only paid deposits if TSU was able to provide housing for them. The Housing Wait List initially contained 400 students, and we were able to place all but 75 of them.

### **Housing Plan for Spring 2023**

For Spring 2023, it was estimated that TSU would need 4,360 beds. Total available beds was determined to be 4,461. All continuing students that were housed in the fall semester were accommodated for housing in the Spring semester. Spring semester housing plan was executed successfully.

### **Housing Plan for Fall 2023**

Housing needs for Fall 2023 will be similar to Spring 2023, but again includes two hotels. This will be necessary to house the number of students projected based on enrollment growth. It is anticipated that 4,500 students will request housing for Fall 2023. We have been granted permission from the State Building Commission executive committee to enter leases with two hotels. We have 4361 available beds on and off campus available for the Fall 2023 semester. Currently 4081 students have applied for housing, and this number represents both returning and first-time freshman students. This time last year we had over 5100 students that had applied for

housing. Fall housing assignments have started and will continue thru out the summer with the self-assignment portal. Students that apply after July 1<sup>st</sup> will be added to a wait list and assigned based on attrition. The chart below represents the break down of available beds for the fall and Spring Semester:

<b>Beds Available for Fall and Spring 2023</b>	
On-campus availability	3,680
House of God	150
Supplemental beds	<u>94</u>
Subtotal	3,934
Hotels (2)	437
Total beds available	4,36

### **Housing Plan for Fall 2024 and Beyond**

The future of housing at Tennessee State University is at a pivotal point in positioning the university for growth and sustainability for students seeking a higher education. Given the previously mentioned challenges pertaining to the cost to reside in the Nashville area, students seeking to attend TSU will be faced with unsurmountable challenges to live in a reasonable proximity to the only state-supported university in Nashville, Tennessee. To accommodate the various goals as set forth by the state of Tennessee to educate a desired percentage of citizens by a designated date, a transformation of the campus housing at Tennessee State University is required.

Secondly, the current conditions of some of the existing resident halls are obsolete and substandard to students entering colleges today. TSU still has four (4) of the seven (7) residence halls that still have community showers (not including the apartments). This is unacceptable to today’s student and severely hurts our recruitment efforts.

Nashville, as the Capitol of the State of Tennessee, has resources available to various citizens not found in other parts of the state. To be positioned by the university to educate these various categories of individuals, individuals must be able to afford to live and study in reasonable proximity of the services/training available.

As stated in the Master Plan, constructing new apartment style housing facilities within the current apartment complex across Ed Temple Boulevard will further strengthen the existing housing precinct. These housing projects would likely serve upper division students seeking a less traditional “residence hall” experience. While there has been concerns expressed with the possible over construction of residential facilities; that is unlikely due to the need to eliminate most of the existing residential facilities due to age, maintenance upkeep cost, safety, and outdated facilities.



Assessment of the older facilities has been completed and it has been determined the replacement cost is more advantageous than attempting to do major renovations.

The university has engaged with different agencies completing various studies to validate the Nashville housing market will not reach a decline anytime in the immediate future. With the data provided by the Housing Master Plan Team, the data support the need for additional housing and housing facilities that meet the current housing needs of students of various types (i.e. veterans, graduate students, married students). This effort has been documented in the 2016 Master Plan and we anticipate the supporting data will be repeated in the Housing Master Plan required by Tennessee Board of Regents which is currently in progress.

It is the desire of TSU that the State Building Commission will approve the construction of two new residence halls with a total capacity of 1,000 beds.

**Tennessee State University  
Board of Trustees**



**Student Affairs  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023

ITEM: Student Affairs Report

RECOMMENDED ACTION: None

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

The President and/or her designee will provide a report on Student Affairs.

See attachment.

# **Student Affairs Board Report**

**June 2023**

## **TSU Health and Wellness**

The division of student affairs has made a request in the upcoming budget to increase the student health service fees to better accommodate the health and wellness of our student population.

