



# Board of Trustees Materials November 16, 2023, Meeting

## Table of Contents

|   |            |
|---|------------|
| <b>Call to Order</b> .....  | <b>3</b>   |
| <b>Welcome and Introductions</b> .....  | <b>4</b>   |
| <b>Roll Call and Declaration of a Quorum</b> .....  | <b>5</b>   |
| <b>Board Meeting Agenda</b> .....   | <b>6</b>   |
| Approval of November 16, 2023, Meeting Consent Agenda .....   | 9          |
| Approval of Minutes from September 14, 2023, Board Meeting .....  | 11         |
| Approval of Minutes from June 28, 2023, Board Housing Committee Meeting .....                           | 20         |
| <b>Audit Committee Report</b> .....   | <b>25</b>  |
| Approval of September 14, 2023, Audit Committee Meeting Minutes .....                                   | 27         |
| Discussion of the Audit Office’s Internal Quality Assessment .....                                      | 31         |
| Discussion of Completed Internal and External Audits .....  | 34         |
| Review of Outstanding Audit Issues .....  | 42         |
| Audit Committee Executive Session .....   | 46         |
| <b>Finance and Budget Committee Report</b> .....  | <b>48</b>  |
| Approval of September 14, 2023, Finance and Budget Committee Meeting Minutes .....                      | 50         |
| Approval of FY 24 Institutional Revised Budget .....  | 56         |
| Construction and Facilities Update .....  | 67         |
| Finance and Budget Report .....   | 82         |
| Institutional Development Report .....  | 84         |
| Update on Enrollment and Scholarships .....   | 91         |
| Approval of Scholarship Plan for Academic Year 2024-2025 .....  | 96         |
| Personnel Action Plan Update .....  | 103        |
| Customer Service Report .....   | 109        |
| Board Housing Committee Report .....  | 117        |
| <b>Update on Cumberland Property Development Assessment</b> .....                                       | <b>121</b> |
| <b>Academic Affairs and Student Affairs Committee Report</b> .....                                      | <b>125</b> |
| Approval of September 14, 2023, Academic Affairs and Student Affairs Committee Meeting<br>Minutes ..... | 127        |
| Approval of New Academic Program – M.S. in Nutrition and Wellness .....                                 | 133        |

|  |            |
|--|------------|
| Report on International Activities.....  | 137        |
| Report on SACSCOC and Other Accreditation Matters.....   | 141        |
| Academic Affairs Report .....  | 144        |
| Student Affairs-Housing Report .....   | 152        |
| <b>Executive Committee Report .....</b>  | <b>155</b> |
| Approval of September 14, 2023, Executive Committee Meeting Minutes.....                               | 157        |
| Report on Status of Board Resolution Items.....  | 163        |
| Update on Presidential Search Process .....  | 168        |
| Secretary’s Report.....  | 171        |
| <b>Report on Levi Watkins Institute .....</b>  | <b>173</b> |
| <b>Report on Status of TSU Land-Grant Underfunding Matter .....</b>                                    | <b>178</b> |
| <b>President’s Report .....</b>  | <b>180</b> |
| <b>Approval of Board Resolution on Addressing TSU’s Historical Land-Grant Underfunding Matter.....</b> | <b>182</b> |
| <b>Board Chair’s Report.....</b>   | <b>186</b> |
| <b>Adjournment .....</b>   | <b>188</b> |

**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, November 16, 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. September 14, 2023, Board Meeting Minutes
    - ii. September 14, 2023, Audit Committee Meeting Minutes
    - iii. September 14, 2023, Finance and Budget Committee Meeting Minutes
    - iv. September 14, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
    - v. September 14, 2023, Executive Committee Meeting Minutes
    - vi. June 28, 2023, Housing Committee Meeting Minutes
  - B. Audit Committee Report
    - i. Approval of the September 14, 2023, Audit Committee Meeting Minutes
    - ii. Discussion of the Audit Office’s Internal Quality Assessment
    - iii. Discussion of Completed Internal and External Audits
    - iv. Review of Outstanding Audit Issues
    - v. Executive Session – Discussion of Items Deemed Confidential under State Law
  - C. Finance and Budget Committee Report
    - i. Approval of the September 14, 2023, Finance and Budget Committee Meeting Minutes
    - ii. Approval of FY 24 Institutional Revised Budget
    - iii. Construction and Facilities Update
    - iv. Finance and Budget Report
    - v. Institutional Development Report
    - vi. Update on Enrollment and Scholarships
    - vii. Approval of Scholarship Plan Academic Year 2024-2025

