



Board of Trustees Materials September 14, 2023, Meeting

Table of Contents

Call to Order	3
Welcome and Introductions	4
Roll Call and Declaration of a Quorum	5
Board Meeting Agenda	6
Approval of September 14, 2023, Meeting Consent Agenda	9
Approval of Minutes from June 15, 2023, Board Meeting	11
Approval of Minutes from May 9, 2023, Special Housing Committee Meeting	23
Approval of TSU Board of Trustees 2024 Calendar Year Meeting Schedule	31
Approval of an Amendment to the Board’s Bylaws	33
Audit Committee Report	39
Approval of June 15, 2023, Audit Committee Meeting Minutes	41
Review of the Completed Internal and External Audits	48
Review of Outstanding Audit Issues	61
Approval of the Modified Annual Audit Plan	65
Audit Committee Executive Session	68
Finance and Budget Committee Report	70
Approval of June 15, 2023, Finance and Budget Committee Meeting Minutes	72
University Budget Update	78
Construction and Facilities Update	83
Master Plan Update	87
Finance and Budget Report	89
Update on Enrollment and Scholarships	91
Personnel Update	99
Customer Service Report	102
Board Housing Committee Report	107
Academic Affairs and Student Affairs Committee Report	109
Approval of June 15, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes	111
Report on SACSCOC and Other Accreditation Matters	117
Academic Affairs Report	119

Report on Research and Sponsored Programs	126
Student Affairs-Housing Report	129
Academic Program Modifications – College of Agriculture	133
Executive Committee Report	137
Approval of June 15, 2023, Executive Committee Meeting Minutes.....	139
Report on Board Resolution Items.....	144
Approval of Modification to President’s Annual Performance Review Process.....	146
Report on Board Educational Session with AGB.....	148
Approval of Delegation Authority to the Board Chair to Execute Presidential Transition Agreement.....	150
Approval of the Presidential Search Process	152
Secretary’s Report.....	155
Report on TSU and UT Land Grant Agricultural and Research Collaborations	157
Report on TSU’s Communications Plan.....	159
Report on TSU Athletics	165
President’s Report	167
Board Chair’s Report.....	169
Adjournment	171

**Tennessee State University
Board of Trustees**



**Tennessee State University
Board of Trustees**



**Welcome and
Introductions**

**Tennessee State University
Board of Trustees**

**Roll Call and Declaration
of a Quorum**



**Tennessee State University
Board of Trustees**



Board Meeting Agenda

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

2:00 p.m. CDT
Thursday, September 14, 2023

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. June 15, 2023, Board Meeting Minutes
 - ii. June 15, 2023, Audit Committee Meeting Minutes
 - iii. June 15, 2023, Finance and Budget Committee Meeting Minutes
 - iv. June 15, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
 - v. June 15, 2023, Executive Committee Meeting Minutes
 - vi. May 9, 2023, Housing Committee Meeting Minutes
 - B. Approval of TSU Board of Trustees 2024 Calendar Year Meeting Schedule
 - C. Approval of Revision to Board Bylaws
 - D. Audit Committee Report
 - i. Approval of the June 15, 2023, Audit Committee Meeting Minutes
 - ii. Review of Completed Internal and External Audits
 - iii. Review of Outstanding Audit Issues
 - iv. Approval of Modified Fiscal Year 2023-2024 Audit Plan
 - v. Executive Session – Discussion of Items Deemed Confidential under State Law
 - E. Finance and Budget Committee Report
 - i. Approval of the June 15, 2023, Finance and Budget Committee Meeting Minutes
 - ii. University Budget Update
 - iii. Construction and Facilities Update

- iv. Master Plan Update
 - v. Finance and Budget Report
 - vi. Update on Enrollment and Scholarships
 - vii. Personnel Update
 - viii. Customer Service Report
 - ix. Board Housing Committee Report
- F. Academic Affairs and Student Affairs Committee Report
- i. Approval of the June 15, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
 - ii. Report on SACSCOC and Other Accreditation Matters
 - iii. Academic Affairs Report
 - iv. Report on Research and Sponsored Programs
 - v. Student Affairs-Housing Report
 - vi. Academic Program Modification – College of Agriculture
- G. Executive Committee Report
- i. Approval of the June 15, 2023, Executive Committee Meeting Minutes
 - ii. Report on Board Resolution Items
 - iii. Approval of Modification to President’s Annual Performance Review Process
 - iv. Report on Board Educational Session with AGB
 - v. Approval of Delegation Authority to the Board Chair to Execute Presidential Transition Agreement
 - vi. Approval of Granting Authority Related to Presidential Search Process
 - vii. Secretary’s Report
- V. Report on TSU and UT Land Grant Agricultural and Research Collaborations
- VI. Report on TSU’s Communications Plan
- VII. Report on TSU Athletics
- VIII. President’s Report
- IX. Board Chair’s Report
- X. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of September
14, 2023, Meeting
Consent Agenda**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of the September 14, 2023, Meeting Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the September 14, 2023, Meeting Consent Agenda is included in the September 14, 2023, Board materials.

The consent agenda items are as follows:

June 15, 2023, Board Meeting Minutes
June 15, 2023, Audit Committee Meeting Minutes
June 15, 2023, Finance and Budget Committee Meeting Minutes
June 15, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
June 15, 2023, Executive Committee Meeting Minutes
May 9, 2023, Board Housing Committee Meeting Minutes

MOTION: To approve the September 14, 2023, Meeting Consent Agenda, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University
Board of Trustees**



**Approval of Minutes
from June 15, 2023,
Board Meeting**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of the June 15, 2023, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the June 15, 2023, Board meeting is included in the September 14, 2023, Board materials.

MOTION: To approve the minutes from the Board of Trustees' June 15, 2023, meeting as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University Board of Trustees
Regular Meeting – June 15, 2023
Tennessee State University – Hankal Hall**

MINUTES

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

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Doug Allen, Vice President of Finance and Budget; Curtis Johnson, Vice President for Administration; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Robbie Melton, Graduate School Dean; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renee Forbés-Williams; Chief Operating Officer, Jason Evans; and Assistant Vice President of Customer Relations, Jessica Powell

I. CALL TO ORDER

Chair Cole called the Board of Trustees meeting to order at 2:10 p.m. on June 15, 2023.

II. WELCOME AND INTRODUCTIONS

The Board Chair welcomed the attendees, and Dean Frank Stevenson gave the invocation. Chair Cole recognized Cabinet members and deans in attendance. Chair Cole recognized the several new employees who were present, including new Chief Operating Officer, Jason Evans; Assistant Vice President of Customer Relations, Jessica Powell; and Director of Internal Audits, Renee Forbes-Williams; William Radford, Assistant Vice President for Design and Construction.

Dr. Reginald McDonald was recognized for the TSU Aristocrat of Bands' extraordinary efforts and accomplishments, including winning a Grammy award and recently performing at the White House. Dr. McDonald thanked the University, and Dr. Glover in particular, for the constant support of the band.

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: Trustee Deborah Cole, Andre Johnson, Bill Johnson, Richard Lewis, Joseph Walker, Steve Corbeil, Obie McKenzie, Pam Martin, and Shaun Wimberly. Board Secretary Pendleton announced the presence of a quorum.

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

IV. ACTION ITEMS

A. APPROVAL OF THE CONSENT AGENDA ITEMS

Chair Cole introduced the first agenda item, which was the approval of the Consent Agenda items, which included the March 16, 2023, Board meeting minutes; March 16, 2023, Audit Committee meeting minutes; March 16, 2023, Finance and Budget Committee meeting minutes; March 16, 2023, Academic Affairs and Student Affairs Committee meeting minutes; March 16, 2023, Executive Committee meeting minutes; November 7, 2022, Housing Committee meeting minutes; and January 10, 2023, Housing Committee meeting minutes, as contained in the Board materials for the June 15, 2023, Board meeting. Trustee B. Johnson moved to recommend to the full Board approval of the Consent Agenda item. Trustee Martin seconded the motion, which carried by roll call vote.

B. APPROVAL AND ELECTION OF BOARD OF TRUSTEES CHAIR

Chair Cole opened the floor for nominations for Board Chair. Trustee Martin nominated Trustee Cole to serve as Chair for another two-year term. There were no further nominations. Trustee A. Johnson seconded the nomination. The motion carried unanimously by roll call vote.

Chair Cole thanked everyone on the Board for their confidence and accepted the appointment.

C. APPROVAL AND ELECTION OF BOARD OF TRUSTEES VICE CHAIR

Chair Cole opened the floor for nominations for Board Vice Chair. Chair Cole nominated Trustee Martin to serve as Vice Chair for another two-year term. There were no further nominations. Trustee B. Johnson seconded the nomination. The motion carried unanimously by roll call vote.

Chair Cole thanked everyone on the Board for their confidence and accepted the appointment.

D. APPOINTMENT OF AT-LARGE EXECUTIVE COMMITTEE MEMBERS

Chair Cole introduced the next item on the agenda, the appointment of At-Large Executive Committee members. Chair Cole reminded the Board that 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. Currently, Trustees Lewis and Walker serve as at-large members of the Executive Committee by Trustee Lewis' service as a Committee Chair and Trustee Walker's service as the most recent former Board Chair. Chair Cole moved to re-appoint Trustees Lewis and Waker to serve another two-year term each on the Executive Committee. Trustee Martin seconded the motion, which carried by roll call vote.

E. APPROVAL OF REAPPOINTMENT OF THE AUDIT COMMITTEE MEMBERS

Chair Cole reminded the Board that pursuant to the Audit Committee Charter, Board policy, and state law, the Board had established an Audit Committee where the members serve a two-

year term. To ensure compliance with state law and the Board Audit Committee Charter, she recommended the reappointment of the current Audit Committee members, Trustees Cole, McKenzie, and Pinnock, to serve another two-year term each.

Chair Cole moved to re-appoint Trustees Cole, McKenzie, and Pinnock to serve as members of the Audit Committee for another two-year term. Trustee Lewis seconded, and the motion carried unanimously by roll call vote.

F. APPROVAL OF REAPPOINTMENT OF AUDIT COMMITTEE CHAIR

Vice Chair Pamela Martin reminded the Board that pursuant to the Audit Committee Charter, Board policy, and state law, the Audit Committee Chair serves a one-year term. To ensure compliance with state law and the Board Audit Committee Charter, she recommended the reappointment of Trustee Cole to serve another one-year term as Chair of the Audit Committee. She stated that Trustee Cole had been a committed and effective chair of the Audit Committee.

On behalf of the Board of Trustees, Vice Chair Martin moved to appoint Trustee Cole to serve as Chair of the Audit Committee for another one-year term. Trustee Lewis seconded, and the motion carried unanimously by roll call vote.

G. APPOINTMENT OF THE STUDENT TRUSTEE

Chair Cole addressed the next item on the agenda, the appointment of the student trustee. She reminded everyone that pursuant to the FOCUS Act, 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.

In preparing for the Board's appointment of the Student Trustee for the 2023-2024 fiscal year, and 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 and forwarded three candidates for further consideration. The Board Secretary and Associate Vice President for Student Affairs then met with the finalist candidates and made a recommendation to the President for interviews. She added that President Glover conducted interviews of the recommended candidates. At the conclusion of the recommendation process, President Glover decided to recommend the re-appointment of Mr. Shaun Wimberly to serve as the Student Trustee.

Chair Cole added that Mr. Wimberly will be a senior in the fall 2023 semester. He is pursuing a Bachelor of Agricultural Science degree in Agribusiness. He brings a key perspective to the Board.

Chair Cole made a motion to appoint Mr. Shaun Wimberly to serve a one-year term as Student Trustee on the TSU Board of Trustees. Trustee B. Johnson seconded, and the motion carried unanimously by roll call vote.

Chair Cole thanked Mr. Wimberly for his service. Mr. Wimberly accepted the appointment as Student Trustee and thanked the Board.

H. AUDIT COMMITTEE REPORT

As Audit Committee Chair, Chair Cole informed the Board that the Audit Committee met to take action on two agenda items and received reports on four 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 March 16, 2023, Audit Committee meeting minutes. The Audit Committee also voted to recommend to the full Board the approval of the Fiscal Year 2023-2024 Audit Plan. Chair Cole added that the Audit Committee reviewed and discussed the annual report on the audit office's audit activities, a report on internal and external audit items, discuss the audit office's internal quality assessment, and outstanding audit issues.

i. APPROVAL OF THE FISCAL YEAR 2023-2024 AUDIT PLAN

On behalf of the Audit Committee, Chair Cole moved to recommend to the full Board the approval of the Fiscal Year 2023-2024 Audit Plan as contained in the June 15, 2023, Board materials for this agenda item. Trustee Corbeil seconded the motion to approve, and it carried unanimously by roll call vote.

Chair Cole advised the Board that the Audit Committee voted to recommend the hiring of a CPA firm to audit the University's June 30, 2022, financial statements. Chair Cole moved to approve the recommendation. Trustee Lewis seconded the motion to approve, and it carried by roll call vote.

Chair Cole announced that this concluded the Audit Committee report and moved on to the next agenda item.

I. FINANCE AND BUDGET COMMITTEE REPORT

Chair Cole introduced the next item on the agenda, the Finance and Budget Committee Report.

Trustee Lewis of the Finance and Budget Committee stated that the Committee met to act on five 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 March 16, 2023, Finance and Budget Committee meeting minutes, the approval of the FY 2024 Tuition and Mandatory Fees increase, the approval of the FY 2023 estimated budget, the approval of the FY 2024 proposed budget, and the approval of the FY 2024 capital construction plan addendum.

In addition, Trustee Lewis noted that President Glover and her team provided reports and updates on the University budget, capital plan and development update, finance and budget report, report on student scholarships and enrollment, and Housing Committee Report.

i. APPROVAL OF THE FISCAL YEAR 2024 TUITION AND MANDATORY FEES INCREASE

On behalf of the Finance and Budget Committee, Trustee Lewis moved to recommend to the full Board the approval of the fiscal year 2023-2024 tuition and mandatory fee increase of 2.83 percent., as contained in the Board materials for the June 15, 2023, Board meeting. Trustee Corbeil seconded the motion, and it carried by roll call vote.

ii. APPROVAL OF THE FY 2023 ESTIMATED INSTITUTIONAL BUDGET

Trustee Lewis moved to recommend to the full Board the approval of the FY 2023 Estimated Budget, as contained in the June 15, 2023, Board materials. Trustee Martin seconded the motion, which carried by roll call vote.

iii. APPROVAL OF THE FY 2024 PROPOSED INSTITUTIONAL BUDGET

On behalf of the Finance and Budget Committee, Trustee Lewis moved to recommend to the full Board the approval of the FY 2023 Proposed Budget, which is contained in the June 15, 2023, Board materials. Trustee B. Johnson thanked the Board for the nearly 7% increase in combined instruction research and academic support elements within the budget, moving the University to a goal of 50% or more toward instruction target. Trustee B. Johnson seconded the motion to approve, and it carried by roll call vote.

iv. APPROVAL OF THE FY 2024 CAPITAL CONSTRUCTION PLAN ADDENDUM

Trustee Lewis, on behalf of the Finance and Budget Committee, voted to recommend to the full Board the approval of the FY 2024 Capital Construction Plan Addendum, as contained in the June 15, 2023, Board materials. Trustee Corbeil seconded the motion, and it carried by roll call vote.

J. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT

Chair Cole introduced the next item on the agenda, the Academic Affairs and Student Affairs Committee Report. Trustee Martin reported that the Academic Affairs and Student Affairs Committee met to consider and vote on three agenda items and to receive reports on four other agenda items.

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin indicated that the Committee moved to recommend to the full Board the approval of the March 16, 2023, Academic Affairs and Student Affairs Committee meeting minutes, the approval of the 2023-2024 Tenure and Promotion Recommendations, and the approval of a new academic program the MS in Business Data Analytics. The Academic Affairs and Student Affairs Committee also

received reports on SACSCOC review matters, academic affairs, the student housing plan, and student affairs.

i. APPROVAL OF THE 2023-2024 TENURE AND PROMOTIONS RECOMMENDATIONS

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Pam Martin moved to approve the 2023-2024 tenure and promotion recommendations. Trustee Bill Johnson seconded and the motion carried unanimously by roll call vote.

ii. APPROVAL OF A NEW ACADEMIC PROGRAM – M.S. IN BUSINESS DATA ANALYTICS

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve a New Academic Program – the MS in Business Data Analytics, as contained in the Board materials for the June 15, 2023, Board meeting. Trustee B. Johnson seconded, and the motion to approve was carried unanimously by roll call vote.

Dr. Glover notified the Board that SACSCOC asked the University to submit a monitoring report last December. The report was submitted. SACSCOC met today, and Dr. Glover was informed that SACSCOC no longer needs a monitoring report.

K. 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 March 16, 2023, Executive Committee meeting minutes.

Chair Cole also stated that the Executive Committee also heard a report on Board Committee assignments, Board resolution items, a personnel update, and a report from Secretary Pendleton.

V. REPORT ON PROGRESS ON BOARD RESOLUTION ACTION ITEMS

Chair Cole introduced the next item on the agenda, a report on the progress on the Board Resolution Action items. The Chair recognized President Glover, who provided information regarding this agenda item and the Board's 12-item action plan. President Glover explained that at the March 16, 2023, Board meeting, the Board resolved to take an even more active role in oversight, beyond its already active role.

President Glover stated that the Board examined the committee structures and determined that there will be some additional consideration to take place at its September 2023 meeting. The Board previously established a Housing Committee.

President Glover stated that the Association of Governing Boards (AGB) was engaged by TSU to look at the University's Board policies and practices, assess the Board's overall effectiveness, and identify areas where the Board can enhance its effectiveness. The AGB consultant stated that "the Board is operating effectively and in alignment with good governance practices." The

consultant provided the Board with suggestions for achieving its goal of elevating its effectiveness. The AGB will hold a session with the Board on September 13, 2023, following up on the AGB report. The report's conclusion was shared at the Tennessee Government Operations hearing and with other government committees.

President Glover reported that a Scholarship Plan was presented by the administration during the March 16, 2023, Board meeting for approval. It is included in the June 15, 2023, Board materials. The administration will provide the updated Scholarship Plan to THEC with the Fall semester.

President Glover further report that Housing application, enrollment, and classification data was presented by the administration during the June 15, 2023, Board meeting.

President Glover reported that enrollment classification data was presented by the administration during the June 15, 2023, Board meeting. Total enrollment as of June 13, 2023, was 5,041.