These additional dollars will allow us to expand dental services, counseling services and health services. This will allow us to increase student access to Dental Hygiene (DHYG) services as part of the larger scope of total body health, meet the dental health needs of students and the surrounding community, and explore the possibility of a partnership that incorporates the Dental Hygiene Clinic and the Dental Health services into the larger framework of the Student Services and the Health Service Center. We will increase our counseling center staff by 35% to meet the growing needs of our students' emotional well-being. This additional staff will include a Licensed/Credentialed University Counseling Center Assistant Director, a permanent part-time Psychiatrist on staff to meet the psychiatric and medication needs of the TSU Student Population as well as adding an additional therapist. Finally, we will be able to add a nurse practitioner to the health center staff.

## **The Status of TSU'S Housing**

The status of TSU's housing environment is based on three key factors: 1) the current availability of housing on campus; 2) enrollment trend and projections; and 3) the Nashville area housing market. The fall housing expectations has been coordinated with Enrollment Management to better anticipate first time freshman projections based on enrollment growth.

<b>Current Housing Availability at TSU</b>		
<b><u>Residence Hall</u></b>	<b><u># of Beds</u></b>	<b><u>Yr Opened</u></b>
Boyd	364	1951
Wilson	550	1964
Watson	318	1966
Hale	320	1967
Eppse	274	1968
Rudolph	420	1995
Ford Residence Center	450	1998
New Residence Center	284	2002
New Residence Hall	700	2022
<u>Other Beds</u>	<u>681</u>	
Total	4361	

### **Housing for Fall 2023**

We have 4361 available beds on and off campus for the fall semester. Currently 4081 students have applied for housing, and this number represents both returning and first-time freshmen students. This same time last year over 5100 students had applied for housing. Fall housing assignments have started and will continue throughout the summer.

### **Career Development Center**

The Spring 2023 Career Fair was held on Friday, March 24, 2023 in the Gentry Center Complex from 1pm – 4pm. There were 183 employers compared to 142 employers during Spring 2022. There were approximately 750 students in attendance representing all majors and classifications.

Employers were categorized by fields of study such as Graduate Schools, Health Sciences, Criminal Justice/Law Enforcement, Education, and All Majors. University and CDC Sponsors were highlighted in the Career Fair booklet and the company names were running on the Jumbotron during the entire event. Sponsors also received a full-page ad in the booklet. There were approximately 750 students in attendance representing all majors and classifications.

**Tennessee State University  
Board of Trustees**



**Executive Committee  
Report**

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

9:30 a.m. CST  
Thursday, June 15, 2023

Board Committee Meetings: Via Zoom link:  
Via Zoom link: Meeting ID: 944 7006 3664  
Passcode: 578001

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the March 16, 2023, Executive Committee Meeting Minutes
- IV. Report on Board Committee Assignments
- V. Report on Board Resolution Items
- VI. Personnel Update
- VII. Secretary's Report
- VIII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
March 16, 2023,  
Executive Committee  
Meeting Minutes**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 15, 2023

ITEM: Approval of the March 16, 2023, Executive Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Executive Committee,  
Board Chair Deborah Cole

The document reflecting the minutes from the March 16, 2023, Executive Committee meeting is included in the June 15, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' March 16, 2023, Executive Committee meeting, as contained in the Board materials for the Board's June 15, 2023, meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting – March 16, 2023, Hankal Hall, TSU Campus**

**MINUTES**

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

**Other Board Members Present:** Trustees William Johnson, Andre Johnson, Pinnock, and Wimberly.

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

**I. CALL TO ORDER**

Chair Cole called the Executive Committee meeting to order at 8:30 a.m. CDT on March 16, 2023.

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

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

Secretary Pendleton announced the presence of a quorum.

**III. APPROVAL OF THE NOVEMBER 17, 2022, EXECUTIVE COMMITTEE MEETING MINUTES**

Chair Cole introduced the first order of business — the approval of the November 17, 2022, Executive Committee meeting minutes. Chair Cole informed the Committee that the minutes for the Executive Committee’s November 17, 2022, meeting are included in the Board materials for the March 16, 2023, Board meeting.

Chair Cole moved to recommend to the full Board the approval of the November 17, 2022, Executive Committee meeting minutes, as contained in the Board materials for the March 16, 2023, Board meeting. Trustee Martin seconded the motion. With there being no discussion, Chair Cole called for a roll call vote. Secretary Pendleton called the roll and the motion carried unanimously.