- viii. Personnel Action Plan Update
  - ix. Customer Service Report
  - x. Board Housing Committee Report
  - xi. Update on Cumberland Property Development Assessment
- D. Academic Affairs and Student Affairs Committee Report
    - i. Approval of the September 14, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
    - ii. Approval of New Academic Program – M.S. in Nutrition and Wellness
    - iii. Report on International Activities
    - iv. Report on SACSCOC and Other Accreditation Matters
    - v. Academic Affairs Report
    - vi. Student Affairs-Housing Report
- E. Executive Committee Report
    - i. Approval of the September 14, 2023, Executive Committee Meeting Minutes
    - ii. Report on Status of Board Resolution Items
    - iii. Update on Presidential Search Process
    - iv. Secretary’s Report
- V. Report on Levi Watkins Institute
  - VI. Report on Status of TSU Land Grant Underfunding Matter
  - VII. President’s Report
  - VIII. Approval of Board Resolution on Addressing TSU’s Historical Land-Grant Underfunding
  - IX. Board Chair’s Report
  - X. Adjournment



**Tennessee State University  
Board of Trustees**



**Approval of November  
16, 2023, Meeting  
Consent Agenda**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of the November 16, 2023, Meeting Consent Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the November 16, 2023, Meeting Consent Agenda is included in the November 16, 2023, Board materials.

The consent agenda items are as follows:

September 14, 2023, Board Meeting Minutes  
September 14, 2023, Audit Committee Meeting Minutes  
September 14, 2023, Finance and Budget Committee Meeting Minutes  
September 14, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes  
September 14, 2023, Executive Committee Meeting Minutes  
June 28, 2023, Housing Committee Meeting Minutes

**MOTION: To approve the November 16, 2023, Meeting Consent Agenda, as contained in the Board materials for the Board's November 16, 2023, meeting.**

**Tennessee State University  
Board of Trustees**



**Approval of Minutes  
from September 14, 2023,  
Board Meeting**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of the September 14, 2023, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the September 14, 2023, Board meeting is included in the November 16, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 14, 2023, meeting as contained in the Board materials for the Board's November 16, 2023, meeting.**

**Tennessee State University Board of Trustees  
Regular Meeting – September 14, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Board Members Present:** Trustees Deborah Cole, Pam Martin, Dr. Bill Johnson, Shaun Wimberly, Jr., Dr. Joseph Walker, and Van Pinnock, Richard Lewis, Steve Corbeil, Obie McKenzie (by phone), Andre Johnson (by phone)

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Robbie Melton, Interim Provost and Vice President of Academic Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Ginette Brown, Associate General Counsel; Renèe Forbes-Williams, Director of Internal Audit; Quincy Quick, Associate VP and Chief Research Officer; Ciera Walker, Customer Relations Program Manager; Cynthia Howell, Assistant VP for Risk and Financial Compliance; Mikki Allen, Director of Athletics; Kelli Sharpe, Assistant VP of Public Relations and Communications

**I. CALL TO ORDER**

Chair Cole called the meeting to order at 2:04 p.m. on September 14, 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.

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

Board Secretary Pendleton called the roll at the Committee Chair's request. The following Trustees were present during roll call: Deborah Cole, Pam Martin, Dr. Bill Johnson, Shaun Wimberly, Jr., Dr. Joseph Walker, Van Pinnock, Richard Lewis, Steve Corbeil, Obie McKenzie (by phone), and Andre Johnson (by phone). 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 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; and May 9, 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 OF TSU BOARD OF TRUSTEES 2024 CALENDAR YEAR MEETING SCHEDULE**

Chair Cole announced the next action item on the agenda, the approval of the 2024 TSU Board of Trustees Meeting Calendar dates as contained in the Board materials of the September 14, 2023, Board meeting.