With respect to personnel review and oversight, President Glover stated that a Chief Operating Officer was hired and will conduct a personnel review, including reviewing performance and organizational structure. Three interim dean positions have been filled. There are active searches going on for two or three remaining interim dean positions. Eight of nine department chair positions have been filled. Five associate and assistant dean positions have been filled.

The University has hired Chief Operating Officer Jason Evans, Associate Vice President for Design and Construction William Radford, and Assistant Vice President of Customer Relations Jessica Powell.

President Glover stated that the Vice President of Business and Finance has been directed to seek approval for any expenditure that meets or exceeds 10% of the approved budget effective July 1, 2023. The President or COO will review said requests and, thereafter, submit it to the Board for approval. The University is working on a policy for approval.

A communications plan was presented to the Board. A new Office of Customer Relations was established and staffed with four individuals, including Assistant Vice President of Customer Relations Jessica Powell. The team will provide a more centralized approach and timely information.

Finally, President Glover stated that the Board Resolution requiring a report at the Board's quarterly meetings to ensure compliance with the Board Resolution is being accomplished through the President's Report.

Trustee B. Johnson was recognized by Chair Cole as being re-appointed as the Faculty Trustee. She thanked him for his work on the Board.

VI. REPORT ON TSU COMMUNICATIONS PLAN

Chair Cole presented the next item on the agenda, a report on the TSU Communications Plan. The Chair recognized President Glover to provide information regarding this agenda item, who in turn asked Kelli Sharpe to present the information.

Ms. Sharpe indicated that a draft communications plan is included in the Board materials. She will be working with various parties to develop a final plan. The final document will be presented during the September Board meeting. She said that she is holding regular meetings with staff to develop a communication plan and how to strengthen communications. She is evaluating best ways to communicate with stakeholders. They are working on strengthening the University's brand, including working with the Customer Service division to make sure that there is phone etiquette training. Ms. Sharpe discussed daily and weekly communications internally and externally.

Chair Cole thanked Ms. Sharpe for her efforts and the great coverage with respect to the band.

VII. REPORT ON RESEARCH AND SPONSORED PROGRAMS

Chair Cole called on President Glover to present information regarding this agenda item. President Glover asked Dr. Quincy Quick to report on this item.

Dr. Quick shared that TSU has reached a new high in research grant awards of \$95,532,666. This surpasses the University's prior research grant awards record of \$70.7 million in 2021 and represents a 34% increase and a 200% increase over the past five years. Dr. Quick acknowledged Dr. John Ricketts in the Department of Agriculture, who received an \$18 million award from the USDA NIFA. Dr. Quincy secured a \$3 million award from the National Institute of Structure and Technology that will be used for teaching and research labs in the goal of reaching an R1 designation.

The University has set a strategic goal to meet \$150 million in awards over the next five years. They have reached out to Congressional partners to assist with this goal. Dr. Quick thanked members of the staff for their assistance.

VIII. 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 June 15, 2023, Board Meeting and her President's report PowerPoint slides. She announced that TSU is strong financially and that they continue to work to eliminate any misperceptions as to this.

The endowment is \$97.6 million, which has more than doubled. The University's reserves are \$64 million, which is close to the highest the University has ever achieved. TSU's assets equal \$401 million, which is the highest ever. She reported that this is TSU's best financial position ever.

President Glover also reported on recent development and news involving TSU. Dr. Reginald McDonald, the Aristocrat of Bands, and the Sophisticated Ladies were recognized for their efforts, including the band's recent Grammy award and a recent performance by the group at the White House and the Country Music Awards. Dr. Levi Watkins Institute creates pipeline for students to become doctors and dentists. Apple – National Technology Innovation Center will serve as home to several technology initiatives that seek to bring coding and creativity (known as C2) experiences to historically black colleges and universities (HBCUs) and the Nashville community. Oprah Winfrey served as the commencement speaker in the spring. The student profile has been elevated. The most recent entering freshman class enrolled with an average GPA of 3.999, up from 2.8 five years ago.

With respect to housing, there are 4,368 total beds available for Fall 2023. On-campus availability is 3,680, the House of God provides 150 beds, supplemental beds equal 102, and there are 436 hotel beds available.

TSU provided salary increases of 5.5% to faculty and staff effective July 1, 2023. An additional salary pool is established for faculty to engage in productivity initiatives. She thanks those who contributed efforts to establish the salary pool.

Dr. Glover reviewed the University's financial position, which remains strong. TSU is in sound financial condition as evidenced by a Composite Financial Index composite score of 3.42. TSU exceeds the industry standard for public higher education institutions. Total University Reserves equal \$64,192,671. TSU received an unmodified or "clean" opinion for the fiscal year ended June 20, 2021. The June 30, 2022, audit is currently being performed. All prior audit findings have been corrected. TSU has a different management team in the Division of Finance with five CPAs, including the Vice President and Controller. Policies were implemented to ensure the reconciliations are performed and reviewed monthly.

The Office of the Comptroller conducted a performance audit and issued a report. Work is being done on various aspects of that report. The Board adopted a 12-point Board Resolution to respond to the Comptroller's report. The Chair of the Senate and Ways and Means Committee requested and received approval of \$2 million for a forensic audit of TSU, which is expected to commence in July.

A summary of University reserves and the endowment is \$161.8 million. Dr. Glover continues to applaud Governor Bill Lee and the General Assembly for prioritizing TSU in its budget last year with a \$215 million allocation. The University appreciates them.

Trustee B. Johnson recognized President Glover and the Board for their support and dedication for salary increases and performance incentives.

IX. BOARD CHAIR'S REPORT

Chair Cole expressed hope that others will be happy with the efforts of the Board at this meeting.

X. ADJOURNMENT

Trustee B. Johnson moved to adjourn, with the motion seconded by Trustee Martin. The motion carried by roll call vote. The meeting was adjourned at 3:30 p.m.

**Tennessee State University
Board of Trustees**



**Approval of Minutes
from May 9, 2023, Special
Housing Committee
Meeting**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of the May 9, 2023, Special Housing Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the May 9, 2023, Special Housing Committee meeting is included in the September 14, 2023, Board materials.

MOTION: To approve the minutes from the May 9, 2023, Special Housing Committee meeting as contained in the Board materials for the Board's September 14, 2023, meeting.

Tennessee State University Board of Trustees
Special Housing Committee Meeting
May 9, 2023
Tennessee State University – McWherter Admin. Bldg./President’s Conference Room

MINUTES

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

Other Board Members Present: Trustees Deborah Cole, Shaun Wimberly, and Bill Johnson

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Ginette Brown, Associate General Counsel; Ciara Petronzio, Assistant General Counsel; 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 Pinnock called the meeting to order at 1:32 p.m. on May 9, 2023. Trustee Pinnock 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 Special Housing Committee, including receiving updates on the TSU Master Plan and updates on enrollment and related housing issues. Participation without the physical presence of a quorum by the Committee meeting is necessary to address these important items. Trustee A. Johnson seconded, and the motion carried by roll call vote, with Trustees Pinnock and A. Johnson voting in favor.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the Committee Chair’s request. Trustees Pinnock, A. Johnson, and McKenzie were present. Secretary Pendleton announced the presence of a quorum.

Visiting Board members and University staff were acknowledged.

III. APPROVAL OF JANUARY 10, 2023, COMMITTEE MEETING MINUTES

Trustee Pinnock moved to recommend to the full Board the approval of the minutes from the January 10, 2023, Special Housing Committee meeting, as contained in the May 9, 2023, Committee materials. Trustee McKenzie seconded the motion, which carried unanimously by roll call vote.

IV. REPORT ON TSU MASTER PLAN/HOUSING MASTER PLAN

Dr. Curtis Johnson provided a report on the TSU Master Plan. This is an informational discussion item only so no vote was required.

Dr. Johnson gave an overview of the University Master Plan. Work is being done to bring the Master Plan in line with current enrollment trends, including housing, parking and safety considerations. Facility needs include: Food Science, Animal Science, and Engineering facilities, a Library upgrade and annex, laboratory building, general classroom building, alumni house, and College of Education and various Athletics facilities. The new plan will look at land and property acquisition, agriculture programs, Avon Williams updates, a migration plan, Elliott Hall updates, expanded childcare facilities, athletic facilities, parking lots, and Queen Washington renovation and repurposing. Phase 1 will include a building assessment of certain buildings. Then, it will be put into the TSU Master Plan and submitted to TBR for a possible revision of the Master Plan.

Trustee Pinnock asked to review information provided by Dr. Johnson to the Board by email regarding interviews. Dr. Johnson said that appointments were going to be made throughout summer. The timeline for the Master Plan is for it to be finished this fall. It will be about 4-6 months to confirm all data and review drafts. There has been a discussion to review parts and sections of the Master Plan on a rolling basis.

President Glover explained that there is only one Master Plan for the University. There are subsets of information within the Master Plan. Dr. Glover said that a timeline can be prepared to show what is going to be done and when.

Trustee Pinnock asked about the long-term timeframe for the Master Plan. Dr. Johnson indicated that they are contemplating requesting an amendment to the existing 2016 Master Plan. This would be done on June 17, 2023. This would shorten the timeline for the housing component of the plan.

Dr. Johnson shared background information on a building assessment and who the Institution is presently working with for the overall Master Plan and Housing plan.

Trustee Pinnock asked further questions about the approval process. Dr. Johnson explained that after there is an amendment to address the housing issue, the amendment goes to TBR and THEC for approval.

Chair Cole asked whether the 1,000 new beds sought in the plan would be on-campus, which Dr. Johnson said they would.

Mr. Pendleton explained that there is one opportunity being considered wherein a party builds and owns facilities but leases housing to students. The University could deem it to be a “preferred partner” for student housing, provided certain criteria are met. The land would be on House of God property. The House of God is also looking to do some renovations to their existing facilities. We would net about 1,500 beds through this arrangement.

Trustee McKenzie asked for clarification about whether the University is locked into requesting 1,000 beds on-campus, seeking other projects, or taking a combined approach. Dr. Johnson said that the University is locked into the request for 1,000 beds. The 1,000 beds would ultimately replace existing beds that would need to be demolished.

Mr. Pendleton said the plan is to go before the SBC in July to request a 1,000-bed residence hall.

Trustee McKenzie said that it is important to continue to seek other alternatives while working on the 1,000-bed residence hall.

President Glover explained that it would be a net 1,000-bed increase. VP Allen further explained that the plan is to never experience a net loss in beds. Beds would not be taken offline until new beds are available. The University is working on a stair-step approach to plan for bringing beds online and offline so that there is never a net loss of beds.

Dr. Johnson explained that there is a 5-year housing plan that corresponds with enrollment needs. There is a separate document that shows the housing needs for the next 5 years. Chair Cole indicated that the Board needs to have “the total picture,” and not just a summary.

The Housing Master Plan is about 6 weeks from completion. Data is being run and the team is working on submitting it to TBR. Chair Cole indicated that the Board needs to be aware of the Plan details.

Dr. Johnson said that using the TBR formula, TSU is up to a little over 9,000 beds total. The formula looks at enrollment, retention and the classification of students. There was a discussion regarding public-private partnership opportunities to meet housing needs.

VP Allen noted that there is space on campus for 1,000 beds and a plan to add beds before beds are taken offline to make sure that there is not a reduction in the number of beds available to students.

V. REPORT AND UPDATE ON TSU’S HOUSING PLAN

Dean Stevenson provided an update on TSU’s Housing Plan. The University was able to reduce hotel housing needs by 3 hotels. All students were housed in the spring. It was a smooth spring semester, he reported.

Housing applications were opened up earlier this year than in prior years. As of now, 3,881 returning students have applied for housing. Housing assignments will be made in June and July 2023. There are 725 first-time freshmen. The data is being monitored closely to make sure that there are no problems with respect to housing. The school has multi-year housing agreements with Jefferson Flats and House of God, which gives the University 3,924 beds to work with for fall 2023. The University is asking for 2 hotels for fall 2023 use, which would raise the number of available beds up to 4,361 for the fall semester. The hope is that the SBC will approve the request for additional hotel beds, but they are planning conservatively just in case the request is not

approved. Dean Stevenson believes that opening up the housing application earlier is a significant help in planning.

There was a discussion regarding enrollment numbers and available beds.

VP Allen reported that TSU is on the docket for the SBC for its hotel requests. The scheduled date is May 16, 2023. The University met with the SBC executive subcommittee. The SBC was happy that TSU opened up the process and submitted its materials sooner.

Dr. Glover stated that forms have been changed to make it clearer that housing is not guaranteed. There was a discussion about the number of students who will need housing, the need to dispel misconceptions regarding housing (i.e., that enrollment does not guarantee housing), and how upcoming orientations will result in increased enrollment.

Mr. A. Johnson asked how the school determines which students get housing. Dean Stevenson explained that the numbers he reported are for first-time freshmen, not returning students. There was further discussion regarding anticipated first-time freshmen, returning students, and the need to make sure that students have what they need to “cross the line” to graduation. A. Johnson expressed a desire to make sure that both first-time freshmen and returning students have access to housing. Committee members discussed the priority of housing for students.

VI. REPORT ON FALL 2023 ENROLLMENT AND HOUSING

Dean Stevenson reported that 11,467 students have been admitted to date. Of that, 2,092 new students have committed to TSU for the fall. The enrollment process is a 4-stage process. The students are ushered through the enrollment process with the Enrollment Services team. 725 students have completed a housing application. Enrollment is moving in lockstep with Housing to monitor available beds. The University’s scholarship drive started in September last year, but this year it started in March. They are moving steadily, monitoring beds, and waiting on decisions to be made before they can increase enrollment efforts. Ideally, they would like to have about 2,000 first-time freshmen this fall. The projection is that 1,000 of this number would be residential, 300 would be commuters, 150 would be online only students, and 550 adult learners (such as with the Amazon Choice programs).

There was a discussion on projections and historical data for enrollment. Dean Stevenson stated that the total of students that are projected to be granted enrollment (not housing) is 9,200 maximum. VP Allen noted that students must have their applications in to manage housing, which is a separate issue from enrollment. A. Johnson noted the need to manage housing and enrollment separately, but in coordination, such that the University can educate as many students as possible, irrespective of housing. Secretary Pendleton asked whether a waitlist has been opened yet. One has not been opened yet.

Dean Stevenson stated that last year, the students who went to the media were all on the waitlist. He wants to make sure that it is very clear to students that housing is not guaranteed, even for students on the waitlist. This was communicated via letter to students last year, but his office is doing more work to over-communicate this and change the mindset of students. The plans being

put in place are very intentional in terms of managing enrollment and housing. His office is not surprised by any numbers to date. It is in-line with what they projected. Last year was an abnormal year. A. Johnson asked that enrollment and data information be shared with the Committee so that they are updated.

VP Allen noted that a number of students had to be turned down last year because of a lack of housing. The school is managing the number of beds available.

Mr. Pinnock requested that a communications plan be presented to the Board to discuss how the school will communicate housing availability, what will be said, when it will be said, and to and by whom the information will be communicated.

Dr. Glover said that the University works on managing housing on a daily basis – night and day.

VII. REPORT ON SBC, TSSBA AND THEC ACTIVITIES

VP Allen reiterated that they have met with the SBC subcommittee and are on the SBC's agenda for the approval of 2 hotels. They are looking to be on the TBR agenda in July for the new residence hall.

VIII. HOUSING COMMITTEE MEMBER REPORTS

Mr. Pinnock asked Trustees McKenzie and A. Johnson to provide any reports. Mr. McKenzie provided a report on discussions regarding potential on and off campus housing opportunities. One such opportunity could lead to a \$4 million yield for scholarships from a lease proposal.

A. Johnson continues to talk to several property owners. He is trying to convince them to explore partnerships to help TSU with housing that could be mutually beneficial. There are some smaller unit projects with options for 8-20 student spaces that he's been having conversations about. He wants to have additional conversations before bringing them to the Housing Committee to see whether the projects are suitable for the University's needs.

IX. REPORT ON POSITION SEARCHES AFFECTING HOUSING AND FACILITIES

Mr. Pinnock requested a report on the University's searches for open positions. VP Allen provided the report. He informed the Committee that an Assistant Vice President for Customer Relations (Jessica Powell), Assistant Vice President for Compliance and Risk Management (Cynthia Howell), Assistant Vice President for Enrollment Management, and Assistant Vice President Housing and Residential Life have each been hired and/or offers have been extended. Chief Operating Officer interviews have taken place. The University has hired an Assistant Vice President of Facilities Design and Construction, Will Radford. He is a TSU graduate with a degree in Instructional Engineering. He has experience with P3 agreements. The Director of Internal Audits position is under consideration.

Secretary Pendleton reviewed the recruiting and hiring efforts for the Chief Operating Officer position. Zoom-based interviews were conducted for six people. Four people are going to be invited to on-campus interviews. The four candidates will be interviewed by Board members and members of the administration. President Glover will make the final hiring decision with input from those who meet with the candidates.

B. Johnson requested CVs for the four advancing candidates for the Chief Operating Officer positions.

X. DISCUSSION OF ACTION ITEMS MOVING FORWARD

Mr. Pinnock reviewed items to be done moving forward, as follows: provide job descriptions to the Board, provide the Master Plan (the Housing component) to the Board, develop a clear bed assignment process, create a communications plan to advise the Board of the plan with respect to housing, provide regular updates on enrollment numbers to the Board, and provide CVs and application letters for the four candidates advancing in the COO hiring process.

There was a discussion regarding how to provide enrollment and housing data to the Board.

XI. ADJOURNMENT

Trustee Pinnock asked if there was any additional business. Seeing none, he moved to adjourn the meeting, and the motion carried by roll call vote. The meeting was adjourned at 3:02 p.m.

**Tennessee State University
Board of Trustees**



**Approval of TSU Board
of Trustees 2024
Calendar Year Meeting
Schedule**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of the TSU Board of Trustees 2024 Meeting Calendar

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The proposed Calendar Year 2024 Board of Trustees meeting schedule is included in the September 14, 2023, Board materials.

Proposed Calendar Year 2024 Board Meeting Dates:

1. March 14, 2024
2. June 13, 2024
3. September 19, 2024
4. November 21, 2024

MOTION: To approve the TSU Board of Trustees 2024 meeting dates, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University
Board of Trustees**



**Approval of an
Amendment to the
Board's Bylaws**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of an Amendment to Board's Bylaws

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

In accordance with Board Bylaw Section 8.2, the Board is authorized to modify the Board's Bylaws by amendment, including when state laws affecting the terms and provisions of the Bylaws are enacted.