**IV. REPORT ON PRESIDENT’S ANNUAL PERFORMANCE REVIEW PROCESS**

Chair Cole provided a report on the President’s Annual Performance Review Process. Chair Cole noted that President Glover prepared her confidential written self-assessment, and Board members provided comments and feedback to the self-assessment. She indicated that she would keep the Board updated on the progress of the evaluation process.

## **V. DISCUSSION OF ASSOCIATION OF GOVERNING BOARDS OF UNIVERSITIES AND COLLEGES GOVERNANCE REVIEW REPORT.**

Chair Cole and Secretary Pendleton discussed the process by which the AGB report was created, the Board's participation in the report, the findings associated with the report, and how the report will be utilized moving forward to assist the Board in its ongoing self-assessment process.

## **VI. DISCUSSION OF BOARD'S SELF-ASSESSMENT PROCESS AND BOARD RETREAT**

Chair Cole noted again that the AGB consultant, Ms. Cartwright, interviewed each board member and solicited their feedback on the board and its role and operational effectiveness. She also noted that Ms. Cartwright's review and subsequent report operated as a self-assessment exercise for the Board. Chair Cole indicated that she would like to invite Ms. Cartwright to visit with the Board at its June 2023 Board meeting/retreat to follow up on the report and complete the Board's self-assessment process, including discussion and consideration of some of the recommendations contained in her report.

## **VII. SECRETARY'S REPORT**

Chair Cole asked Secretary Pendleton to provide a report to the Board.

Secretary Pendleton shared that the Faculty Senate has commenced the process for its selection of the Faculty Trustee (FOCUS Act requirement). The faculty trustee serves a two-year term and Trustee Johnson's term ends on June 30, 2023. Secretary Pendleton note, however, that Trustee Johnson is eligible to serve another two-year term.

Secretary Pendleton also indicated that the process is underway for the Board's selection of the Student Trustee. Secretary Pendleton reminded the Board that it selects the Student Trustee, who serves a one-term, but is also eligible to serve more than one term. Per our established practice, the SGA will solicit applications and submit a list of recommended candidates for ultimate consideration by President Glover. President Glover then presents a recommended candidate for the Board's consideration and approval at the June board meeting.

Secretary Pendleton also informed the Board that conflict of interest forms must be submitted by the June Board meeting, and the Board will receive the forms soon for execution.

Secretary Pendleton also shared TSU and Board participation in the sunset review process, including the General Assembly's Education, Health and General Welfare Joint Evaluation Committee of the Government Operations Committee vote on February 27, 2023, to extend the Board of Trustees for one year. Secretary Pendleton indicated that the review process will continue through the legislative session.

Chair Cole thanked Secretary Pendleton for his report.

## **VIII. ADJOURNMENT**

Chair Cole opened the floor for any additional business. With no further business, Chair Cole moved for adjournment. Trustee Lewis seconded the motion. With there being no discussion, Chair Cole called for a roll call vote. Secretary Pendleton called the roll and the motion carried unanimously. Chair Cole adjourned the meeting at 9:03 a.m. CDT.

**Tennessee State University  
Board of Trustees**



**Report on  
Board Committee  
Assignments**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Report on Board Committee Assignments  
RECOMMENDED ACTION: None  
PRESENTED BY: Board Chair, Deborah Cole

Chair Cole will provide a report on Board Committee assignments.