On behalf of the Board of Trustees, Chair Cole moved to approve the 2024 TSU Board of Trustees Meeting Calendar. Trustee Martin seconded the motion, and it was carried unanimously by roll call vote.

##### **c. APPROVAL OF REVISION TO BOARD BYLAWS**

Chair Cole announced the next action item on the agenda, the approval of an amendment to the Board bylaws, as reflected in Article 7.7 (A) and (F) and contained in the Board materials of the September 14, 2023, Board meeting. Chair Cole moved to approve the amendment. Trustee Lewis seconded the motion, and it carried unanimously by roll call vote.

##### **d. 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 two 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 June 15, 2023, Audit Committee meeting minutes. The Audit Committee reviewed and discussed completed internal audits and outstanding audit issues. The Audit Committee also voted to recommend approval of the Modified Fiscal year 2023-2024 Audit Plan, as contained in the Board materials for the Board's September 15, 2023, meeting, which was presented by new Internal Audit Director Dr. Forbes-Williams upon her review of the previously approved audit plan.

Trustee Pinnock then moved to approve the Modified Fiscal year 2023-2024 Audit Plan, as contained in the Board materials for the Board's September 15, 2023, meeting. Trustee Lewis seconded the motion, and it carried unanimously by roll call vote.

Dr. Forbes-Williams was acknowledged and thanked for her work.

**e. 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 one action item and received reports on eight other items. The Finance and Budget Committee voted to recommend to the full Board the approval of the June 15, 2023, Finance and Budget Committee meeting minutes, which were approved with the Consent Agenda Items. In addition, President Glover and her team provided reports on the University budget update, construction and facilities update, Master Plan update, the Finance and Budget Report, a report on enrollment and scholarships, a personnel update, a customer service report, and a report by the Board Special Housing Committee.

**f. 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 two agenda items and to receive reports on four other agenda items.

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to recommend to the full Board the approval of the June 15, 2023, Academic Affairs and Student Affairs Committee meeting minutes, which were approved with the Consent Agenda Items. The Committee further approved a restructuring of the academic programs in the College of Agricultural Sciences to house its academic programs in five departments. Trustee Martin noted that the Committee also received reports on SACSCOC and other accreditation matters; academic affairs; Research and Sponsored Programs; and on student affairs and housing.

Trustee Martin next moved to approve an academic program modification to the College of Agriculture, as contained in the Board materials for the September 14, 2023, Board meeting. Trustee B. Johnson seconded the motion, and it carried unanimously by roll call vote.

**g. EXECUTIVE COMMITTEE REPORT**

Chair Cole stated that the Executive Committee met today to discuss and vote on four action items and hear reports on three items. The Executive Committee voted to recommend to the full Board the approval of the June 15, 2023, Executive Committee meeting minutes.

The Executive Committee voted to approve a modification to the President's Annual Performance Review for FY 2023, in light of the President's announcement of her retirement effective July 1, 2024. The Executive Committee further voted to approve delegation of authority to the Board Chair to execute the Presidential Transition Agreement and Amendment No. 2 to Employment Agreement with President Glover, and to grant authority to the Committee related to the

Presidential search process. The Executive Committee also heard a report on Board Resolution Items, the Board's education session with the Association of Governing Board, and a report from Secretary Pendleton.

Chair Cole moved to approve a modification to the President's Annual Performance Review Process, as approved by the Executive Committee and contained in the September 14, 2023, Board materials. Trustee Martin seconded the motion, and it carried unanimously by roll call vote.

Chair Cole moved to approve a delegation of authority to the Board Chair to execute a Presidential Transition Agreement and Amendment to Employment Agreement, as approved by the Executive Committee and contained in the Board material for the September 14, 2023, meeting. Trustee Lewis seconded the motion, and it carried unanimously by roll call vote.

Chair Cole then moved to approve the granting of authority related to the Presidential search process, as approved by the Executive Committee, and contained in the Board materials for the Board's September 14, 2023, meeting. Chair Cole noted that any candidate selected will be interviewed and presented to and subject to a vote of the entire Board. The Executive Committee and Trustee Corbeil will serve on the Presidential Search Committee. Chair Cole will choose others to serve on the committee, including students, faculty, and members of the community. A search firm will be hired. A job description will be created and posted. Trustee B. Johnson seconded the motion, and it carried unanimously by roll call vote.