The Tennessee Open Meetings Act grants the public the right to attend and observe public meetings. Section 7.7 (F) of the Board's Bylaws sets forth notice and agenda related requirements and the process for requests for the public to appear before the Board. The proposed revision to the Bylaws provides further clarification on the posting of meeting agendas and the appearance/public comment process, in accordance with a recently enacted law, 2023 Public Chapter 300.

MOTION: To amend the Bylaws of the Board of Trustees of Tennessee State University as reflected in Article 7.7 (A) and (F), and contained in the Board materials for the September 14, 2023, Board meeting.

PROPOSED AMENDMENT TO ARTICLE VII OF THE BYLAWS OF THE BOARD OF TRUSTEES OF TENNESSEE STATE UNIVERSITY (REFLECTED IN UNDERLINE)

...

ARTICLE VII: Meetings of the Board

- 7.1 **Meetings Subject to the Tennessee Open Meeting Act.** All Board meetings for which a quorum is required to make a decision or to deliberate toward a decision are open to the public, except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act, T.C.A. § 8-44-101, et. seq.
- 7.2 **Public Access.** Meetings of the Board shall be made available for viewing by the public over the internet by streaming video accessible from the University's web site. Archived videos of the Board meetings shall also be available to the public through the University's website within a reasonable period of time following each meeting.
- 7.3 **Regular Meetings.** The Board shall meet at least four (4) times each fiscal year on such dates and at such times as specified by the Chair, and on such additional dates and at such times as specified by the Chair or a majority of the Board members then in office.
- 7.4 **Special Meetings.**
- A. Subject to the notice requirement contained in these Bylaws, the Board Chair, Board Vice Chair, or the President may call special meetings of the Board at any time by submitting written notification to the Secretary. A special meeting may also be called in the event at least three (3) Board members eligible to vote submit a written notification to the Secretary.
 - B. The call for every special meeting shall state the business to be considered, and the business transacted shall be confined to the matters stated in the call.
- 7.5 **Notices.**
- A. **Regular Meetings.** At least five (5) days' written notice of the stated regular meetings of the Board shall be sent by the Secretary or President to all Board members. The written notice may be provided by any reasonable means.
 - B. **Special Meetings:** Special meetings of the Board may be called on less than five (5) days' notice and if said meeting is of an emergency nature, by telephone, facsimile transmission, or electronic mail to each Board member, who must be advised of the purpose(s) of the meeting.
 - C. **Public Notice:** Notice of all regular public meetings shall be given in a manner reasonably calculated to give interested persons actual notice of the time and place of the meeting and principal subjects anticipated to be considered at the meeting. Notice of special meetings of the Board that are public meetings shall be given to the general public at least forty-eight (48) hours prior to the hour of the meeting. Notice of an emergency public meeting shall be such as is appropriate to

the circumstance(s).

7.6 Quorum.

- A. The Board must have a quorum to conduct business. A quorum shall consist of a majority of voting Board members. If a quorum is not present, the Board members in attendance may adjourn any regular or special meeting until a quorum is established.
- B. If the meeting agenda does not include items for action or on which a vote may be taken, the meeting may continue even without a sufficient quorum for voting.

7.7 Agendas.

- A. An agenda for every meeting of the Board shall be prepared by the Secretary, in consultation with the Board Chair and the President. The agenda shall list each matter to be considered at the meeting and shall be posted at least forty-eight (48) hours prior to the scheduled meeting.
- B. When feasible, a copy of the agenda and copies of all reports and other materials to be presented shall accompany the notice of the meeting, but when not feasible, a copy shall be provided to the Board members before the meeting date.
- C. Notwithstanding any provision in these Bylaws to the contrary, after consulting with the appropriate committee chair, the President and the Secretary, the Board Chair may designate agenda items for deliberation and action at the full Board meeting without prior review and recommendation of a committee.
- D. Matters not appearing on the agenda of a stated meeting may be considered only upon an affirmative vote of a majority of those present and voting.
- E. **Consent Agendas.**
 - 1. The Chair, in consultation with the President, the Secretary, or committee chair, as appropriate, may designate items to be presented to the Board on a consent calendar.
 - 2. Any item unanimously approved by a committee may be designated by the Chair for unanimous consent at the full Board meeting.
 - 3. Such items shall be separately identified on the Board agenda as a consent agenda and shall be voted on by a single motion.

4. Any member may request to remove an item from the consent agenda by notifying the Secretary in writing prior to the meeting. The request must be approved by a majority of those present and voting.
5. Any item may be removed from the consent agenda at the discretion of the Chair at any time.

F. Requests to Address the Board.

1. Anyone wishing to address the Board must submit a written request to the Board at least five (5) days prior to the scheduled meeting of the Board. The Board Chair also has the discretion to grant a request to appear before the Board upon the submission of a request less than five days prior to the scheduled meeting, including on the day of the scheduled meeting. The request must include the requestor's name, contact information, and subject matter to be addressed. The subject matter to be addressed shall be limited to matters that are germane to items on the agenda for the scheduled meeting.
2. The Board Chair shall review the request, and after appropriate consultation, may direct the Secretary to place the requested item on the agenda or notify the requestor in writing of the reason for declining the request. The Board Chair or Secretary shall, as soon as practicable, notify other members of the Board of the request and the disposition of the matter.
3. The Board Chair or Secretary shall notify any person scheduled to speak at a scheduled meeting of the Board of the specific time and place for their appearance/public comment and the amount of time to be allocated for each speaker. Scheduled speakers must be physically present for the meeting and may not send a substitute speaker. Speakers will not be allowed to use audio/visual presentation equipment.

7.8 Conduct of Business.

- A. **Public Vote.** All votes of the Board shall be by public vote as defined by Tennessee Code Annotated Section 8-44-104(b), public ballot, or public roll call. No secret or proxy votes, secret ballots, or secret roll calls shall be allowed.
- B. **Board Action.** The action of a majority of the quorum of Board members eligible to vote and present at any meeting shall be the action of the Board, except as otherwise prescribed by the Bylaws.
- C. **Telephonic/Electronic Communication.** The Board may permit any or all members to participate in a meeting by, or conduct the meeting through, use of any means of telephonic or electronic communication. If such a meeting occurs:

1. The meeting must be audible to the public at the location specified in the notice of the meeting as the location of the meeting;
2. All participating members must be able to both hear all members and speak to all members during the meeting;
3. Any member participating by telephone or electronically shall identify the persons present in the location from which the member is participating;
4. Any member who participates in a meeting covered by this provision shall be deemed “present” at the meeting; and
5. A public roll call vote is required on all matters.

D. Roll Call Votes. A public roll call vote of the Board is required on all motions regarding budget approval, fees or tuition increases, capital expenditures, revision, adoption, or repeal of bylaws, or in any case required by law or deemed desirable in the judgment of the chair. Upon request of any member present, a public roll call vote may be called for on any matter, provided the member requests a public roll call vote before announcement of the public vote previously taken.

E. Adjournment. The Board may adjourn any regular or special meeting to any future date. If a quorum is not present, the members in attendance may adjourn any regular or special meeting until a quorum is present.

7.9 Minutes. The Secretary shall take minutes at each meeting of the Board and maintain approved minutes as the official record of such meeting. Minutes need not be a verbatim record of a meeting but should provide adequate basis upon which implementing actions may be taken or permanent policies be extracted therefrom.

7.10 Parliamentary Rules. General parliamentary rules shall be observed in conducting the business of the Board, except as may be modified by policies or resolutions adopted by the Board. Procedural disputes are to be resolved by reference to Roberts’s Rules of Order, Newly Revised, 11th (or most current) Edition, as interpreted by the Board Chair.

**Tennessee State University
Board of Trustees**



Audit Committee Report

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

10:00 a.m. CDT
Thursday, June 15, 2023

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 15, 2023, Audit Committee Meeting Minutes
- IV. Review of Completed Internal and External Audits
- V. Review of Outstanding Audit Issues
- VI. Approval of Modified Annual Audit Plan
- VII. Executive Session - Discussion of Items Deemed Confidential Under State Law
- VIII. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of June 15,
2023, Audit Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of June 15, 2023, Audit Committee Meetings
Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the June 15, 2023, Audit Committee meeting is included in the September 14, 2023, Board materials.

MOTION: To approve the minutes from the Board of Trustees' June 15, 2023, Audit Committee meeting, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University Board of Trustees
Audit Committee Meeting
June 15, 2023
Tennessee State University – Hankal Hall**

MINUTES

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

Other Board Members Present: Trustees Pam Martin, Andre Johnson, Bill Johnson, Steve Corbeil, Obie McKenzie, Deborah Cole, Van Pinnock and Shaun Wimberly

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Doug Allen, Vice President of Finance and Budget; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Curtis Johnson, Vice President for Administration; Ginette Garza Brown, Associate General Counsel; former TSU Director of Internal Audit, Adrian Davis; current Director of Internal Audits, Renée Forbes-Williams

I. CALL TO ORDER

Trustee Cole called the meeting to order at 10:41 a.m. CDT on June 15, 2023. Trustee Cole moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to unavoidable travel issues by committee members. The Committee found that there were various important matters that required immediate action by the Committee, including approval of the fiscal year 2023-2024 audit plan and to hear reports on internal and external audit items, outstanding audit issues and the Audit office's internal quality assessment. Trustee Pinnock seconded, and the motion carried unanimously by roll call vote.

II. ROLL CALL/DECLARATION OF A QUORUM

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

III. APPROVAL OF THE MARCH 16, 2023, AUDIT COMMITTEE MEETING MINUTES

Trustee Cole moved to recommend to the full Board the approval of the minutes from the March 16, 2023, Audit committee meeting, as contained in the June 15, 2023, Board materials. Trustee McKenzie seconded the motion, which carried unanimously by roll call vote.

IV. ANNUAL REPORT ON THE AUDIT OFFICE'S AUDIT ACTIVITIES

Trustee Cole introduced the next item on the agenda, the Annual Report on the Audit Office's Audit Activities. She then asked President Glover or her designee to provide pertinent

information related to this agenda item. The material is included in the June 15, 2023, Board meeting packet. This was an informational and discussion item, so no vote was required.

President Glover asked former Director of Internal Audit, Adrian Davis, to report on this agenda item. Reports are included in the Board materials. There were three findings that required follow-up. One concerned bank reconciliations. There was a repeat finding for the period ending June 30, 2021, with respect to bank reconciliations not being timely and complete. At the November 17, 2022, Board of Trustees meeting, the Board did revise the bank reconciliation policy.

The University reviewed bank reconciliations prepared between July 2022 and April 2023 and found that reconciliations were completed within 30 days of the prior month's end, with some minor differences ranging from -\$1,800 to \$200. The reports were timely prepared. The Foundation's reconciliations were also reviewed, and reconciliations had been subsequently adjusted. The Board identified the specific policy for the bank reconciliation process, which provides for a 30-day reconciliation period except for a 45-day period at the end of the fiscal year.

VP Doug Allen commented on these findings. He noted that this was a prior year issue, which was explained to the auditor. There were corrections of the July 2022 bank reconciliation. The reconciliation process, in order to bring items current, allows for corrections to be made in the current period for an item in a prior year, he indicated.

The second state audit finding related to a breakdown in controls that resulted in errors in financial statements. The auditor noted that management should perform adequate reviews on the statements and the notes to mitigate the risk of errors. Management should also ensure staff preparing and/or reviewing the financial statements have adequate knowledge of governmental accounting and reporting requirements to properly perform their responsibilities. Ms. Davis reported that a review of FY 2023 bank reconciliations showed timely preparations and appropriate reviews prior to submission of bank reconciliations. There were adjustments to the Foundation's bank reconciliations throughout the year.

The third finding related to accounts receivable collection, namely that 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.

Ms. Davis reported that the Bursar's 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. Additional management attention is needed to correct the third finding item.

V. REPORT ON INTERNAL AND EXTERNAL AUDIT ITEMS

Ms. Davis discussed a finding by the Comptroller of the Treasury, Division of State Audit, with respect to the discharge of student debt within federal guidance or internal university policy and documentation with respect to scholarships. TSU management does not concur with the finding of the State auditor.

A discussion ensued concerning the University's response to this item, including that the University remained in contact with a USDOE program specialist, who indicated that the University was in "good standing." The USDOE Management and Program Specialist reviewed the exact same information provided to state auditors and the DOE representative 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." The representative's comments are documented in an email.

VP Allen indicated that the program specialist TSU spoke with oversees the HBCU portion of the HEERF funds. There was some disagreement over interpretation; however, the program specialist determined that what TSU provided to the State auditor was correct and appropriate with respect to University HEERF funds. This information was provided in an email from the program specialist. The USDOE will send out a final report, and it will show that the University was in compliance. This should be released in the next month or two. The USDOE program specialist did send this information to the State auditor; however, the State did not accept the opinion of the USDOE and continued to keep its conclusion in the report. The State auditor sought a policy from the University that was not required by the USDOE.

There was further discussion regarding the need to inform others of the USDOE's determination that the University was in good standing with respect to the HEERF funds, including advising the State Legislature. Chair Cole asked Dr. Glover to prepare a separate document highlighting this information for the State Legislature.

VP Allen said that an independent CPA has already reviewed this particular issue and program. A report was issued, and Mr. Allen said he can provide it to the Board.

President Glover requested Board support for bringing in a "Big 4" CPA firm to audit the University, on behalf of the University. She would like to be proactive and bring in another opinion. President Glover sent a letter to the State auditor and requested bringing in another CPA, at the University's expense.

There was further discussion about the need to engage State legislators and make sure that they are aware of the facts and to correct any disinformation.

Chair Cole made a motion to hire an outside, "Big 4" or national firm to conduct an independent audit of the same time period that the State is auditing, June 30, 2022. The motion was seconded by Trustee McKenzie and was passed unanimously by roll call vote.

VI. DISCUSSION OF THE AUDIT OFFICE'S INTERNAL QUALITY ASSESSMENT

Trustee Cole introduced the next item on the agenda, the discussion of the Audit Office's Internal Quality Assessment. She then asked President Glover or her designee to report on this item. Ms. Davis provided pertinent information related to this agenda item. The material is included in the June 15, 2023, Board meeting packet. This was an informational and discussion item, so no vote was required.

Ms. Davis stated that the TSU Department of Internal Audit conducted an internal and external quality assessment. There is an internal assessment each year. The external assessment must be done by an external party every five years. The last one was completed in 2018. Another one should be done by the end of 2023. The new director will need to secure an external party to do this.

VII. REVIEW OF OUTSTANDING AUDIT ISSUES

Trustee Cole announced the next item on the agenda, the review of outstanding audit issues and asked President Glover to provide pertinent information related to this agenda item. The material is included in the June 15, 2023, Board meeting packet. This was an informational and discussion item, so no vote was required.

The outstanding items are detailed on pages 71-72 in the Board materials. A follow-up report will need to be submitted to the State by September 28, 2023, which is six months after the March 28, 2023, audit. A follow-up of the Federal work-study timesheets must begin in June 2023. The planning has begun for this item.

Kelli Sharpe was charged with preparing a communications plan.

VIII. APPROVAL OF THE FISCAL YEAR 2023-2024 AUDIT PLAN

Trustee Cole announced that the next item on the agenda was the approval of the Fiscal Year 2023-2024 Audit Plan and asked President Glover or her designee to provide pertinent information related to this agenda item. Ms. Davis to present on this item. The material is included in the June 15, 2023, Board meeting packet.

Director Davis shared that 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, as issued by the IIA. The audit plan covers the annual audit period ending June 30, 2023. All relevant risk factors were considered when determining the items to be included in the audit plan. The plan is outlined on page 75 of the Board materials.

Chair Cole moved to recommend to the full Board the approval of the Fiscal Year 2023-2024 Audit Plan, as contained in the Board materials for the June 15, 2023, Board meeting. The motion was seconded by Trustee Pinnock and was carried unanimously by roll call vote.

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

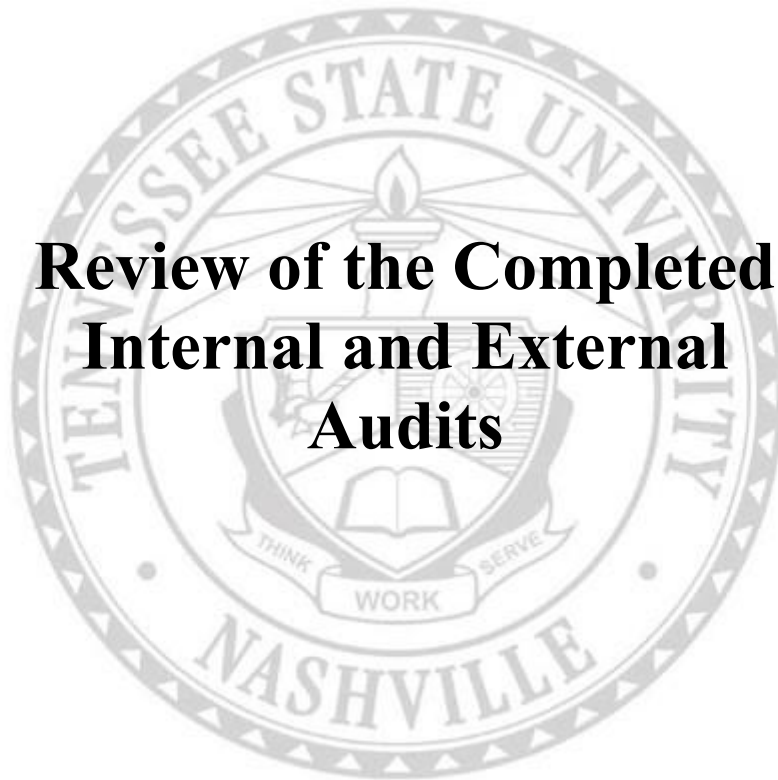
Trustee Cole moved for the Audit committee to go into Executive Session to discuss items deemed confidential under State law. Trustee McKenzie seconded the motion, which carried unanimously by roll call vote. The committee then transitioned into the Executive Session, and the meeting adjourned.

X. ADJOURNMENT

There was no further discussion. The meeting was adjourned at 12:19 p.m. CDT.

**Tennessee State University
Board of Trustees**

**Review of the Completed
Internal and External
Audits**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 14, 2023

ITEM: Audit Committee Report - Report on Completed Internal and External Audits

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Director of Internal Audit, Dr. Renée Forbes-Williams, President Glover and/or her designee will discuss the recent audit activity.