**Tennessee State University  
Board of Trustees**



**Report on Board  
Resolution Items**

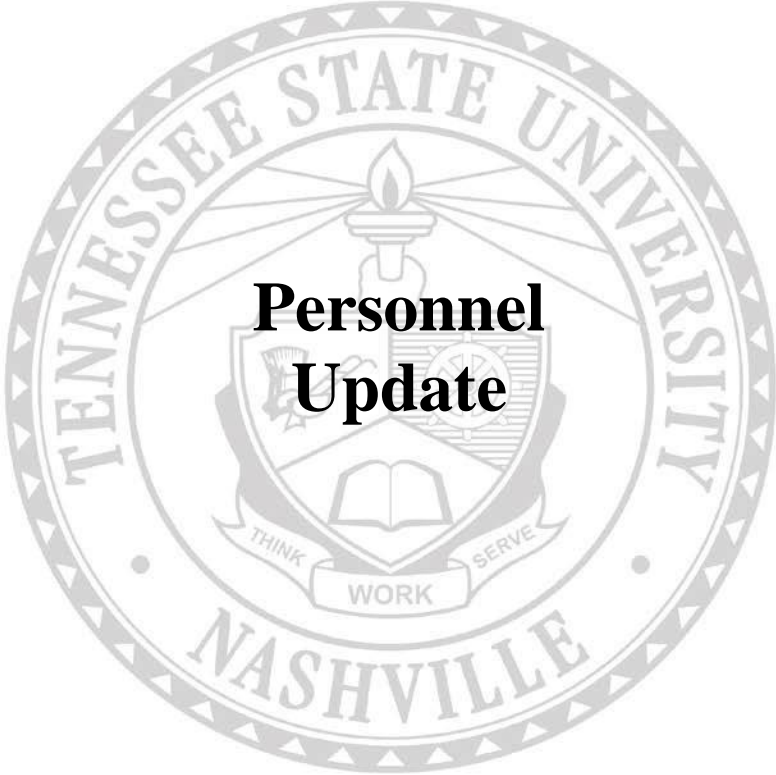
TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Report on Board Resolution Items  
RECOMMENDED ACTION: None  
PRESENTED BY: Board Chair, Deborah Cole

Chair Cole and President Glover will provide a report on Board Resolution Items.



**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Personnel Updates  
RECOMMENDED ACTION: None  
PRESENTED BY: Board Chair, Deborah Cole

President Glover or her designee will provide personnel updates to the Board.

**Tennessee State University  
Board of Trustees**



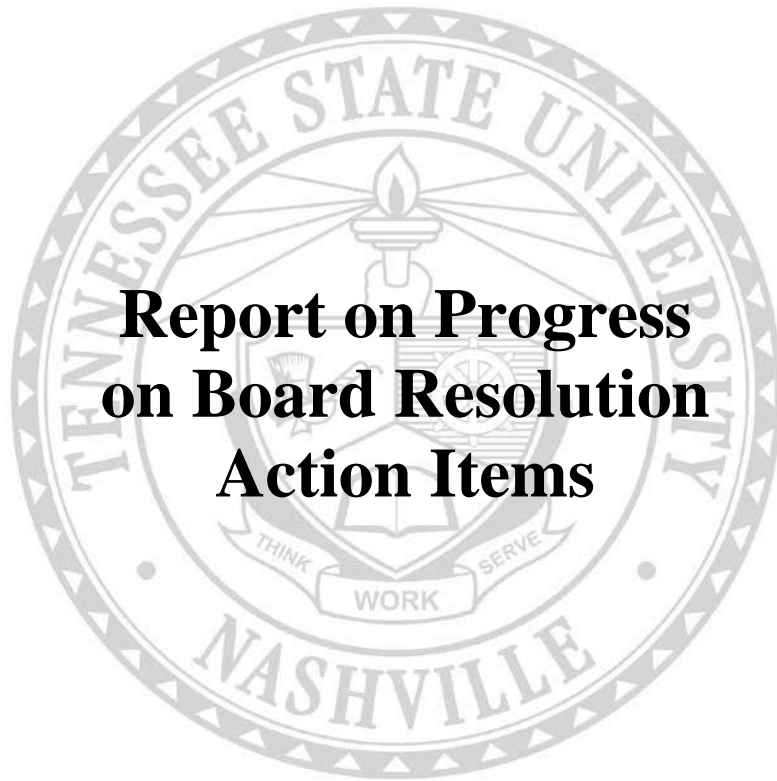
**Secretary's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: June 15, 2023  
ITEM: Secretary's Report  
RECOMMENDED ACTION: None  
PRESENTED BY: Board Secretary, Laurence Pendleton

Secretary Pendleton will provide a report.