## **V. REPORT ON TSU AND UT LAND GRANT AGRICULTURAL AND RESEARCH COLLABORATIONS**

Chair Cole called on President Glover to present information regarding this agenda item, a report on TSU and UT Land Grant Agricultural and Research collaborations. Dr. Chandra Reddy, at Dr. Glover's request, presented the information.

Dr. Reddy reported that the land grant university system is unique in that it is charged with serving the public. TSU does this by research, in-person, and online events. TSU and UT are land grant institutions. He reported that 84% of Tennessee land is agriculture and forestry land. Because TSU and UT have a common goals, we are trying to collaborate and partner on a variety of options, including research and academic side.

Dr. Reddy further discussed the UT-TSU Extension System. TSU was informed that it received another \$5 million and \$35 million grants from the U.S. Forestry Service. Of TSU's grant funding, \$48 million relates to Agriculture. The University must partner with others to increase funding. In addition to UT, TSU has relationships with Vanderbilt University, Dr. Reddy stated.

## **VI. REPORT ON TSU'S 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 reviewed a timeline of proposed events for university communications. Ms. Sharpe is communicating with alumni and others. The TSU Connector, a newsletter, will be sent to stakeholders this fall.

A discussion took place regarding crisis communications. Ms. Sharpe discussed the Crisis Committee and how that committee will work with the Communications team.

## **VII. REPORT ON TSU ATHLETICS AND OTHER EVENTS**

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

Dr. Allen thanked the several people who attended TSU's game at Notre Dame. He said it was an opportunity to showcase what our HBCU is all about. There were about 5-6 million viewers on one station, which was a great marketing opportunity for TSU.

Dr. Allen highlighted two upcoming games: the John A. Merritt Classic, which would be a festival-like event, and the Mississippi Vally State game, which will be played next year. The University is calling on other HBCUs for future games.

Dr. Allen said that he would like to make Athletics part of every student's experience. He wants to continue to drive attendance.

Dr. Allen reported on the launch of a new hockey initiative with the Nashville Predators. Hockey will be club sport at TSU and will be a conduit to diversify the game of hockey.

Grant Winrow, this year's Homecoming Chair, then provided a homecoming update. The theme for this year is: Through resilience and perseverance we are one.

## **VIII. PRESIDENT'S REPORT**

Chair Cole called on President Glover to present information regarding this agenda item, the President's Report.

Prior to President Glover's report, Chair Cole noted that the Board asked President Glover to report, at each Board meeting, on the progress of addressing the Board Resolution items. She underscored the need to make the Board and the public aware of progress on the Resolution. Chair Cole asked COO Jason Evans to report on the Resolution Items. COO Evans reported on each of the items. He noted Resolution item one was in progress, as the Board continued its enhanced oversight efforts. He also noted that on item 2 the Board has worked to enhance its committees.

On item 3 item, CCO Evans that the practice of working with the AGB to strengthen its effectiveness is ongoing. On item 4, providing an annual scholarship plan, COO noted this item is implemented and ongoing. On item 5, housing and enrollment application data, COO noted that the information had been presented to the Board and noted the Board's request for more information on the enrollment data. On item 6, enrollment classification data, COO Evans noted

continuation of that practice. On item 7 – the presentation of a personnel action plan – COO indicated that plan is ongoing and more information had been presented to the Board. On item 8, the hiring of specified personnel, COO Evans noted the hiring of personnel in key positions including the COO and construction management positions. Chair Cole noted earlier discussion on customer service.

COO Evans noted item 9, presentation and approval for specified budget changes exceeding 10%. He noted that item is in practice. Regarding Item 10, adding two new residence halls to the University’s inventory, COO Evans noted the previous discussion by Will Radford on the plan. On item 11, report on student related communications, COO Evans noted that effort is ongoing. On item 12, COO also indicated that practice is ongoing. Chair Cole emphasized that the Board takes the Resolution and the progress seriously.

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. President Glover announced that the endowment is over \$100 million. Research funding is over \$100 million, which is a record high. TSU has had a successful SACSCOC reaffirmation. TSU has had its second highest enrollment for a first-year class. The University has an R2 Carnegie Research Classification and has charted a path to an R1 designation. The University has \$250 million in development.