DEPARTMENT OF INTERNAL AUDIT

**Review of the
National Collegiate Athletic Association
Student Assistance Fund
For the Fiscal Year Ended June 30, 2023**



August 14, 2023

Ms. Beth DeBauche
Commissioner
Ohio Valley Conference
215 Centerview Drive, Suite 115
Brentwood, TN 37027

Dear Ms. DeBauche:

Enclosed is the Tennessee State University Department of Internal Audit's report on our review of the National Collegiate Athletic Association (NCAA) Student Assistance Fund for the fiscal year ended June 30, 2023.

The review indicated that the university had procedures in place to ensure student-athletes were eligible to receive SAF funds. It was determined that the expenditure of funds was in compliance with NCAA guidelines. Our observations are documented in the attached executive summary.

If you or members of your staff should require additional information, please feel free to contact me at 615-963-2579 or rforbes1@tnstate.edu.

Sincerely,

Renée Forbes-Williams

Dr. Renée Forbes-Williams CPA
Director of Internal Audit
Tennessee State University

CC: Dr. Glenda Glover, President, Tennessee State University
Dr. Deborah A. Cole, Audit Committee Chair, Tennessee State University
Dr. Mikki Allen, Director of Athletics, Tennessee State University

Enclosure

Tennessee State University
 Audit of NCAA Student Assistance Fund
 For the Year Ended June 30, 2023
 Executive Summary

Key Department	Tennessee State University Department of Athletics	Internal Auditor	Dr. Renée Forbes-Williams, CPA, Director of Internal Audit
Background	<p>The National Collegiate Athletic Association (NCAA) funds the Student Assistance Fund (SAF) each year by providing funds to the conference offices. The Ohio Valley Conference (OVC) then distributes funds to each university annually. The SAF was created due to expanded uses of the former Special Assistance Fund to mirror the permissible uses of the former Student-Athlete Opportunity Fund. These former funds are now combined into one fund known as the Student Assistance Fund.</p> <p>SAF funds are to be used “to assist student-athletes in meeting financial needs that arise in conjunction with participation in intercollegiate athletics, enrollment in an academic curriculum, or that recognize academic achievement.” All student athletes are eligible to receive SAF benefits. The student-athletes are not required to be grant-in-aid recipients or have demonstrated financial need. Student-athletes are also eligible if they have exhausted their eligibility or may no longer participate for medical reasons. Prospective student-athletes are not eligible to receive SAF benefits unless they are receiving summer financial aid prior to full-time enrollment under NCAA Bylaw 15.2.8.</p>		
Objectives	<ol style="list-style-type: none"> 1. To determine if SAF expenditures for fiscal year 2023 were in compliance with NCAA guidelines 2. To determine if account balances and expenditures were accurately reported to the Ohio Valley Conference 		
Scope	<p>Our review was conducted in accordance with the <i>International Standards for the Professional Practice of Internal Auditing</i> issued by the Institute of Internal Auditors, inasmuch as these standards relate to the audit objectives, and accordingly, included such tests of the accounting records and such other auditing procedures as considered necessary.</p> <p>The review included, but was not limited to the following:</p> <ul style="list-style-type: none"> – A review of the National Collegiate Athletic Association’s SAF guidelines – Verification that recipients are student-athletes – An examination of the documentation supporting all expenditures made with SAF funds during the year – A review of the SAF report of expenditures submitted to the Ohio Valley Conference and the NCAA by personnel in the Athletics Department. 		
Finding(s)	There were no findings noted for the fiscal year ended June 30, 2023.		

Conclusion	<p>Total expenditures for the fiscal year ended June 30, 2023 were \$ 97,025.66 and went towards student-athlete scholarships, insurance premiums, and other miscellaneous items.</p> <p>The results of our review indicate that the Athletics Department has controls in place to ensure that student-athletes are eligible to receive SAF benefits and that expenditures from SAF funds were in compliance with NCAA guidelines.</p>
-------------------	--

DEPARTMENT OF INTERNAL AUDIT

Follow-up to the Division of State Audit

**Tennessee State University
Single Audit
For the Year Ended June 30, 2022**



Tennessee State University
Department of Internal Audit 3500
John A. Merritt Boulevard
Nashville, Tennessee 37209

August 20, 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, Single Audit* for the year ended June 30, 2022. 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,

Renée Forbes-Williams

Dr. Renée Forbes-Williams, *CPA*
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

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

Key Areas: Division of Business and Finance	Dr. Renée Forbes-Williams, CPA Director of Internal Audit
Introduction: 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.	
Questioned Costs: 84.425F = \$8,185,797 84.425J = \$9,328,636 - \$15,188,327	
State Audit Finding, State Audit Recommendation and TSU Management’s Response:	
<u>Finding:</u>	
<p>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.</p> <p>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 <u>awarded</u> \$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.</p> <p>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</p>	

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 the 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.

Current Status: Management has implemented corrective actions to address the finding resulting from discharging student debt, for possible receipt of future emergency funding. Management agrees that no change of the accounting records is required for **Finding 2022-001**. However, the following action will be taken to improve the process in the future. Management is enforcing written rules, policies and procedures requiring certain records, including scholarship determinations and award calculations relevant to each student to be retained.

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**



**Review of Outstanding
Audit Issues**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Audit Committee Report – Review of Outstanding Audit Issues

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Tennessee State University is subject to audits by its internal audit department and external entities. The audits, reviews, etc. can result in findings that require corrective actions on the part of university management.

The Tennessee State University Audit Committee is diligent in its commitment and responsibility to ensure university compliance. The Audit Committee requests quarterly updates on management’s progress towards correcting issues cited in audit reports. The status of management’s progress towards correcting outstanding issues will be discussed.

Director of Internal Audit, Dr. Renée Forbes-Williams, and President Glover and/or her designee will discuss the outstanding audit issues.

Tennessee State University
 Department of Internal Audit
Audit Issues Outstanding as of September 14, 2023

INTERNAL AUDITS

Report Date	Audit Issues	Status
2/21/2022	Foundation Gifts	<i>Follow-up to begin Fall 2023</i>
	<ol style="list-style-type: none"> 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 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. 	
2/16/2022	Follow-Up Review of Federal Work-Study Timesheets- Fall 2021	<i>Follow-up to begin Fall 2023</i>
	<ol style="list-style-type: none"> 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 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. 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. 4. A net underpayment of \$262.00 was paid to 5 of the students included in our sample. In addition, an over award of \$340 was also identified. 	
5/12/2022	Audit of TSU Department of Human Resources	<i>Follow-up to begin Fall 2023</i>
	<ol style="list-style-type: none"> 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. 2. Management did not ensure that all staff performance evaluations were submitted to the Tennessee State University Department of Human Resources 3. Details of noncompliance in this area were determined to be confidential per Section 10-7-504(i), Tennessee Code Annotated. 	
5/26/2022	Grants Management	<i>Follow-up to begin Spring 2024</i>
	<ol style="list-style-type: none"> 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. 	

2. Management did not ensure that the effort reporting system accurately supported the work performed.
 - A) Management did not always ensure that time and effort was timely certified or that there was evidence to support timely certification.
 - B) Management did not ensure that time and effort certifications were supported by the underlying payroll charges to the project.

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**

*Follow-up to begin
Spring 2024*

**Tennessee State University
Board of Trustees**

**Approval of the Modified
Annual Audit Plan**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Audit Committee Report - Approval of Modified 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, 2024. 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 FY 24 Audit Plan was presented by the former Internal Audit Director and approved by the Board at the June 15, 2023, Board meeting. Upon the arrival of the new Internal Audit Director, Ms. Renée Forbes-Williams, she reviewed the audit plan. Based on her review, she is presenting a modified Audit Plan for the Board's approval.

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

MOTION: To approve the Modified Fiscal Year 2023-2024 Audit Plan, as contained in the Board materials for the Board's September 14, 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	September 2023	January 2024
Risk-Based	A	IT	General IT Controls Review	100	September 2023	November 2023
Required	R	FM	State Audit (Financial Audit 2022) Follow-up	75	September 2023	October 2023
Required	R	FM	State Audit (EEE Audit FY 2021) Follow-up	30	September 2023	October 2023
Required	R	FM	State Audit (EEE Audit FY 2022) Follow-up	30	September 2023	October 2023
Required	R	FM	President's Expenses FY 2023	125	October 2023	November 2023
Required	R	IS	Quality Assessment Review- External	225	September 2023	December 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	September 2023	October 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: | Functional Areas: |
| R - Required | AD - Advancement |
| A - Risk-Based (Assessed) | AT - Athletics |
| S - Special Request | AX - Auxiliary |
| I - Investigation | FM - Financial Management |
| M - Management's Risk Assessment | IA - Instruction & Academic |
| Support C - Consultation | IS - Institutional Support |
| F - Follow-up Review | 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: September 14, 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

The Audit Committee will go into Executive Session to discuss items deemed confidential under state law.

**Tennessee State University
Board of Trustees**



**Finance and Budget
Committee Report**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
FINANCE AND BUDGET COMMITTEE MEETING AGENDA**

11:00 a.m. CDT
Thursday, September 14, 2023

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 15, 2023, Finance and Budget Committee Meeting Minutes
- IV. University Budget Update
- V. Construction and Facilities Update
- VI. Master Plan Update
- VII. Finance and Budget Report
- VIII. Update on Enrollment and Scholarships
- IX. Personnel Update
- X. Customer Service Report
- XI. Board Housing Committee Report
- XII. Adjournment

**Tennessee State University
Board of Trustees**

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

**Approval of June 15,
2023, Finance and Budget
Committee Meeting
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of June 15, 2023, Finance and Budget
Committee Meetings Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the June 15, 2023, Finance and Budget Committee meeting is included in the September 14, 2023, Board materials.

MOTION: To approve the minutes from the Board of Trustees' June 15, 2023, Finance and Budget Committee meeting, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University Board of Trustees
Finance and Budget Committee Meeting
June 15, 2023
Tennessee State University – Hankal Hall**

MINUTES

Committee Members Present: Trustees Richard Lewis and Steve Corbeil

Other Board Members Present: Deborah Cole, Pam Martin, Bill Johnson, Obie McKenzie, Van Pinnock, and Shaun Wimberly

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Assoc. Vice President and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Vice President of Finance and Budget; Curtis Johnson, Vice President for Administration; Ginette Garza Brown, Associate General Counsel; Assistant Vice President of Planning, Design and Construction and Business Operations, Will Radford; Associate Vice President of Enrollment Management, Terrence Izzard

I. CALL TO ORDER

Trustee Lewis called the meeting to order at 11:04 a.m. on June 15, 2023.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called roll at the Committee chair's request. Present: Trustees Richard Lewis and Steve Corbeil. A quorum was established.

III. APPROVAL OF THE MARCH 16, 2023, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

Trustee Lewis moved to recommend to the full Board the approval of the minutes from the March 16, 2023, Finance and Budget Committee meeting, as contained in the June 15, 2023, Board materials, as modified to correct the amount of scholarships for academics at p. 83. Trustee Corbeil seconded the motion, as modified, which carried unanimously by roll call vote.

IV. APPROVAL OF FISCAL YEAR 2023-2024 TUITION AND MANDATORY FEES INCREASE

Chair Lewis introduced the next agenda item as the approval of a fiscal year 2023-2024 tuition and mandatory fees increase. Chair Lewis reviewed Board Policy 006 and the factors to consider in evaluating a tuition and mandatory fees increase.

Secretary Pendleton reported that notice of the tuition and mandatory fees increase was posted more than 15 days prior to the Board meeting and no public comments were received on the proposed tuition and mandatory fees increase.

Chair Lewis then moved to recommend to the full Board the approval of the Fiscal Year 2023-2023 tuition and mandatory fees increase as contained in the June 15, 2023, Board materials. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

V. APPROVAL OF FISCAL YEAR 2023 INSTITUTIONAL ESTIMATED BUDGET

Chair Lewis introduced the next agenda item as the Approval of Fiscal Year 2023 Institutional Estimated Budget. Chair Lewis called upon Dr. Glover to present on this item, who, in turn, called on VP Allen to provide information on this item.

VP Allen presented the budget for 2023-2024 and pointed Committee members to pages 96 of the Board materials. Trustee Corbeil asked about any material changes to the estimated budget that we could have anticipated. VP Allen directed attention to page 113 of the Board materials and spoke to the estimated budget as compared to the current budget numbers. There is a \$14.6 million deficiency noted in the second column on page 113. VP Allen noted that the Board approved \$15.4 million for transfers for hotels for the July 2022 budget. This is still on track; the operating budget has not been exceeded.

Trustee Corbeil inquired as to whether there were any one-time budget issues or expenditures that have been normalized. VP Allen noted a change in the hotels. The revenue from the hotels was not included, per VP Allen's conservative approach to the budget. Additional one-time budget items will be brought up in the future as they arise.

On page 97 of the Board materials, the revenue structure is broken down. Nearly 50% of total revenues comes from tuition and fees and 25% comes from State appropriations. Auxiliary enterprises are down slightly from the 2022-2023 budget.

Trustee Corbeil asked whether the budget draws any money out of reserves and whether the budget calls for any reserve transfers. VP Allen reported that \$7.5 million has been budgeted for hotels, shuttles, and security for 2023-2024. However, this is the gross number. Once tuition revenues and housing revenues that offset this are realized, it's about \$1.7 million that will need to be transferred out of reserves. VP Allen stated there was an increase in auxiliary funds, which meant \$1.9 million of additional funds, including incentives from Aramark. There was some revenue generation that they knew about but that was not presented previously because they were not normal operating activities.

Trustee Corbeil discussed a year-over-year reduction in expenses because of a change in scholarship dollars with the change in enrollment. VP Allen discussed the scholarship budget.

Trustee Bill Johnson highlighted that the proposed expenses for 2024, with instruction, research and academic support, brings the University close to its 50% goal for spending on education. It is currently at 49.5%.

Chair Lewis then moved to recommend to the full Board the approval of the Institutional Estimated Budget for fiscal year 2023. Trustee Corbiel seconded the motion, and the motion carried unanimously by roll call vote.

VI. APPROVAL OF FISCAL YEAR 2024 INSTITUTIONAL PROPOSED BUDGET

Chair Lewis introduced the next agenda item as the Approval of the Fiscal Year 2024 Institutional proposed budget. VP Allen provided information on this item along with the prior item.

Chair Lewis then moved to recommend to the full Board the approval of Institutional Proposed Budget. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

VII. UNIVERSITY BUDGET UPDATE

Chair Lewis introduced this agenda item, which was an information item. No action was required on this item.

VIII. CAPITAL PLAN AND DEVELOPMENT UPDATE

Chair Lewis introduced the next agenda item as the Capital Plan and Development Update, which was an information item only.

IX. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2023-2024 CAPITAL CONSTRUCTION PLAN ADDENDUM

Chair Lewis introduced the next agenda item as the approval of the Institution's Fiscal Year 2023-2024 Capital Construction Plan Addendum. Chair Lewis called upon Dr. Glover to present on this item, who, in turn, called on VP Allen to provide information on this item.

VP Allen reported on a request to amendment to the 2023-2024 Capital Construction Plan to include a main campus gateway entrance at the intersection of John A. Merritt Boulevard and 31st Avenue, as reflected in the Board materials. The estimated project completion is September.

Chair Lewis then moved to recommend to the full Board the approval of the Institution's Fiscal Year 2023-2024 Capital Construction Plan Addendum. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

X. FINANCE AND BUDGET REPORT

Chair Lewis introduced the Finance and Budget Report agenda item. This is a discussion item, so no vote was required.

XI. REPORT ON STUDENT SCHOLARSHIPS AND ENROLLMENT

Chair Lewis introduced the next agenda item, a report on student scholarships and enrollment. Mr. Terrence Izzard provided a report. Mr. Izzard is no longer with the University, having been offered a new career opportunity. The new COO will review the structure of Enrollment Management, and Dr. Deams will fill-in during the meantime.

Mr. Izzard reported on 5-year application trend data, enrollment/intent to enroll data, fall projections, and a review of the scholarship policy and gave a funds disbursements update.

Scholarship data as it related to application data for the Fall 2023 term shows better alignment with fall capacity. A new CRM system has led to improved admissions tracking. A new Director of Admissions, Lamar Scott, has joined the University. Dr. Deams and his team has been monitoring admissions numbers and providing daily updates to the President and weekly updates to the Cabinet.

Generally, about 73-74% of students who submit an Intent to Enroll form convert to enrollees, based on 5-year trend data. In looking at the Enrollment Report, 2,535 people have completed an Intent to Enroll. A discussion took place about enrollment data, trends, and planning.

Mr. Izzard reported on the scholarship committee's efforts. On page 148 of the Board materials is the University Academic Merit Award 2023-2024 Academic Year Scholarship Budget. He noted the damage done to the University from bad press and the need to get earlier approval so as to offer scholarships earlier. President Glover stated that the scholarship budget will be submitted for approval for the September 2023 Board meeting for earlier approval. Trustee B. Johnson requested a breakdown of scholarship information based on class level, band, athletics and other broad categories.

Trustee Corbeil stated that he would like to discuss at the next Board meeting efforts to retain the large class of freshmen. Dr. Glover stated that the large freshmen class is returning, as evidenced by their housing requests. Trustee Corbeil would like to see this information collected and communicated. Dr. Melton added that we are tracking and monitoring this group of students, making sure that there are academic and student affairs services for this group, and they are watching their progress toward graduation.

Mr. Izzard was thanked by the Board for his leadership.

XII. BOARD HOUSING COMMITTEE REPORT

Chair Lewis introduced this agenda item, which was an information item. Dr. Glover commended Trustee McKenzie for his efforts with respect to housing. Trustee McKenzie touched upon upcoming efforts for a public-private partnership, the Tennessee Board of Regents process and the need to conduct an RFP for housing projects. Trustee McKenzie discussed the possibility of using solar energy in housing projects and the ability to pursue revenue generation through carbon credits.

XIII. ADJOURNMENT

Trustee Lewis asked if there was any additional business. Seeing none, he asked for a motion to adjourn, and Trustee Corbeil moved to adjourn. The motion carried unanimously by roll call vote. The meeting was adjourned at 12:19 p.m.