**Tennessee State University  
Board of Trustees**



**Report on Progress  
on Board Resolution  
Action Items**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Report on Progress on Board Resolution Action Items  
RECOMMENDED ACTION: None  
PRESENTED BY: Board Chair, Deborah Cole

Chair Cole and President Glover will provide a progress report on Board resolution action items.

**Tennessee State University  
Board of Trustees**



**Report on TSU  
Communications Plan**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Report on TSU Communications Plan  
RECOMMENDED ACTION: None  
PRESENTED BY: Board Chair, Deborah Cole

President Glover or her designee will provide a report on TSU's communications plan and branding.



# DRAFT

## STUDENT COMMUNICATION POLICY

This policy outlines the principles and practices for reliable, timely, effective, and efficient communication between Tennessee State University and students, inclusive of current and future ones. The guiding principles for this communication strategy relies on collaboration and forward planning across all areas of the University to ensure:

- clear, engaging, accurate and effective content, through appropriate application of the TSU Branding Guide for brand consistency (i.e., language, tone, look and feel) while taking appropriate account of the various student audiences
- efficient and timely distribution of communication to students, with consistent, clear, and equitable access using primary channels (eLearn, Mytsu, University Communications), and supplemented where appropriate by secondary channels suitable for message type, collaboration level and urgency
- targeted, student-centered communication is also achieved through audience segmentation when needed
  - provision of self-identified interest mechanisms, academic colleges and units, student organizations, etc.
  - recognition of the stages of the student lifecycle, and that student engagement and identity is primarily centered around program or discipline
  - continued improvement through measurement and review
  - Enhanced customer service by responding to student inquires and questions in 24-48 hours following communications from the university.

Communications may be oral or written and utilize telephone, digital and hardcopy channels or be face to-face depending on the nature, timeliness, location, speed of delivery and audience for the communication.

.....

## PURPOSE

1. To provide a communication framework that enables the University to effectively communicate essential and useful information to its students, including defining appropriate communication channels and describing the types of communication each of the channels can be used for.
2. To define the responsibilities and authorities for the sending of communications to students.
3. To define the responsibilities of students in respect to formal communications from the University.
4. To describe best practice in the drafting and retention of communications to students.

## Section I. Components of Communications

### Article VIII. Simplicity

Simplicity in written communications signifies the state of being uncomplicated or lack of candor of expression; it is the quality of employing simple writing aspects to avoid complexity, intricacy, or unnecessary division in the parts of writing. The quality of the written communications will increase by the value of clarity that must be manifested in the writing style; it should be in plain language so the communicatee can comprehend the content with no difficulties.

## **Article IX. Unity**

Unity in writing starts with the first sentence that sets the tone for the entire paragraph; thus, unity in written communication is the awareness that all parts of the writing must be aligned together to convey the same coherent message. Hence, it is crucial that the content of a paragraph focuses on the topic and narrative. Therefore, the best method to reveal the significance of unity is to prevent the imposition of irrelevant information that would create ambiguity in the content. It is continuity without deviation in purpose that should result in consistency of style and substance of the message.

## **Section II. Guidelines**

Whether the communication is oral or written and utilizes telephone, digital, and hardcopy channels or face-to-face, depending on the nature, timeliness, location, speed of delivery, and audience for the communication, it must follow the guidelines below:

- Authenticity and accuracy of communication, through continued curation and clear lines of responsibility for the content
- Clear, engaging, accurate, and effective content, through appropriate application of the TSU Branding Guide ensure brand consistency (i.e., language, tone, look and feel) while taking appropriate account of the various student audiences
- Efficient and timely distribution with consistent, clear, and equitable access using primary channels (eLearn, Mytsu, University Communications), supplemented where appropriate by secondary channels suitable for message type, collaboration level, and urgency
- Targeted, student-centered communication achieved through audience segmentation
- Provision of self-identified interest mechanisms, academic colleges, and units, student organizations, etc.
- Recognition of the stages of the student lifecycle, and that student engagement and identity are primarily centered around program or discipline.
- Continued improvement through measurement and review
- Enhanced customer service by responding to student inquiries and questions in 24-48 hours following communications from the university.
- Any specific communication should be made through an appropriate channel or channels but need not necessarily be made through all appropriate channels as shown in 2(a) above.
- In choosing appropriate communication channels, primary channels (bolded in the table above), which students are expected to monitor regularly, should be used for essential communications, and should normally be considered first for other communications.
- Very significant communications may be made via a printed letter to a student's provided physical address. This may also be supported by emailing a scanned copy of the letter to the student's University-provided email address.
- Consideration should be given to the fact that some communications will be classified as records and will need to be retained under record-keeping requirements, as per the University's Records Management Policy.
- Email communications should be directed to university-provided student email addresses. However, where, as regards a certain matter, a student has:
  - initiated an email exchange from a non-student email address; or
  - provided a non-student email address for a specific purpose (i.e., a scholarship application); or
  - replied to a university email from a non-student email address,