Dr. Glover reviewed TSU’s housing situation. TSU is no longer in a housing crisis. She reported that TSU has 4,370 beds available. Two hotels were approved by the SBC for fall 2023. The University has put additional security measures in place for students at hotels, working with MNPD. The University has revamped its Housing department to better serve students.

Dr. Glover reported that the Office of the Comptroller conducted a performance audit and issued a report, which they are working through.

Academic Performance Incentive Pay of \$367,000 will be awarded to 179 faculty members.

Dr. Glover noted some facilities and maintenance upgrades and repairs.

For points of Tiger Pride, Dr. Glover reported that TSU is an HBCU forensics and debate champion. SACSCOC commended TSU for its SMART Center. TSU has established a partnership with the Tennessee Titans. TSU is exploring opportunities related to major league baseball in Nashville. TSU has established an ice hockey club team. Apple has named TSU a National Technology Innovation Center.

Dr. Glover thanked corporate sponsors and individual donors to the University. She stated that she will be working every day until she retires and thanks everyone for their support.

## **IX. BOARD CHAIR’S REPORT**

Chair Cole also commended President Glover as a prolific fundraiser, and that TSU is recognized across Nashville and Tennessee, in D.C., and internationally due to the tremendous leadership of Dr. Glenda Glover.

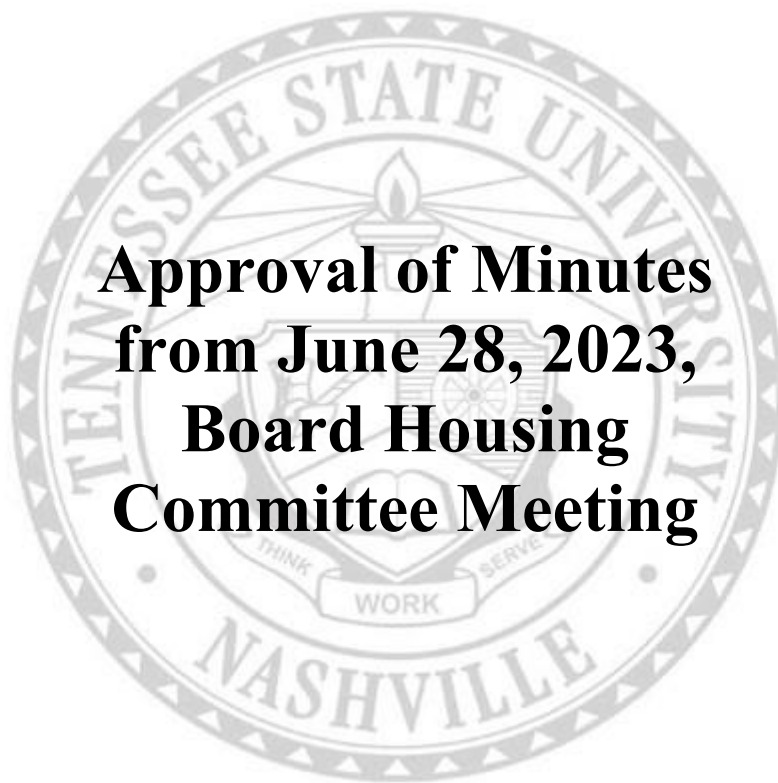
COO Evans reported the progress on the Board Resolution

Chair Cole further thanked all committee chairs and members, faculty, staff, deans, and Board of Trustee members for their hard work.

## **X. ADJOURNMENT**

Trustee Walker moved to adjourn, with the motion seconded by Trustee Corbeil. The motion carried by roll call vote. The meeting was adjourned at 3:37 p.m.

**Tennessee State University  
Board of Trustees**



**Approval of Minutes  
from June 28, 2023,  
Board Housing  
Committee Meeting**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of the June 28, 2023, Special Housing Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the June 28, 2023, Special Housing Committee meeting is included in the November 16, 2023, Board materials.