Tennessee State University

Board of Trustees



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: University Budget Report

RECOMMENDED ACTION: None

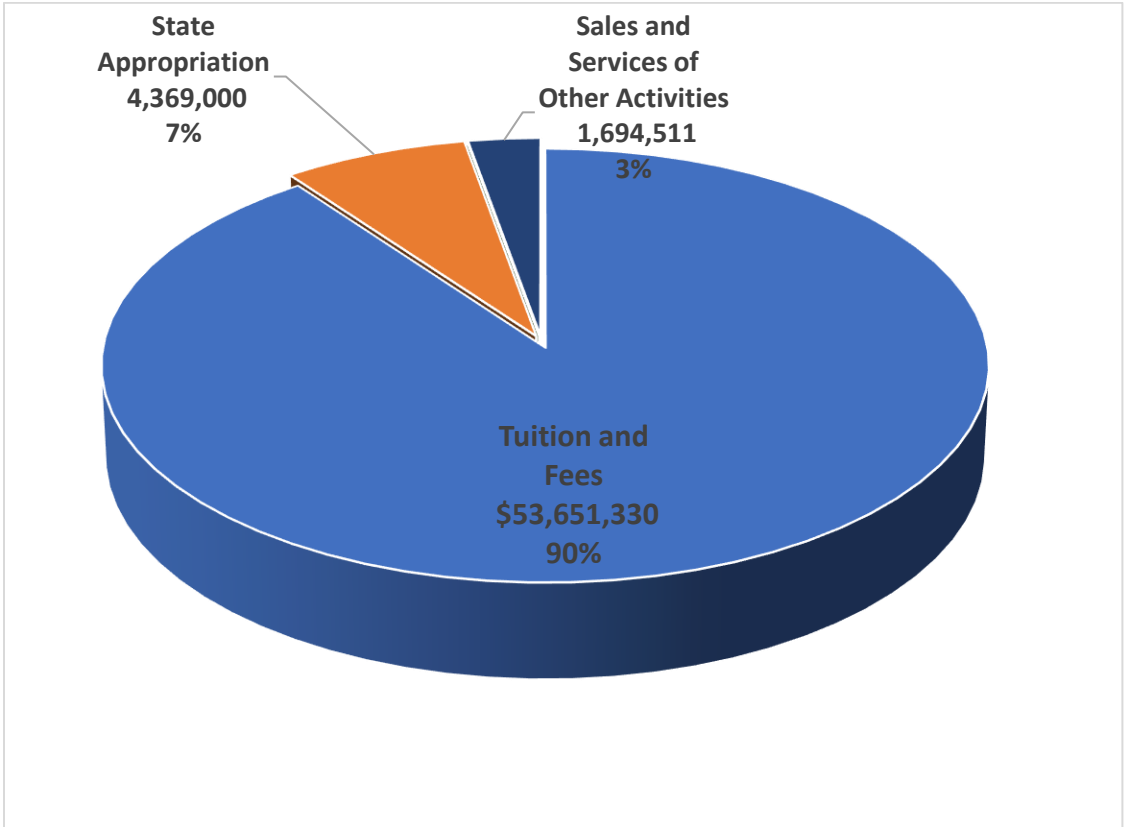
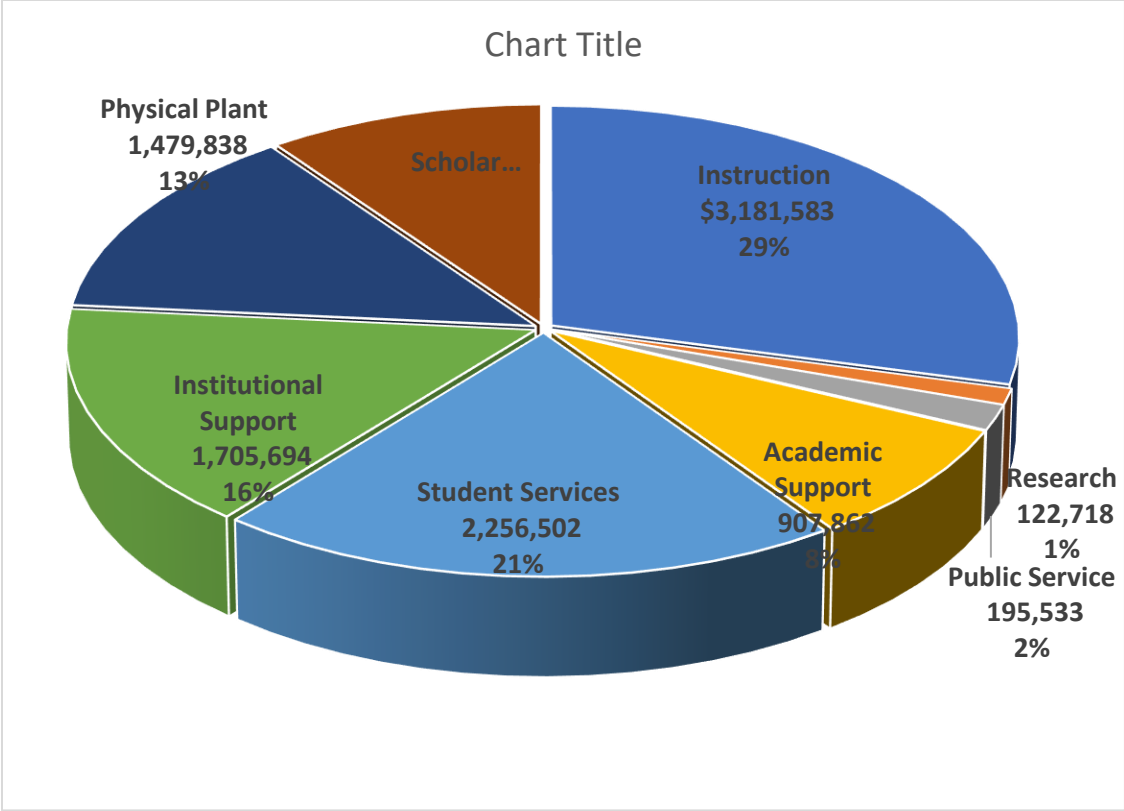
PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard
Lewis

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

Tennessee State University
Statements of Revenues, Expenditures and Transfers - Budget and Actual
Fiscal Year to Date as of August 28, 2023

	2024			
	BUDGET	FYTD	VARIANCE	% VARIANCE
REVENUES:				
Education and General				
Tuition and Fees	\$ 95,950,900	\$ 53,651,330	\$ 42,299,570	55.92%
State Appropriation	51,421,300	4,369,000	47,052,300	8.50%
Federal Grants and Contracts	2,500,000	-	2,500,000	0.00%
State Grants and Contracts	33,000	-	33,000	0.00%
Private Grants and Contracts	47,000	-	47,000	0.00%
Sales and Services of Educ Depts	39,300	-	39,300	0.00%
Sales and Services of Other Activities	6,320,500	1,694,511	4,625,989	26.81%
Other Sources	780,000	-	780,000	0.00%
Total Education and General	<u>\$ 157,092,000</u>	<u>\$ 59,714,842</u>	<u>\$ 97,377,158</u>	<u>38.01%</u>
Sales/Svs Aux Enterprises				
Aux Enterprises	<u>\$ 44,429,700</u>	<u>\$ 23,365,701</u>	<u>\$ 21,063,999</u>	<u>52.59%</u>
TOTAL REVENUES:	<u>\$ 201,521,700</u>	<u>\$ 83,080,543</u>	<u>\$ 118,441,157</u>	<u>41.23%</u>
EXPENDITURES:				
Education and General				
Instruction	\$ 67,871,600	\$ 3,181,583	\$ 64,690,017	4.69%
Research	2,716,200	122,718	2,593,482	4.52%
Public Service	2,611,400	195,533	2,415,867	7.49%
Academic Support	11,459,200	907,862	10,551,338	7.92%
Student Services	24,209,600	2,256,502	21,953,098	9.32%
Institutional Support	16,439,500	1,705,694	14,733,806	10.38%
Physical Plant	21,129,500	1,479,838	19,649,663	7.00%
Scholarships and Fellowships	19,000,000	1,097,988	17,902,012	5.78%
Total Education and General	<u>\$ 165,437,000</u>	<u>\$ 10,947,717</u>	<u>\$ 154,489,283</u>	<u>6.62%</u>
Sales/Svs Aux Enterprises				
Aux Enterprises Expenditures	<u>\$ 36,893,200</u>	<u>\$ 1,423,379</u>	<u>\$ 35,469,821</u>	<u>3.86%</u>
TOTAL EXPENDITURES:	<u>\$ 202,330,200</u>	<u>\$ 12,371,096</u>	<u>\$ 189,959,104</u>	<u>6.11%</u>

EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	\$ (808,500)	\$ 70,709,447	\$ (71,517,947)	-8745.76%
TRANSFERS:				
Education and General				
Mandatory Transfers	\$ 1,834,900	\$ (64,662)	\$ 1,899,562	-3.52%
Nonmandatory Transfers	(9,720,900)	-	(9,720,900)	0.00%
Total Education and General	(7,886,000)	(64,662)	(7,821,338)	0.82%
Aux Enterprises				
Mandatory Transfers	\$ 5,770,000	\$ (636,510)	\$ 6,406,510	-11.03%
Nonmandatory Transfers	1,766,500	-	1,766,500	0.00%
Total Auxiliary Enterprise	7,536,500	(636,510)	8,173,010	-8.45%
Total Transfers	\$ (349,500)	\$ (701,172)	\$ 351,672	200.62%
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS	\$ (459,000)	\$ 71,410,618	\$ (71,869,618)	-15557.87%



**Tennessee State University
Board of Trustees**



**Construction and
Facilities Update**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Construction and Facilities Update

RECOMMENDED ACTION: None

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

The President and/or a designee will provide an update on matters related to construction and facilities at TSU.

See enclosed materials.

TORNADO RECOVERY

The work associated with previous year's tornado recovery is complete. TSU continues to work with the insurance company to negotiate and settle open claims. These items are being completed on a quarterly basis. Settlement funds are directed through the office of Business and Finance.

COMPLETE:

General Services Building

Other Farm Structures

Animal Shelter

Wetlands Cleanup

Ag Education Building

IN CONSTRUCTION

Greenhouses: House 503 is substantially complete - awaiting DI water system

Fence repairs: New contractor secured to execute corrections to fence repair

Ag Pavilion: Construction is substantially complete - awaiting AV equipment

Poultry Building: Planning Phase

Hay Storage Building: Planning Phase

ELECTRICAL LOOP REPAIRS (Electrical Master Plan)

Every building on campus will be impacted by the newly designed electrical infrastructure project. This looped power grid is designed to create electrical redundancy from the North to the South end of campus. This project will reduce TSU electric vulnerability. Over the past 4 years, TSU received ~\$5M each year in state allotments. This year, TSU worked closely with Tennessee Higher Education Commission to lobby for complete funding, which makes it possible to implement the electricity solution sooner. The additional funding request totaled \$37.7M. THEC agreed to support this request and present it on the basis that costs increase and equipment lead times could hinder progress on this critical infrastructure project.

PHASING: Phase 1 construction begins Fall 2023. Phase 2 design work was completed on schedule. Phase 3 (Installation of South Loop) duct banks and pads are scheduled to be complete August 2024. North Loop is currently still being designed. Estimated total project completion is August 2028.

TSU HOUSING BUSINESS PLAN

TSU Campus Planning Department partnered with Moody Nolan and Mackey Mitchell architects to study the current housing needs at TSU. TSU conducted a cost-over-time analysis to determine priorities for future housing projects. This analysis guides the sequencing of future demolition, renovation, and new construction. The housing business plan will be dynamic by design. TSU will have the flexibility to modify the housing style, site, and schedule as necessary to reflect demand in the local market.

NEW FOOD & ANIMAL SCIENCE BUILDING

Kline Sweeney and Associates was selected as the architect. Tennessee Board of Regents and TSU Campus Planning Department are working to get the architect's contract executed. The design of this facility will require approximately 9-12 months. Construction is projected to begin in 2025.

NEW ENVIRONMENTAL SCIENCE BUILDING

On May 11, 2023, SBC approved the construction project for the Environmental Science Building. The architect selection is currently in process. Construction is projected to begin in 2025.

NEW GATEWAY ARCH

Office of the State Architect approval is required to construct the gateway arch. The required project documents were issued for review and approval. Simultaneously with this approval/review, the interested contractor(s) are conducting a constructability review in response to the latest design proposal (investigates a two-part solution that limits risk and reduces construction & lead times).

CAPITAL DISCLOSURE REPORTS

TSU updated the capital disclosure project information for the New Engineering Project. The project disclosure previously submitted was for 70,000 SF - \$60M. The recently updated project is for 191,000 SF-\$184M. TSU continues to work with TBR and the architect (Bauer Askew) to determine the best way forward. At present, TSU seeks your approval to continue designing the \$184M New Engineering Building, understanding the design will include segments that can be removed to accommodate reductions in the project budget.

As a part of the State's Strategic Initiative project (\$250M), a renovation project for Davis and Boswell Halls in the amount of (\$29.7M) was disclosed. An RFQ has been sent out to designers and the proposal deadline is 9/9/22. These projects will impact approximately 145,000 SF. The goal of this project is a comprehensive renovation of both buildings. Consequently, 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. Also, existing fume hoods will be replaced, and associated exhaust systems repaired or replaced.

QUARTERLY DISCLOSURE REPORTS

Harned Hall Lab Upgrades 2.97M. was submitted for approval. This project will renovate existing biology laboratories in Harned Hall. Work to include laboratory case work, fume hoods, and upgrades to damaged and/or deteriorated interior finishes and all related work.

CAMPUS BUILDING ENVELOPE AND STRUCTURE REPAIRS

Closing out 1st Phase of the project. The 2nd Phase is being prepared for bid.

**Tennessee State University
Board of Trustees**



Master Plan Update

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 14, 2023

ITEM: Master Plan Update

RECOMMENDED ACTION: None

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

The President and/or a designee will provide a Master Plan update.

TSU CAMPUS MASTERPLAN AND MIGRATION PLAN

TSU's masterplan is on schedule for completion in January 2024. The master planner, Woolpert Engineering completed facility conditions assessments, conducted departmental interviews, and audited educational programs. This data is used to establish the required square footage to support TSU's enrollment projections. The projections include developments in Athletic Programs, Agriculture Programs, Avon Williams Campus, Campus Infrastructure, and Campus Security.

The masterplan draft includes a review of future development opportunities and partnerships near the main campus such as:

Major Hotel and Conference Center • Live-Work Development around Athletics Complex • MLB Baseball Stadium on Riverfront Athletics Opportunities • Relocate Athletics • Improved Football Facilities • New Football Stadium • Replace Gentry Center • New Ice Hockey Arena • New Baseball Stadium • New Rowing Facility with Boat Slips • New Soccer Complex • New Sand Volleyball • New Indoor Golf Practice Facility • New Band Facility

The masterplan draft includes a review of future development opportunities and partnerships at the Avon Williams campus such as:

Mixed-use Development Partnership • Public Private Partnership (P3) • College of Business Executive Leadership Program • Improved Incubation Center • Graduate / Professional Housing • Expanded Education & Public Services • Classified / Secured Data Business Center

**Tennessee State University
Board of Trustees**



**Finance and Budget
Report**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Finance and Budget Report

RECOMMENDED ACTION: None

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

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

**Tennessee State University
Board of Trustees**



**Update on Enrollment
and Scholarships**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Update on Enrollment and Scholarships

RECOMMENDED ACTION: None

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

The President and/or a designee will provide updates related to this agenda item.

**ENROLLMENT UPDATE
Board of Trustees Meeting**

FALL 2023 UNDERGRADUATE APPLICATION POOL ANALYSIS

Semester	Total Admitted	Denied	Incomplete	Withdrawn/ Cancelled	Grand Total
Fall Term 2018	6066	945	4802	172	11978
Fall Term 2019	6264	925	4043	149	11034
Fall Term 2020	6998	1245	3379	97	10888
Fall Term 2021	7514	893	4519	80	13102
Fall Term 2022	14294	875	4624	103	12946
Fall Term 2023	13133	1038	4240	484	18895

FALL 2023 ENROLLMENT UPDATE AS OF SEPTEMBER 7, 2023

Term	Headcount	Undergrad	Graduate	UG FTE	GR FTE
Fall Term 2022	9220	7679	1541	7,097.20	932.25
Fall Term 2023	8139	6759	1380	7,265.52	862.25



Office of Institutional Merit Scholarships

Overview of the 2023-2024

Scholarship Cycle

The Office of Institutional Merit Scholarships

- OBJECTIVE: "Enhance Access and Academic Excellence: To identify, attract, and support exceptionally talented and diverse students through merit-based scholarships, fostering academic excellence, and contributing to the vibrant intellectual community at Tennessee State University."

Tennessee State University's Office of Institutional Merit Scholarships serves as a pivotal hub, dedicated to recognizing, supporting, and fostering exceptional academic and personal achievements among students. The goal of this office is to play a crucial role in identifying, administering, and overseeing merit-based scholarship programs that attract and retain high-achieving individuals.

It collaborates closely with academic departments, admissions, and financial aid offices to evaluate candidates based on their academic records, leadership qualities, community involvement, and other notable accomplishments. The office serves as a liaison between donors, sponsors, and scholarship recipients, ensuring the efficient distribution of funds and fostering connections that often extend beyond financial support. Through its efforts, TSU's Office of Institutional Merit Scholarships contributes to creating a vibrant learning community by rewarding excellence and empowering promising students to pursue their academic and professional aspirations.

- I. The TSU Merit Scholarship plan was approved by Board of Trustees effective March 2023. The document below reflects the scholarship provided to parents and students.**

Overview

Tennessee State University is pleased to offer competitive academic scholarships for new students enrolling at TSU during the Fall 2023-2024 academic school year. To be considered for an academic scholarship, new first-time freshmen and transfer students must apply for academic scholarships. However, the GPA and test score on file in the Office of Admissions will be reviewed to determine scholarship eligibility at the time of admission. Students who apply by the deadline and meet minimum eligibility requirements for an academic scholarship award will be offered the appropriate scholarship as long as funding is available. Students will receive notification of the scholarship award offers by February 28, 2023.