- it is acceptable to use that email address in relation to that matter. Personal and academic information relating to a student being liaised with should never be provided to a non-student email address unless the student in question has otherwise verified their identity.
- Mytsu-based communications that are not ‘time-critical’/urgent will not necessarily be communicated immediately and may be conveyed through appropriate Mytsu reminder messages.
- Social media should be used sparingly for communications relating to a student’s academic experience, considering students’ use of that media in the personal and social side of their lives, and the University’s legislative responsibilities for record keeping (there is the difficulty associated with retaining information in that format for any length of time).
- 

### **Section III. Purpose of the guidelines**

- To provide a communication framework that enables the University to effectively communicate essential and useful information to its students, including defining appropriate communication channels and describing the types of communication for each of the channels for which they can be used.
- To define the responsibilities ~~and authorities~~ for the sending of communications to students.
- To define the responsibilities of students with respect to formal communications from the University.
- To describe best practices in the drafting and retention of communications to students.

### **Section IV. Communication categories**

- Learning and teaching communications (mainly from academic units).
- Communications relating to administrative processes and support services, e.g., enrolment, registration, health and disability support information, and food services (mainly from Student Affairs, Enrollment Management, Bursar’s Office, Auxiliary and Academic Services, i.e. Student Success and Advising).
- Serious incident communications; e.g. relating to a natural disaster or to a critical incident involving an individual student or students.
- Service communications to individuals, i.e., where a support service needs to contact an individual student.
- General communications on matters of interest to the student body, not related to their academic study and possibly with a social element.

### **Section V. Channels (Means) of Communications**

- a. Primary communication channels are usually the most appropriate and reliable means for contacting students:
  - Email (including Mytsu -generated emails)
  - Mytsu communications (portal tasks, messages, and Mytsu -generated emails)
  - eLearn and other approved learning management systems
  - The Tennessee State University website
- b. Secondary communication channels may be appropriate for ~~some~~ informal communications
  - Telephone

- Text (mobile phone short message service, Group Chat)
- Social media (official University and Department Facebook pages, Twitter accounts, etc.)
- Printed material
- Noticeboards (Campus Center, Academic Areas)
- Digital signage (Marquees)
- Student app (Pending)
- Emergency Broadcast System (Tiger Alert, Campus Alert)

## **Section VI. Drafting and Retention of Communications to Students**

- Subject to the constraints of the communication channel used, all University communications to students should:
  - Be clear, courteous, accurate, appropriate, timely and jargon-free
  - Contain the date
  - Contain the author's name and position title and/or the details of the responsible department
  - Contain the contact details of the person to whom inquiries about the communication should be directed if it is not the author.
  - Be consistent with university policies and procedures.
  - Be appropriately kept in accordance with the University's Information and Records Management Policy

## **Section VII. Student Responsibilities**

- Students are required to check primary channels of communication regularly (at least weekly and preferably on each weekday during teaching and examination periods) and to respond in a timely manner where necessary.
- Students should ensure they forward their student email to their personal email if that is their preference.
- Students are responsible for ensuring that only they have access to secure communication accounts associated with them and provided by the University; this includes their student email, student portal and eLearn accounts.
- Students requesting personal or academic information by email should preferably do so via their student email address, as this shall be deemed to verify their identity.
- If a student responds to a staff email from an email address other than a university-assigned address or provides an alternative email address for a specific purpose, they are required to reasonably monitor that email address for related University communications in addition to monitoring their student email address as per clause 5(a) above.
- The University does not accept responsibility for communications not being received by students where such communications are sent:
  - a. via primary channels of communication
  - b. to a student-provided alternative email address
  - c. as a physical letter to a student's stated current address
- Students are required to maintain accurate and up-to-date contact details in Mytsu/Banner, including their current physical address and next of kin/emergency contact details.

## **Section VIII. Departmental Responsibilities**

- Academic departments are responsible for:
  - a. learning and teaching communications with their students

- b. operational communications related to their students' working environment and the departmental administration of their courses, including communication of arrangements on days affected by adverse weather conditions (e.g., snow)
- Shared responsibilities for:
  - a. communicating with students, individually and in groups, on processes and information relating to the centralized academic administration of the student experience (enrolment)
  - b. the provision of approval for the sending of eLearn-generated communications
  - c. the provision of approval for the sending of communications via eLearn
- TSUPD Emergency Management units are responsible for:
  - a. authorizing general information communications to be conveyed to students through the student app or other email communication
  - b. serious incident communications involving individual students
- Communications staff, acting as the Emergency Communications and Management Team, are responsible for communications during a State of Campus Emergency, except for announcements from the provost or delegate, as per the TSU Emergency Communications Plan.
- Staff members and units delivering specific services are responsible for:
  - a. communicating with students, individually and in groups, on processes and information relating to their specific service
  - b. communicating on an individual basis with students who are engaged with their service

[CONTINUED BELOW]

## Section IX. Student Communication Framework

- The table below is intended to assist staff through indicating appropriate communication channels for each communication category.

	<b>(i) Learning &amp; Teaching</b>	<b>(ii) Administration &amp; Support</b>	<b>(iii) Serious Incident</b>	<b>(iv) Service Communications to Individuals</b>	<b>(v) General Interest</b>
Email	X	X	X	X	
Mytsu Board		X			
eLearn etc.	X			X	
TSU Website		X	X		X
Telephone		X	X	X	
Text	X	X	X	X	
TSU Social Media		X	X		X
Department Social Media	X				X
Printed Material	X	X			X
Noticeboards	X				X
TSU App			X		
Emergency Broadcast System			X		

**Tennessee State University  
Board of Trustees**



**Report on  
Research and  
Sponsored  
Programs**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: Report on Research and Sponsored Programs  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

President Glover or her designee will present a report on research and sponsored programs.



## Division of Research and Sponsored Programs (2022-23) Accomplishments and Achievements

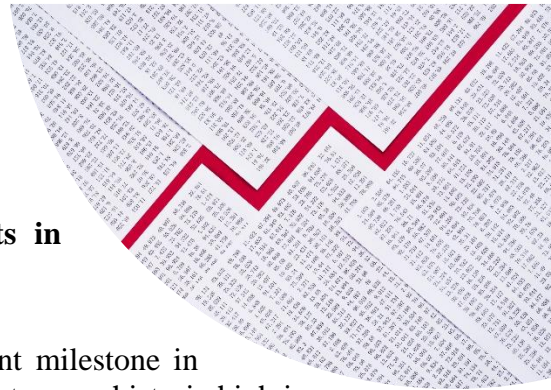
Total amount of grants funded: \*\$75,038,815

Number of grants submitted: 194

Total amount requested: \$205,849,104

Number of grants awarded: 162

**\* highest total in awarded grants and contracts in Tennessee State University history**



Tennessee State University has achieved a significant milestone in research funding. In the current fiscal year, we have set a new historic high in the total amount of grant awards received, surpassing all previous records in our history. This remarkable achievement is a testament to the dedication and hard work of our faculty and researchers, who have been instrumental in securing these grants. With this new level of support, we are poised to continue to advance groundbreaking research and contribute to solving some of the most pressing challenges facing society today. We look forward to building on this success and expanding our impact in the future.

As part of this continued momentum, the Center of Excellence in Learning Sciences, in the Division of Research and Sponsored Programs was awarded a total of \$19,449,512 from the Tennessee Department of Human Services and Office of Head Start.