Scholarship Opportunities

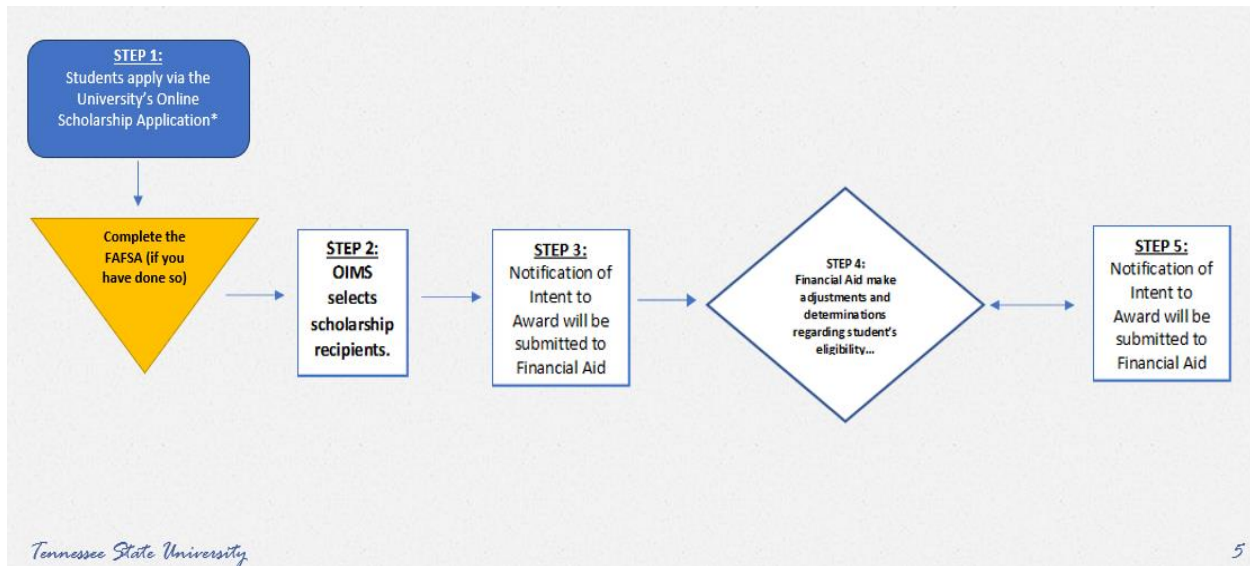
The academic merit scholarship opportunities, along with the required GPA, test score and award amounts are listed below. Additional restrictions may apply. Please visit www.scholarships.tnstate.edu for complete details.

AWARDS	AMOUNT	GPA	ACT	SAT
TIER ONE				
Presidential Scholarship (Instate)	\$18,630	Minimum of 3.5 or higher	28-36	1300-1600
Presidential Scholarship (Out of State)	\$24,630	Minimum of 3.5 or higher	28-36	1300-1600
Trustee Scholarship (Instate)	\$16,630	Minimum of 3.3 or higher	26-27 or higher	1230-1290+
Trustee Scholarship (Out of State)	\$22,630	Minimum of 3.3 or higher	26-27 or higher	1230-1290+
Academic Merit Scholarship (Instate)	\$15,630	Minimum of 3.3 or higher	24-25 or higher	1160-1220+
Academic Excellence Award (Out of State)	\$21,630	Minimum of 3.3 or higher	24-25 or higher	1160-1220+
TIER TWO				
Big Blue Scholarship	\$3,500	3.0-3.2 or higher	19-23 or higher	990-1150+
Future Tiger Transfer Scholarship	\$2,000	Minimum of 3.0	N/A	N/A

By strategically reorganizing the scholarship process, the issuance of merit scholarships underwent a significant improvement. This restructuring involved streamlining the application and evaluation procedures, resulting in a more efficient and equitable system. The process began by clarifying the criteria and requirements for each scholarship, ensuring transparency and consistency. The consolidation of application materials allowed for a more holistic assessment of candidates, focusing not only on academic achievements but also on extracurricular involvements and personal qualities. Additionally, the establishment of a dedicated committee comprising academic experts, administrators, and external professionals enhanced the evaluation process's objectivity and depth. This revamped approach enabled the institution to identify and support a broader spectrum of talented individuals, fostering diversity and inclusion. As a result, the restructured scholarship process effectively rewarded merit, attracted top-tier students, and ultimately enriched the academic landscape by recognizing multifaceted excellence.

Scholarship Cycle 2023-2024

Scholarship Process and Overview



The implementation of a rigorous daily and weekly reporting, monitoring, and management system for merit scholarships yielded highly positive outcomes. This comprehensive approach involved deploying advanced software and dedicated personnel to meticulously track scholarship recipients' progress and compliance with program requirements. Real-time reporting mechanisms allowed for immediate identification of any issues or challenges faced by scholars, enabling timely intervention and support. Regular check-ins with recipients ensured a clear line of communication and the opportunity to address any concerns they might have. Furthermore, continuous data analysis facilitated the identification of trends and patterns, which informed future decision-making and allocation of resources. As a result, the institution observed increased retention rates among scholarship recipients, demonstrating the effectiveness of the proactive approach. This daily reporting and management strategy not only upheld the prestige of the merit scholarship program but also fostered a culture of excellence and accountability among students, contributing to their academic and personal growth.

//

//

Example of an email report:

Snapshot Stats for 8.29.2023

TIER ONE AWARDS	GPA REQUIREMENT	ACT	SAT	TOTAL AWARD OFFERS	# OF OFFERS SENT	# OF OFFERS SENT TODAY (8.29.2023)	COMPLETED/ACCEPTED	REMAINING
Presidential Scholarship (Instate)	Min. of 3.5	28-36	1300-1570	20	22	0	6	18
Presidential Excellence Scholarship (Out of State)	Min. of 3.5	28-36	1300-1570	10	5	0	1	9
Trustee Scholarship (Instate)	Min. of 3.3	26-27 or higher	1230-1290+	20	13	0	2	19
Trustee Excellence Scholarship (Out of State)	Min. of 3.3	26-27 or higher	1230-1290+	10	9	0	5	3
Academic Merit Scholarship (Instate)	Min. of 3.3	24-25 or higher	1160-1220+	15	17	0	10	7
Academic Excellence Scholarship (Out of State)	Min. of 3.3	24-25 or higher	1160-1220+	15	14	0	14	2
TIER TWO								
Big Blue Scholarship	3.0-3.2	19-23 or higher	990-1150+	540	778	2	175	370
Future Tiger Transfer Scholarship	Min. of 3.0	N/A	N/A	175	27	1	25	150
SPECIAL INTEREST GROUP AWARDS								
Dr. Levi Watkins (Meharry & HCA)	Min. of 3.5	28-36	1300-1600	24	28	0	17	11
5000 Role Models	Min. of 3.2	20	1030-1050	12	8	0	7	5
ITAG (International Tuition Assistance Grant)	Min. of 3.2	20	1030-1050	25	53	0	23	3
MNPS Trailblazing to TSU	Min. of 3.2	20	1030-1050	100	152	0	79	34

The reporting of merit scholarships plays a pivotal role in recognizing and celebrating academic excellence and exceptional achievements among students. These scholarships are a testament to the dedication, hard work, and talent that students have invested in their educational pursuits. Reporting on merit scholarships involves highlighting the recipients' accomplishments, academic records, and the selection criteria that they met to earn these accolades. Such reporting not only acknowledges the individual recipients but also motivates and inspires other students to strive for excellence. It showcases the commitment of educational institutions, organizations, and communities to nurturing and rewarding intellectual prowess. By disseminating information about these scholarships, the broader community becomes aware of the importance of recognizing and supporting exceptional educational attainment, thereby fostering a culture of academic accomplishment and encouraging future generations to pursue their own educational aspirations with diligence and enthusiasm.

Proposed Scholarship Plan for Fall 2024

The proposal for the introduction of additional merit scholarships at TSU underscores a critical need to further enhance the institution's academic landscape and reinforce its commitment to fostering excellence. These scholarships will serve as a catalyst for attracting, rewarding, and retaining the brightest minds within the student body. By expanding the merit scholarship program, TSU can showcase its dedication to recognizing and supporting exceptional academic achievements, leadership qualities, and extracurricular involvement. This initiative will not only elevate the institution's reputation but also contribute to creating a dynamic and diverse learning environment that thrives on the principles of excellence and meritocracy. With the introduction of these scholarships, TSU will provide invaluable financial assistance to deserving students,

enabling them to fully engage in their studies, research, and community initiatives. Ultimately, these additional merit scholarships will significantly enrich the academic journey of students at TSU, fortify their sense of pride and accomplishment, and contribute to the continued growth and advancement of the university's educational mission.

- ❖ Increase the Future Tiger Transfer Scholarship back to \$10,000.
- ❖ Increase the amount of The Big Blue Scholarship.
- ❖ Add another tier of scholarships that would be open to all undergraduates.

AWARDS	AMOUNT	GPA	ACT	SAT
TIER ONE (First Time Freshman Only)				
Presidential Scholarship (Instate)	\$18,630	Minimum of 3.5 or higher	28-36	1300-1600
Presidential Excellence Scholarship (Out of State)	\$24,630	Minimum of 3.5 or higher	28-36	1300-1600
Trustee Scholarship (Instate)	\$16,630	Minimum of 3.3 or higher	26-27 or higher	1230-1290+
Trustee Excellence Scholarship (Out of State)	\$22,630	Minimum of 3.3 or higher	26-27 or higher	1230-1290+
Academic Merit Scholarship (Instate)	\$15,630	Minimum of 3.3 or higher	24-25 or higher	1160-1220+
Academic Excellence Award (Out of State)	\$21,630	Minimum of 3.3 or higher	24-25 or higher	1160-1220+
TIER TWO (Transfers & First Time Freshman Only)				
Future Tiger Transfer Scholarship	\$10,000	Minimum of 3.0	N/A	N/A
The Big Blue Scholarship	\$8,000	3.0-3.2 or higher	19-23 or higher	990-1150+
TIER THREE (all undergraduates)				
Tiger Elite Scholarship	\$5,000	3.9 or higher	N/A	N/A
TSU Serve Scholarship	\$4,000	3.6-3.8	N/A	N/A
TSU Work Scholarship	\$3,500	3.3-3.5	N/A	N/A
TSU Think Scholarship	\$3,000	3.0-3.2	N/A	N/A

**Tennessee State University
Board of Trustees**



Personnel Update

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Personnel Update

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair, Deborah Cole

The President and/or a designee will provide personnel updates to the Board.

CHIEF OPERATING OFFICER REPORT ON TENNESSEE STATE UNIVERSITY PERSONNEL ACTION PLAN

I. Personnel Action Plan Committee Work and Update

The Chief Operating Officer has been charged with leading up the effort to develop a Personnel Action Plan in response to the Board of Trustees' Resolution adopted in response to the Comptroller's Report on TSU's Operations. To that end, a small committee was formed to commence work on a review of personnel, including, but not limited to, organizational structure, performance, and staffing within units, and present a *personnel action plan*, which shall include a plan of action for filling all vacant and interim positions. The concept, "Human Resources is the lifeblood of an organization, and people are its most important resource," is a common expression in human resources and organizational management. We used this concept as our guiding principle.

The members of this committee included Dr. Mikki Allen, Athletics Director; Dr. Phyllis Danner, Director of Research and Sponsored Programs; Lt. Gen. (ret.) Jason Evans, Chief Operations Officer (Committee Chair); Jenai Hayes, Director of Media Relations; Dr. William Hytche, VP Student Affairs, Dr. Curtis Johnson, VP/Chief of Staff, Laurence Pendleton, General Counsel and Secretary to the Board of Trustees, Dr. Carjamine Scott, Executive Director, Strategy and Innovation, Dr. Johnnie Smith, VP Academic Affairs/Support, and Associate Vice President, Human Resources, Linda Spears.

The Committee has met on several occasions and commenced its work on developing organizational goals and objectives, conducting a review of organizational structure, including an organizational assessment, staffing within units, and performance related metrics and processes. An update on the Committee's work will be provided at the November 16, 2023, Board meeting.

II. Next Steps

The TSU Personnel Action Plan Committee endeavors to establish a Plan that will evolve with our organization's needs, strategic objectives, and workforce requirements.

- Refine observations and recommendations through additional research/inquiry.
- Initiate Manpower Study/Organizational Assessment.
- Conduct an Employee Engagement Survey.
- Develop a Personnel Action Plan with milestones, measures of effectiveness, and performance.
- Update the TSU Strategic Plan to reflect the Personnel Action Plan.
- Provide updates to the President and the Board of Trustees.

Respectfully submitted,

Jason T. Evans, Lt. Gen. (ret)
Chief Operating Officer

**Tennessee State University
Board of Trustees**

Customer Service Report



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Customer Service Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair, Deborah Cole

The President and/or a designee will provide a Customer Service report.

**Tennessee State University
Office of Customer Relations**

Fall 2023

Mission Statement

The Office of Customer Relations at Tennessee State University (TSU) serves as a liaison for customers (students, alumni, employees, and others) to assist them with inquiries and needs within the TSU infrastructure.

By striving for excellence, the office works to make TSU a place that evokes a sense of pride for its customers.

Goals

Short Term

- Respond to all inquiries within two business days of receipt and track data regarding each inquiry (ongoing)
- Have an open line of communication with stakeholders and the Higher Education Resource Officer (HERO) (ongoing)
- Create webpage (in process)
- Hire Assistant Director and Administrative Assistant (in process)
- Held a customer service training that provided attendees with best practices based on real life scenarios (complete)

Long-term

- Track data as a foundation for policy recommendations that will help to prevent issues in the future (ongoing)
- Ensure that the university has a positive and productive relationship with the HERO and other state officials (ongoing)
- Foster an environment of continuous process improvement (ongoing)
- Host additional trainings (in process)
- Implement a survey and town hall meetings to gain feedback from the campus community as a foundation for continuous improvement (in process)

Operational Metrics

The Office of Customer Relations aims to measure its success based on the following metrics:

- The reduction of customer complaints year-to-year
- Increase in the percentage of positive customer reviews/comments
- The number of TSU employees who participate in customer relations training
- The reduction of concerns sent to the HERO
- All employees (faculty and staff) will respond to customer inquiries (emails and calls) within 48 hours.

- Implementation of a customer survey that will allow us to prioritize new policies and procedures regarding customer concerns

Strategic Outcomes

Over the long-term, we believe continuous improvement regarding the previously mentioned goals will lead to TSU realizing the following strategic outcomes:

- Increase in retention rates, primarily among first-year students
- Increase in graduation rates
- Increase in rankings among HBCUs

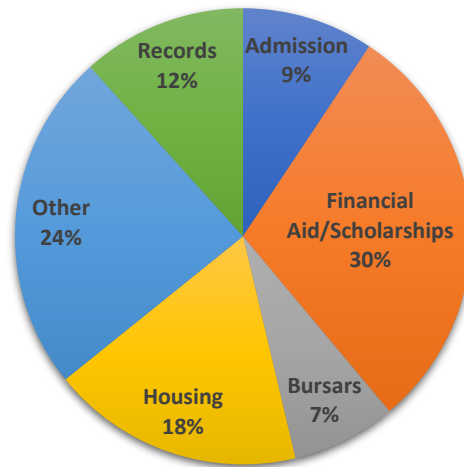
Customers at TSU

- **Students**
- Faculty, staff, and employees
- Alumni and donors
- Legislators and government officials such as the HERO

Customer Relations Data

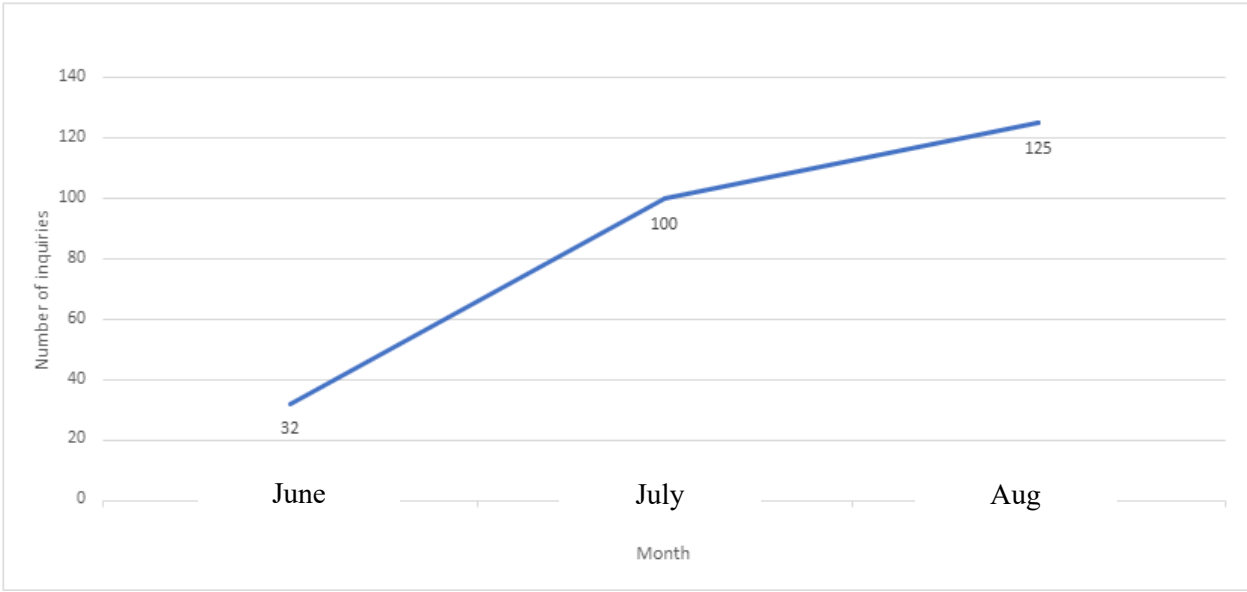
- 257 cases from 5/25 – 8/24

Admission	Financial Aid/Scholarships	Bursars	Housing	Other	Records
24	76	19	46	62	30



■ Admission ■ Financial Aid/Scholarships ■ Bursars ■ Housing ■ Other ■ Records

*Other includes parking, advisement, and various departments such as art and VA records



Meet the Team



Jessica Powell
Assistant Vice President



Ciera Walker
Coordinator

**Tennessee State University
Board of Trustees**



**Board Housing
Committee Report**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Board Housing Committee Report

RECOMMENDED ACTION: None

PRESENTED BY: Housing Committee Chair, Trustee Van Pinnock

The Special Housing Committee will provide a report 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. CDT
Thursday, September 14, 2023

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 15, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Report on SACSCOC and Other Accreditation Matters
- V. Academic Affairs Report
- VI. Report on Research and Sponsored Programs
- VII. Student Affairs Report – Housing Report
- VIII. Academic Programs and Modifications – College of Agriculture
- IX. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of June 15,
2023, Academic Affairs
and Student Affairs
Committee Meeting
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of June 15, 2023, Academic and Student Affairs
Committee Meetings Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the June 15, 2023, Academic Affairs and Student Affairs Committee meeting is included in the September 14, 2023, Board materials.

MOTION: To approve the minutes from the Board of Trustees' June 15, 2023, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Academic Affairs and Student Affairs Committee Meeting
June 15, 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; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Doug Allen, Vice President of Finance and Budget; Curtis Johnson, Vice President for Administration; Ginette Garza Brown, Associate General Counsel.

Before proceeding with the meeting, Chair Cole recognized the several new employees who were present, including new Chief Operating Officer, Jason Evans; Assistant Vice President of Customer Relations, Jessica Powell; and Director of Internal Audits, Renée Forbes-Williams.

I. CALL TO ORDER

Trustee Martin called the meeting to order at 8:33 a.m. on June 15, 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 MARCH 16, 2023, COMMITTEE MEETING MINUTES

Trustee Martin proceeded to the approval of the March 16, 2023, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the March 16, 2023, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the June 15, 2023, Board meeting. Trustee B. 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 YEAR 2023-2024 TENURE AND PROMOTION RECOMMENDATIONS

Trustee Martin announced the next agenda item as an approval of tenure and promotion recommendation for the 2023-2024 academic year. Trustee Martin asked Dr. Glover or her designee to provide pertinent information related to this agenda item. President Glover designated Dr. Melton to provide pertinent information related to this agenda item. The material for this agenda item is contained in the Board materials for June 15, 2023.

Dr. Melton asked present deans and college representatives to stand and be recognized.

Dr. Melton presented the lists of individuals recommended for tenure and promotion. Dr. Melton reviewed the policy for tenure recommendation. Dr. Melton requested the approval of the award of tenure for 12 faculty members, as recommended by the President. Eighteen faculty members were also recommended for promotion.

Chair Martin moved to recommend to the full Board the approval of academic year 2023-2024 tenure and promotion recommendations, as contained in the Board materials for the June 15, 2023, Board meeting. Trustee Bill Johnson seconded the motion, and the motion carried unanimously by roll call vote.

V. APPROVAL OF NEW ACADEMIC PROGRAM – M.S. IN BUSINESS DATA ANALYTICS

Chair Martin announced the next agenda item as the approval of a new academic program, a Master of Science in Business Data Analytics. Chair 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 June 15, 2023.

President Glover designated Dr. Melton to present on this item. Dr. Melton explained that program adjustments are done through appropriate processes and presented the new academic program to use data analytics to offer better business decision-making. There is a need for a workforce trained in this area, she explained.

Chair Martin moved to recommend to the full Board the approval of a new academic program, a M.S. in Business Data Analytics, as contained in the Board materials for the June 15, 2023, Board meeting. Trustee Bill Johnson seconded the motion, and the motion carried unanimously by roll call vote.

VI. REPORT ON SACSCOC ACCREDITATION 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 June 15, 2023. This is an informational discussion item only without a vote requirement.

Dr. Melton provided the report. She reported that the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), at its December 4, 2022, meeting decided to

affirm the accreditation TSU for the 10-year maximum. On April 18, 2023, there was a required on-site visit, which was required after COVID. The Department of Education required a virtual meeting during COVID, but now SACSCOC wants to meet in-person.

A substantive change request was made to SACSCOC for the master's degree of Business Administration program at the Avon Williams campus. A Substantive Change Committee visit took place on April 18-20, 2023. The substantive change report was received back on April 20, 2023, with no recommendation, which is a desirable result. The report further included accommodation to the University for its SMART Technology Innovation Center.

VII. 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 June 15, 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. Melton and Dean Chandra Reddy provided a report. Dean Reddy shared that the USDA issued TSU an \$18 million grant award. The project will attract more students to study agriculture, including scholarships. The USDA seeks to hire from the newly developed workforce.

Dr. Melton announced new and continuing partnerships, including the continuation of a partnership with NES to create an engineering and computer science pathway for NES employees and the Senior Saints at Schrader Lane, which brings support service to the community. Dean Morgan Curtis of the College of Liberal Arts reported on a Climate Innovation project with Vanderbilt University. Dr. Melton reported on the SMART Technology Innovation Center and its efforts to conduct training on artificial intelligence. The University received an award from the Hewlett Foundation toward this work.

VIII. 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 June 15, 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 report on this agenda item. He reported on student housing. He noted that two assistant directors were added to focus on the student experience and on the actual facilities, including off-campus sites. He further noted an emphasis on the customer experience. Housing assignments are continuing. Students can note their preferences for housing assignments. Students will have a self-select option for hotels this year. The freshmen class is consistent with historic trends. About 1,200 first-time freshmen are anticipated. The large sophomore class is larger. The State Building Commission approved the use of hotels for housing. The number of expected beds for this fall is 4,368. On July 1, 2023, additional housing options

will be opened for students. Dean Stevenson noted continuing challenges, including aging buildings and the tough housing market in Nashville. He indicated that he presented the President with a plan for a reorganization of his department, which was approved by the President for additional staff.

A discussion was held regarding housing, including off-campus housing options, and challenges and additional needs. He noted, for example, the ability to create living-learning environments with off-campus housing. The speech and debate team, for example, would live together in such an arrangement this year. Dean Stevenson noted the high internet demand of students, which can impact housing.

Trustee Lewis commented on the need to move forward with an off-campus housing option. Chair Cole asked for an impact report with respect to the University's debt structure and a total picture of what the Court Villa project would look like.

IX. STUDENT AFFAIRS REPORT

Dean Stevenson reported a successful student affairs engagement for the spring semester. Student leadership efforts were successful. The Division of Student Affairs requested an increased budget for student health and wellness, including dental services, counseling services and health services for students. Counseling staff has increased 35%, including licensed counseling personnel and therapists. A nurse practitioner was added to wellness staff. He noted the need to increase spending on student wellness.

A career development fair was held on March 24, 2023, at the Gentry Center. Over 183 potential employers and about 750 students attended.

There was a discussion about student activities and engagement. Dean Stevenson suggested that he report back with additional information about student engagement activities and student space at the next meeting.

X. 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 9:50 a.m.

**Tennessee State University
Board of Trustees**

**Report on SACSCOC and
Other Accreditation
Matters**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 14, 2023

ITEM: Report on SACSCOC and Other Accreditation Matters

RECOMMENDED ACTION: None

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

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

SACSCOC REVIEW UPDATE

The Committee on Compliance and Reports (CCR) reviewed the report of the Substantive Change Committee. The CCR recommended continuing the institution in accreditation, with or without a monitoring report.

**Tennessee State University
Board of Trustees**



Academic Affairs Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 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 a designee will provide a report on Academic Affairs.

ACADEMIC AFFAIRS REPORT

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 that rounded out the 2022-2023 Academic Year.

Academic Colleges

❖ College of Agriculture

- Established the first-ever College of Agriculture Advisory Board with approximately \$400,000 in cash and in-kind donations to the college.
- In January of 2023, the Dean's Office launched a bi-weekly Administrative Staff Training Program to enhance productivity and customer service.

❖ College of Business

- College of Business students were successful in a number of competitions and conferences that reflects on the solid preparation and readiness of our graduates. This success has created further interest in student organizations in the college to build a foundation for additional student participation.

❖ College of Education

- Partnered with the Center for Strategic Leadership on a SEED grant to recruit thirteen teachers from Metro Nashville Public Schools to participate in a SEED Grant-funded program to obtain master's degrees. An additional group of teachers will be recruited to participate in a doctoral program.

❖ College of Engineering

- The College has the highest student enrollment in the past ten years with a 28% increase from last year.

❖ College of Health Sciences

- Because of the 100% NCLEX pass rate for 2022, the Tennessee Board of Nursing lifted nursing's conditional approval during its February 2023 meeting. A permanent Executive Director for the School of Nursing, Dr Courtney Nyange, was hired in the fall of 2022. A permanent BSN Program Director, Dr. Shaquita Bonds, has been recommended for approval in spring 2023.

❖ College of Liberal Arts

- The College of Liberal Arts (CoLA) began an Administrative Assistant Development Workshop series to strengthen the work done by the College's invaluable administrative assistants—the backbone of the College of Liberal Arts. Sessions are held once per semester.
- In February and March 2023, “Touring the Liberal Arts” saw 8 (7 hosted by Departments and one hosted by the College) separate opportunities for students to meet with faculty both in person and virtually for advisement and discussions of career pathways in the disciplines.

❖ College of Life and Physical Sciences

- The Dr. Levi Watkins, Jr. Meharry/TSU Medical/Dental Accelerated Pathway Program welcomed its Second cohort of 20 students to campus this past fall 2022. This program is well on its way to becoming the signature program of not only the College Life and Physical Sciences, but Tennessee State University.

❖ College of Public Service

- The College of Public Service hosted and coordinated the state's first-ever FBI Collegiate Academy. The academy launched in Fall 2022, giving students a behind-the-scenes look at careers with the federal agency and how it operates.

❖ Honors College

- TSU Honors scholars were the undefeated champions for the 2022 National Association African American Honors Programs (NAAAHP) Quiz Bowl Competition among 12 HBCU Honors Colleges and Programs. Honors students won the national championship in Research among Honors HBCU scholars capturing First, Second, and Third place for Oral Research Presentation competition at the National Association for African American Honors Program Conference.

Academic Support Units

❖ Academic Achievement and Retention Center

- Reading, Writing and Math Learning Centers, faculty tutoring and online 24/7 tutoring supported student success. In Fall 2022, 942 one-on-one Writing Center tutorial sessions were held with 477 students (up from 882 sessions with 384 students in Fall 2021; in Spring 2023, 951 one-on-one Writing Center tutorial sessions were held with 367 students (up from 597 sessions with 236 students in Spring 2022).

- ❖ Academic Career Pathways and Partnerships
 - Established an Apprenticeship Program with Ellucian and the Department of Labor and conducted classroom presentations to introduce the Academic Career Pathways and Partnerships initiatives.

- ❖ Aerospace Studies
 - Partnered with the Department of Labor (DoL) to assist in the implementation of President Biden’s Executive Order 13985 “White House Initiative on Advancing Educational Equity, Excellence, and Economic Opportunity through Historically Black Colleges and Universities”. AFROTC hosted a Transition Assistance Seminar where DoL’s Veterans’ Employment and Training Service presented various employment options for military members and cadets who wish to pursue continued service as a federal civilian upon transitioning from military service or the AFROTC program.

- ❖ Business Incubation Center
 - In November 2022, the BIC hosted its first annual Veteran Owned Small Business Luncheon event. The BIC is hosting SBA’s new THRIVE Program, June 20, 2023-December 14, 2023.

- ❖ Center for Extended Education/Continuing Education
 - One additional degree program was approved, resulting in a total of 36 programs approved for distance education delivery-Master of Criminal Justice. Obtained approval for new courses & cost increases through Northern Middle TN Workforce Board for programs including Clinical Dental Assistant; CPC Certified Medical Administrative Assistant with Medical Billing & Coding; Human Resource Professional; and SSCP Systems Security Certified Practitioner.

- ❖ Center for Service Learning and Civic Engagement
 - Professional development for UNIV 1000 instructors- “Facilitating Engaging Lectures and Discussions” on September 7, and on October 25, entitled “Stop, Start, Continue” led by Dr. Laurell Malone, consultant.

- ❖ Dual Enrollment
 - Dual Enrollment unit created three additional MOUs. One with Dickson County Schools that included servicing two new high schools (Dickson County High School and Creek Wood High School), Memphis Business Academy (MBA), and Blacks-in-Technology (BIT). DE Unit expanded its course offerings to meet the needs of the students by offering Introduction to Aeronautical & Industrial

Technology and Health & Wellness and fostered relationships with partners by participating in the Blacks-in-Technology (BIT)-Nashville Hackathon

❖ Global Online

- Faculty and staff participated in several TSU Global Online training opportunities: Using Turnitin for Thesis / Dissertation Reviews (October 13, 2022), How to Retain and Engage Your Online Students (October 15, 2022), and the 2023 TSU Faculty Development Kick-off event held on January 10, 2023, to name a few.

❖ Office of International Affairs

- Provided greater access to global learning opportunities for TSU students, faculty, staff, and community/collaborating partners (other HBCUs) which is aligned to OIA Study Abroad and Recruiting priorities.

❖ Global Initiatives and Partnerships:

- Established an executive administrative position (Assistant Vice President for Global Initiatives and Partnerships) to expand our global partnerships for recruiting and research. Priority outreach expansion to the Caribbean resulting in increased international students.

❖ Libraries and Media Centers

- The MakerSpace Lab had an Open House to introduce students to its services plus offered over forty workshops on laser engraving, graphic design, 2D/cartoon animation, 3D animation, audio editing and podcasting, photogrammetry, 3D printing and scanning, basic sewing, game development, and virtual reality.

❖ School of Graduate and Professional Studies

- Handshake digital platform implemented to aid with marketing Graduate Assistant opportunities and assignments.

❖ Testing Center

- Recipient, Tennessee Board of Regents Student Engagement Grant-Professional Examination Preparation (PrEP) \$50,000. The Testing Center worked in partnership with Disabled Student Services to provide proctoring and testing space to individuals with disabilities to comply with Federal Regulations under the Americans with Disabilities Act (ADA).

❖ Title III Administration

- For 2022-2023, the university received approximately a total of 13 million dollars in Title III funding towards improving the quality of TSU academic programs, strengthening student services, its' physical plants, and endowment building capacity.

❖ TRIO Programs

- Upward Bound sponsored a six-week summer program which included academic classes, self-development workshops, community service, college fair, and motivational speakers. During the academic phase, participants were provided workshops on the FAFSA, social-emotional development, financial literacy, and career assessments.

❖ SMART Technology Innovation Center

- Acknowledged by SACSCOC as an exemplary academic technology teaching, learning, and research center. Received a grant by William and Flora Hewlett Foundation for Open Education Resources (OER) to address the cost of education and textbooks. Serves as the National Hub for Apple HBCU – C2 (Code & Create). Recognized for Academic eSports and Immersive Teaching and Learning.

**Tennessee State University
Board of Trustees**

**Report on Research and
Sponsored Programs**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Report on Research and Sponsored Programs

RECOMMENDED ACTION: None

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

The President and/or a designee will provide a report on Research and Sponsored Programs.

**RESEARCH AND SPONSORED PROGRAMS
SEPTEMBER 14, 2023, BOARD REPORT**

Tennessee State University faculty and staff achieved a momentous milestone in fiscal year 2023 by receiving 184 grant awards totaling \$100,031,083, marking the highest amount ever at the institution.

This remarkable accomplishment can be attributed to several contributions by numerous individuals, including President Glover's leadership and laser beam focus on TSU's research development, and the work of Dr. John Ricketts, who secured an extraordinary \$18M grant award from the United States Department of Agriculture (USDA) for the NEXT Generation Inclusion Consortium for Building the Food, Agriculture, Natural Resources, and Human Sciences Pipeline (FANHP) This momentous grant will revolutionize and spearhead the university's initiatives in these vital fields, thereby enhancing opportunities for future generations.

Additionally, Dr. Quincy Quick's procured a \$3M grant from the National Institute of Standards and Technology. This funding will exclusively finance the renovation of biology teaching and research labs in Harned Hall.

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Student Affairs – Housing Report

RECOMMENDED ACTION: None

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

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

Student Affairs Board Report

September 2023

New Initiatives

- The Division of Student Affairs is excited to welcome the department of first-year student experiences.
- The Division of Student Affairs has initiated its outdoor student experience campaign.
- The Division of Student Affairs has created the student wellness collaboration.

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. We had a successful move in with help of faculty staff students and alumni.

Housing for Fall 2023

We have 4361 beds on and off campus for the fall semester we have placed 4330 with no students on the waiting list. Our new housing management team has been extremely intentional with a focus on communication and customer service. The housing application was opened much earlier, and this allowed for self-assign opportunities.

We currently have two hotels and we initiated a double down safety plan to address student concerns in both locations with the help of the TSU Police department and Metro Nashville Police department.

We continue to navigate the students' experiences in the off-campus locations and have staff dedicated to that responsibility.

Current Housing Availability at TSU

<u>Residence Hall</u>	<u># of Beds</u>	<u>Yr Opened</u>
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	

**Tennessee State University
Board of Trustees**



**Academic Program
Modifications – College of
Agriculture**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Academic Program Modifications – College of Agriculture
Academic Program Modifications

RECOMMENDED ACTION: Approval

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

President Glover or her designee will provide a report on academic program restructuring within the College of Agriculture to accommodate new departments.

Motion: To approve the academic program modification in the College of Agriculture, as contained in the materials for the September 14, 2023, Board meeting.

ACADEMIC PROGRAMS MODIFCATIONS

College of Agriculture Academic Program Restructuring

The College of Agricultural Sciences is requesting specified modifications to its academic programs. The College is requesting modifications to its academic programs to house its programs in the following five departments:

- The Department of Agricultural Sciences
- The Department of Environmental Sciences
- The Department of Food and Animal Sciences
- The Department of Agricultural Business and Education
- The Department of Human Sciences

Currently, its academic programs and faculty expertise have been housed in two departments, the Department of Agricultural and Environmental Sciences and the Department of Human Sciences. To reflect the Colleges' current growth and status, and to better serve our students and other stakeholders, the College proposes to split the Department of Agricultural Sciences into four new departments representing four major thrust areas of the broader agricultural sector.

The agricultural programs at the university have grown rapidly during the last decade. It is now recognized as a leading institution in addressing the agricultural sector's grand challenges. Their undergraduate student enrollment has increased by five times, and the graduate enrollment has grown by ten times in the last decade. They have added three new MS degree programs and one Ph.D. Degree program in Agricultural Sciences.

The USDA's comparative analysis of research accomplishments at 1890 institutions indicates that TSU is the most competitive institution among the HBCU land-grant institutions based on the depth and breadth of our research capabilities and our ability to secure competitive grants. Last year the College published 132 articles in peer-reviewed journals (61 had students as senior authors, 20 included students as junior authors), made 186 presentations at professional meetings (88 were made by student presenters), published 73 Extension, outreach, or popular press articles, and obtained 68 competitive (non-formula) grants. They have received over \$25 million in competitive grant funds this past six months.

The College has TSU extension agents in 60 of the 95 Tennessee counties, serving those communities to improve the productivity and well-being of their citizens. They have added dozens of new faculty to provide our students and stakeholders with expertise in various agricultural disciplines.

In spite of this impressive growth and national status, we have been crowding and hiding all of our faculty expertise in one academic department, the Department of Agricultural and Environmental Sciences. To reflect our current growth and status and to better serve our students and other stakeholders, the college proposes to split this amalgamated department into four new departments representing four major thrust areas of the broader agricultural sector:

- The Department of Agricultural Sciences
- The Department of Environmental Sciences
- The Department of Food and Animal Sciences
- The Department of Agricultural Business and Education

With this restructuring, combined with the Department of Human Sciences, the College will have five academic departments. Such a model will make it easier to manage and grow the programs. Our recent assessment indicates that if approved, these departments will graduate enough students to meet the THEC standards. Our close competitors, North Carolina Agricultural and Technical State University (NC A&T) has four academic departments and the University of Tennessee has eight academic departments.