The College of Agriculture has received significant recognition and financial support, including the Tennessee Legislature's approval of \$32 million to construct The Center for Food and Animal Sciences. This milestone achievement includes 3 core facilities and 14 Food and Animal Science research laboratories encompassing roughly 60,000 sq. ft. The newly developed pilot facility, the incubation center, and the sensory lab will be available to industry for product development support, benefiting food companies and creating opportunities for our students. In addition, the College has received the prestigious NEXTGEN award of \$16,110,000 from NIFA, providing essential resources to support students and putting Tennessee at the forefront of agricultural innovation.

### Partnerships

Tennessee State University served as lead co-host with University Industry Partnerships, an international organization whose members include top-tier innovation companies and world-class research universities like Tennessee State University for the HBCU Engage forum. Held at Music City Center, 430 participants from academic, corporate, government, and nonprofit sectors convened to share practical ways to enhance research engagement with one another. The event consisted of workshops on practical topics such as contract negotiation, effective corporate relations programs, creating a culture to enable innovation and entrepreneurship, writing federal grants, and partnering with national labs.

The Small Business Development Center (SBDC) partnered with a diversity enterprise to assist Metro Nashville Public Schools and Metro Development and Housing Agency to identify Minority owned businesses who have performance capabilities and have them bid on work or connect with Prime Contractors who have sub-contract opportunities. Additionally, the SBDC partnered with the U.S Army Corps of Engineers and the Society of Military Engineers, which provides an opportunity for government agencies to present contract forecast and opportunities for businesses both large and small. This partnership also provides an opportunity to match small minority firms with larger prime contractors for mentoring as well as sub-contracting opportunities.

### Economic Impact

The SBDC:

- assisted clients that had sales growth of \$36.88M and that reported \$10.24M in capital formation
- help start (8) businesses
- assisted clients the created (82) jobs

The Center of Excellence for Learning Sciences:

- employed 115 people
- generated \$95,840 in revenue via its social services competency based training program

### **Faculty-Staff Professional Development and Support**

RSP hosted the T.I.G.E.R (Transformative, Innovative & Impactful, Game-changing, Exemplary, Revolutionary) Research Awards Luncheon to honor faculty and staff who received funded grants for their research. Awards were given out to those who had demonstrated exceptional work in their respective fields and had secured funding for their projects. During the luncheon, acknowledgments were given to those who had been awarded the largest grant amount, the department with the highest amount of funding, and the researcher with the largest number of proposal submissions. It was a great opportunity for attendees to learn about the cutting-edge research being conducted by their colleagues and to celebrate their successes. The event was attended by a diverse group of faculty and staff members, all of whom shared a passion for advancing knowledge through research. It was clear from the atmosphere that everyone present was proud of the work that had been accomplished and excited about the possibilities for future projects.



T.I.G.E.R. (Transformative, Innovative & Impactful, Game-changing, Exemplary, Revolutionary) Research Awards Luncheon

The Division of Research and Sponsored Programs developed the newly established Biomedical Sciences Core Facility for faculty and post-doc fellows. The purpose of this facility is to expand the university's biomedical sciences research capacity and capabilities. This was accomplished by purchasing new innovative equipment to complement existing research tools. Next steps include the hiring of research personnel to support investigators working on projects for research grants and publications.

Awarded (23) mini-seed grant awards totaling \$100,000 to faculty and staff

### **Congressional earmarks**

We are committed to providing the best possible resources and opportunities for research and discovery. This includes pursuing all available avenues for funding, including congressional earmarks. We are excited to announce that we recently received \$3.5 million in congressional funding, of which \$3 million will be used for the renovation of Harned Hall. This building is home to approximately 13 research laboratories and a small animal facility in the Department of Biology. The renovation will significantly enhance our ability to conduct cutting-edge research and be more competitive for biomedical science research grants.

**Tennessee State University  
Board of Trustees**



**The President's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 15, 2023  
ITEM: President's Report  
RECOMMENDED ACTION: None  
PRESENTED BY: Glenda Glover, President

The President shall provide a report at the June 15, 2023, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Board Chair's  
Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 15, 2023

ITEM: Board Chair's Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair Deborah Cole

Board Chair Deborah Cole will provide a report at the June 15, 2023, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Adjournment**