The Environmental Science, Food and Animal Sciences, and Agricultural Business and Education departments will each create new Ph.D. and undergraduate degrees in STEM fields. Each of these new departments will immediately offer an MS degree. Each department will have sufficient faculty to teach and manage its academic programs (see attached). We can house these departments independently and appropriately with the planned construction of new buildings. Faculty members continue to keep their seniority and tenure status in the new departments. The significant expenditure on the university academic budget will be three new department chair positions, at least 1.2 FTE and three new administrative assistants.

This change will result in greater visibility of our programs and people and a tremendous increase in student enrollment. Our ability to manage people, programs, and space will be much more efficient and effective. Importantly, these new departments will enhance our ability to add new Ph.D. degree programs, which will help move the university to R1 status. This restructuring is cost-effective and will significantly improve our capacity to attract new funding and new students.

**Tennessee State University
Board of Trustees**



**Executive Committee
Report**

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

9:30 a.m. CDT
Thursday, September 14, 2023

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

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 15, 2023, Executive Committee Meeting Minutes
- IV. Report on Board Resolution Items
- V. Approval of Modification to President’s Annual Performance Review Process
- VI. Report on Board Educational Session with AGB
- VII. Approval of Delegation of Authority to Board Chair to Execute Presidential Transition Agreement
- VIII. Approval of Grant of Authority Related to Presidential Search Process
- IX. Secretary’s Report
- X. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of June 15,
2023, Executive
Committee Meeting
Minutes**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of June 15, 2023, Executive Committee Meetings Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the June 15, 2023, Executive Committee meeting is included in the September 14, 2023, Board materials.

MOTION: To approve the minutes from the Board of Trustees' June 15, 2023, Executive Committee meeting, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University Board of Trustees
Executive Committee Meeting – June 15, 2023,
Hankal Hall, Tennessee State University Campus**

MINUTES

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

Other Board Members Present: Trustees Steve Corbeil, Andre Johnson, William Johnson, Obie McKenzie, Van Pinnock, and Shaun Wimberly

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; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Doug Allen, Vice President of Finance and Budget; Curtis Johnson, Vice President for Administration; Ginette Garza Brown, Associate General Counsel.

I. CALL TO ORDER

Chair Cole called the Executive Committee meeting to order at 9:40 a.m. CDT on June 15, 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.

II. APPROVAL OF THE MARCH 16, 2023, EXECUTIVE COMMITTEE MEETING MINUTES

Chair Cole introduced the first order of business — the approval of the March 16, 2023, Executive Committee meeting minutes. Chair Cole informed the Committee that the minutes for the Executive Committee’s March 16, 2023, meeting are included in the Board materials for the June 15, 2023, Board meeting.

Chair Cole moved to recommend to the full Board the approval of the March 16, 2023, Executive Committee meeting minutes, as contained in the Board materials for the June 15, 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 BOARD COMMITTEE ASSIGNMENTS

Chair Cole noted that as Board Chair she is charged with appointments Board members to the Board's four standing Committees. Chair Cole indicated that it is important to continue to focus like a laser beam on the Board's committees and to keep the current composition of the Board Committees to allow them to continue their important work.

V. REPORT ON BOARD RESOLUTION ITEMS

Chair Cole asked President Glover to go through each of the items contained in the Board's resolution in response to the Comptroller's report. President Glover went through each of the Resolution items. President Glover noted the Board's increased oversight of the institution's practices. President Glover noted that the Board examined its committee structure, has created a special committee on housing, which Chair Cole noted was very active, and the board committees will remain intact for now. President Glover noted the Board's ongoing work with AGB as to its continuous development. She also commented that the AGB consultant, who was previously utilized by THEC, reviewed the Board and determined the Board was operating effectively.

President Glover also noted that the AGB consultant will be coming on September 13, 2023, to speak with the Board. President Glover indicated that a scholarship plan had been presented to the Board, would be updated, and an updated plan would be submitted to THEC. President Glover noted that the housing data and the enrollment data would be presented in the meeting.

President Glover commented that the new COO would be working with the Cabinet and others in review personnel matters, including drafting a personnel action plan. President commented on the interim Deans and Assistant Dean positions. President Glover indicated the hiring of the CEO, the Construction Management Director, and the Assistant Vice President for Customer Relations.

President Glover also indicated that she has directed VP for Business and Finance to request approval of specified expenditures and submitted to the Board for approval. She also noted that a policy was being developed. Trustee Corbeil also asked for the inclusion of a materiality provision in the expenditure policy and seeking approval of specified variances of expenditures.

President Glover indicated that the administration was working with the TBR and the SBC to secure two new residence halls and hoped to get on the SBC's July agenda. President Glover also indicated that a communications plan is being developed and the Customer Relations office is being staffed now.

Trustee Lewis asked about the University's relationship with the TBR on construction management. Secretary Pendleton described the severance process involving the former TBR universities. VP Allen also commented on the need to obtain the approval from THEC to sever on construction management. Trustee Lewis asked for a report on this matter at the next Board meeting.

VI. PERSONNEL UPDATE

Chair Cole asked President to give a personnel update. President Glover indicated that the COO would be heavily involved in enrollment, customer services, and IT. She also referenced that she had previously introduced other personnel. Trustee Pinnock also commented on ensuring the appropriate balance between administrative costs and instructional costs.

VII. SECRETARY'S REPORT

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

Secretary Pendleton shared that the Faculty Senate appointed Trustee Bill Johnson to serve another two-year term as Faculty Trustee. Secretary Pendleton also described the process for the selection of the Student Trustee. Chair Cole commented that Trustee Wimberly has done an exceptional job as Student Trustee. Secretary Pendleton also noted that the conflict of interest forms had been submitted by all Board members.

Secretary Pendleton addressed the Board sunset process. He indicated that the General Assembly has the opportunity to address the Board's renewal in January or sometime during the next session. Secretary Pendleton also discussed the individual Trustee appointment process.

Secretary Pendleton also reiterated the AGB session on September 13, 2023.

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 10:25 a.m. CDT.

**Tennessee State University
Board of Trustees**



**Report on Board
Resolution Items**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023


ITEM: Report on Board Resolution Items

RECOMMENDED ACTION: None

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

Chair Cole will provide a report on Board Resolution Items.

**Tennessee State University
Board of Trustees**

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

**Approval of Modification
to President's Annual
Performance Review
Process**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of Modification to President's Annual
Performance Review Process

RECOMMENDED ACTION: Approval

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

Pursuant to Board Policy 004 and Board Procedure Governing the President's Annual Performance Review, the Executive Committee is charged with administering the President's Annual Performance Review. With the President's announcement of her retirement effective July 1, 2024, and the Board's commencement of a search process to select the new TSU President, the Board is authorizing the modification of the annual performance review process by foregoing the process for the evaluation of the President covering the fiscal year 2023.

MOTION: To approve the modification of the President's Annual Performance Review process for FY 23, as contained in the Board materials for the Board's September 14, 2023, meeting.

**Tennessee State University
Board of Trustees**



**Report on Board
Educational Session with
AGB**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 14, 2023

ITEM: Report on Board Educational Session with AGB

RECOMMENDED ACTION: None

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

Chair Cole will provide a report on the Board's education session with AGB.

**Tennessee State University
Board of Trustees**

**Approval of Delegation
Authority to the Board
Chair to Execute
Presidential Transition
Agreement**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of Delegation of Authority to the Board Chair to Execute Presidential Transition Agreement

RECOMMENDED ACTION: Approval

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

On August 14, 2024, President Glover announced her intention to end her tenure as President, effective July 1, 2024. During President Glover's tenure as President, she has made significant and substantial contributions to TSU's progress, development, and success.

President Glover's work at TSU has elevated the standing of TSU statewide, nationally, and internationally, as well as within the federal government and the Nashville, Tennessee, and national corporate communities.

The Board and President Glover are committed to maintaining and elevating the momentum President Glover, the Board and TSU have achieved over the last several years. To continue the momentum, progress, and achievements led by President Glover and overseen by the Board, the Board and President Glover will execute an agreement governing President Glover's transition from President to a President Emeritus role and position at the University.

The terms set forth in this Transition Agreement shall take into account the recent developments on the State level involving TSU and, related to the developments on the State level, implicate and factor in applicable and appropriate terms of President Glover's existing employment agreement and any current or possible new amendments related thereto, establish an appropriate and effective transition in TSU leadership, and ensure that President Glover remains a special, prominent and effective supporter, contributor, advocate, and facilitator for TSU's future success and development. The Board is granting the Chair the authority to execute the Transition Agreement on behalf of the Board.

MOTION: To approve delegation of authority to the Board Chair to execute the Presidential Transition Agreement, as contained in the materials for the September 14, 2023, Board Materials.

**Tennessee State University
Board of Trustees**



**Approval of the
Presidential Search
Process**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 14, 2023

ITEM: Approval of Granting of Authority Related to the
Presidential Search Process

RECOMMENDED ACTION: Approval

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

Pursuant to State law, prior to initiating a search to fill the President's position, the Board of Trustees shall hold a meeting to establish the search process, including a timeline, and a statement of qualifications for the President's position.

To that end, the Board appoints the Board's Executive Committee to serve as members of the Presidential Search Committee. The Board is also granting the Board Chair the authority to appoint additional members of the Search Committee, which shall be comprised of faculty, staff, students, alumni, and other members of the community.

The Board grants the Board Chair the authority to retain, in consultation with the Executive Committee, a search firm to assist the Search Committee and the Board in the Presidential search.

The Board anticipates that the Presidential Search Committee will commence its first meeting no later than October 21, 2023, and the Search Committee shall finalize a timeline for the search process at its first meeting. The Board's Executive Committee shall be authorized to develop a statement of qualifications for the Presidential position, in consultation with the Search Committee and the retained search firm, with said statement to be provided to members of the full Board for review prior to finalization.

Information pertaining to the search process, including members of the search committee, search timeline, and interviews of finalists shall be posted to the Board website upon the establishment of the Search Committee and updated accordingly.

Anyone selected as a finalist for the President position must undergo interviews with the campus community prior to being selected as President. In addition, the appointment of an individual to serve as President of TSU will be presented to and subject to the vote of the entire Board.

MOTION: To approve the granting of authority related to the Presidential Search Process, as contained in the materials for the September 14, 2023, Board Materials.

**Tennessee State University
Board of Trustees**



Secretary's Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 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 TSU and UT
Land Grant Agricultural
and Research
Collaborations**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 14, 2023

ITEM: Report on TSU and UT Land Grant Agricultural and
Research Collaborations

RECOMMENDED ACTION: None

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

President Glover and/or designee will provide a report on this report item.

**Tennessee State University
Board of Trustees**



**Report on TSU's
Communications Plan**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Report on TSU Communications Plan and Branding

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

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

TSU's Communications Plan – Update

University Public Relations and Communications

OVERVIEW

The new academic year brings with it the excitement of new possibilities and the opportunity to tell the TSU story once again. Tennessee State University has experienced a remarkable transformation in recent semesters. Ahead of the curve as the HBCU renaissance began sweeping the nation several years ago, TSU began expanding its degree programs and is now experiencing record enrollment. Under President Glover's leadership, TSU has accumulated an extensive record of success. University Public Relations and Communications will continue to leverage powerful stories and powerful voices, especially to counter negative perceptions.

OBJECTIVES

- Communicate the accurate present state of TSU.
- Align students, alumni, board members and key stakeholders with updates via the most relevant communications channels.
- Leverage TSU leadership and student leaders to champion messages and shape the narrative among the public.
- Reaffirm the standard of excellence at the University and maintain the legacy of the current administration.

STRATEGY

- Employ communication tactics that target both internal and external audiences to state the facts and dispel misinformation and rumor.
- Chart a “communications map” to provide insight on when and where to deploy messaging and updates to appropriate audiences.

GOALS

Internal:

- Strengthen the confidence of students and parents in their decision to choose Tennessee State University as their academic home, emphasizing the university's commitment to providing an exceptional educational experience that prepares students for a prosperous future.
- Offer students and parents peace of mind by guaranteeing that the university is fully committed to providing students an exceptional collegiate experience consisting of a quality education, adequate and comfortable housing options, and an environment that fosters a conducive environment for students to thrive both academically and personally.
- Provide unwavering reassurance to faculty and staff on the administration's commitment to cultivating an atmosphere that promotes sustainability, professional growth and development and shared governance, while reaffirming their invaluable contributions to the university's success.
- Demonstrate and communicate the university's robust financial standing, thus instilling trust and confidence among students, parents, and stakeholders.

External:

- Transform negative or mixed perceptions of Tennessee State University in the media by shaping new narratives that highlights the university's exceptional qualities, accomplishments, and contributions to society, thus reshaping public opinion and fostering a more accurate understanding of TSU's true essence.
- Ensure the dissemination of positive stories, remarkable achievements, and significant announcements originating from Tennessee State University, effectively showcasing the university's vibrant academic community, groundbreaking research, exceptional student accomplishments, and impactful initiatives that reflect TSU's commitment to excellence.
- Provide consistent and compelling updates that unequivocally demonstrate TSU's capacity to autonomously manage its operations, thereby safeguarding the university's independence and preserving its mission to provide an exceptional education for generations to come.
- Affirm and celebrate the strong bond between Tennessee State University and its esteemed alumni, assuring them that despite the attacks by the legislature – an old and unfortunate story of hostility toward a majority Black institution – TSU is forging ahead, growing by leaps and bounds, and enhancing its standing as a preeminent institution they can confidently and proudly call their alma mater.

AUDIENCES

A clear understanding of TSU's key audiences and stakeholders is essential to hitting the right ears and eyes through our communications planning and outreach. There are a variety of individuals and groups that can positively or negatively impact the perception and future of the university. Key internal and external audiences include:

Internal:

- Students
- Parents
- Stakeholders
- Faculty
- Staff

External:

- Alumni
- Public Officials
- General Community
- Media

INTERNAL COMMUNICATIONS STRATEGY**1. Multifaceted Correspondence:**

Utilize all available communication channels to keep internal audiences informed about relevant announcements and updates regarding the university's activities. Employ the following communication vehicles to ensure comprehensive coverage:

- Email correspondence: Regularly send informative emails to internal audiences, providing them with the latest news and developments.

- Social media: While managing TSU’s social channels, leverage social media platforms to share timely information, engaging internal stakeholders and keeping them connected with the university's ongoing initiatives.

2. Crisis Response:

Establish a proactive approach to internal communication during times of crisis, ensuring consistent and transparent communication with internal audiences. Swiftly address any negative press or misinformation threatening the university's reputation by:

- Communicating clarifications: Provide prompt and accurate clarifications to internal audiences, sharing necessary information to address any concerns or uncertainties.
- Issuing statements: Develop official statements or responses to negative press, demonstrating the university's commitment to open communication and preserving trust among internal stakeholders.

By implementing these internal communication strategies, TSU can maintain a strong connection with its internal audiences, fostering trust and transparency, and enlisting their support and engagement.

EXTERNAL COMMUNICATIONS STRATEGY

Traditional Media Relations i.e., Earned Media

- Newsjacking Press Releases and Media Advisories

- o Implement a consistent and robust press release distribution strategy, aiming to issue at least one release or advisory every week that the team has determined will be most relevant to the media. This approach will provide the media with compelling story ideas and demonstrate TSU's momentum, positioning the university as a premier, stable, and trusted institution in the education community.

Examples of topics for releases may include, but are not limited to:

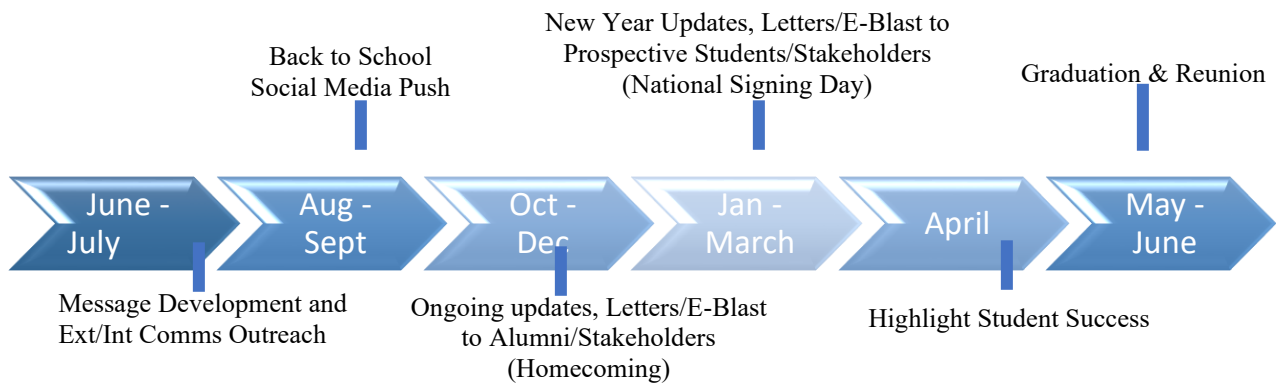
- New academic programs and curriculums
- Grant funding announcements
- Infrastructure announcements
- Major events
- Special guests, visitors, speakers (big names)
- Novelty success stories

- **Editorial Calendar Opportunities**

- o Identify and leverage opportunities within regional and national publications that share their editorial calendars in advance. By aligning TSU as a valuable source or focal point for upcoming topics, we can proactively pitch the university's expertise, achievements, and unique perspective to these publications, maximizing visibility and positive exposure.

- **Crisis Response**

- o Establish a comprehensive crisis response strategy that prioritizes building TSU's reputation and enhancing public understanding of the university's vital role in education.
- o Respond swiftly and effectively when necessary to address false or disparaging information, while also strategically evaluating when it is in the university's best interest to remain silent. This approach will ensure that TSU maintains a strong and resilient position while mitigating reputational risks.



**Tennessee State University
Board of Trustees**



Report on TSU Athletics

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: Report on TSU Athletics

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

President Glover or her designee will provide a report on TSU Athletics.

**Tennessee State University
Board of Trustees**



President's Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 14, 2023

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

The President shall provide a report at the September 14, 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: September 14, 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 September 14, 2023, Tennessee State University Board of Trustees meeting.

**Tennessee State University
Board of Trustees**



Adjournment