**MOTION: To approve the minutes from the June 28, 2023, Special Housing Committee meeting as contained in the Board materials for the Board's November 16, 2023, meeting.**

**Tennessee State University Board of Trustees  
Board Housing Committee Meeting  
June 28, 2023  
Tennessee State University – McWherter Administration Building/  
Hankall Hall Conference Room and Electronic**

**MINUTES**

**Committee Members Present:** Trustees Van Pinnock (Chair) and Obie McKenzie

**Other Board Members Present:** Trustees Deborah Cole, Pam Martin, Richard Lewis and Bill Johnson

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Curtis Johnson, Vice President for Administration; Frank Stevenson, Dean of Students; Gregory Robinson, Chief of Police; Dr. Anita McGaha, Director of the Office of Disability Services; Yolanda Parr, Executive Director of Housing - New Residence Facility; Ginette Garza Brown, Associate General Counsel

**I. CALL TO ORDER**

Trustee and Special Committee Chair Van Pinnock called the meeting to order at 10:00 a.m. on June 28, 2023, and moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to immediate travel related issues. The Committee found that there were various important matters that required immediate action by the Committee. Participation by electronic means was necessitated by unavoidable travel related issues involving Committee members. Trustee McKenzie seconded the motion, and the motion carried.

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

Chair Pinnock asked the secretary to the Board to call the roll. Board Secretary Pendleton called the roll. Present: Trustees McKenzie and Van Pinnock. A quorum was established. Chair Pinnock asked the Committee members to indicate if they cannot hear and speak and if anyone was present in the location from which the Committee members were participating. There was no affirmative response.

**III. APPROVAL OF THE MAY 9, 2023, AUDIT COMMITTEE MEETING MINUTES**

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

#### **IV. REPORT ON TSU MASTER PLAN/HOUSING MASTER PLAN**

Chair Pinnock introduced the next item on the agenda, the TSU Master Plan/Housing Master plan update. Dr. Curtis Johnson provided a report on this item.

Dr. Johnson reported that Moody Nolan was hired to help with the Housing Master Plan, which is a subset of the overall Master Plan. Preliminary work to collect data has been done. They have met with specific departments and campus personnel. They have conducted an assessment of most buildings on campus on the academic and administrative side. They are compiling information, including reviewing usability and the life expectancy of the buildings. Most buildings have received a less than favorable rating. Two buildings have been built since this time, so these might receive higher ratings.

Moody Nolan has made significant progress with respect to the housing plan. There was a TBR representative on the committee. The report put together by Moody Nolan was included in the last Board meeting materials. There are several options to choose from – a variety of sizes and locations for potential residence halls. Dr. Johnson further reported on the items they asked Moody Nolan to include in the analysis, including cost. They asked Moody Nolan to specifically include an analysis of the cost of housing in Nashville in the plan. Further discussion took place regarding the Moody Nolan analysis.

There was a discussion about the number of beds available on campus. The Master Plan lists 3,680 current beds, the future need to remove 1,500 beds (which puts us down to 2,074 beds), then a plan to add 1,000 beds (which moves the number of available beds up to 3,074). Trustee Pinnock asked about the plan for beds. Dean Stevenson explained that beds would not be taken offline until new beds are added. Therefore, there will not be a decrease in the number of available beds. Dr. Johnson explained, and Dr. Glover reaffirmed, that there was no plan to take beds offline until new beds are added.

Dr. Johnson stated that other schools are having housing issues, like the University of Memphis, University of Tennessee, and Middle Tennessee State University. Developers can develop faster than the University can build. Dr. Johnson said that developers are showing interest in working with the University to provide affordable housing for TSU students. Some of these would be near the University. He stated that we want to make sure that our students' needs are on the developer's minds.

Secretary Pendleton spoke about some meetings held with private developers that could lead to priority of use for TSU students and faculty. The House of God is one such prospect. Trustee McKenzie asked about how public-private partnerships are included in the Master Plan. Dr. Johnson said this cannot be done until a project is approved by the State and SBC. Therefore, we must obtain proper approvals first.

#### **V. REPORT OF THE UNIVERSITY HOUSING WORKING GROUP**

Chair Pinnock then introduced the next item on the agenda, the report of the University Housing Working Group. Chair Pinnock said the working group included students, staff, and faculty to

discuss housing over a period of about 2 months, and then included periodic meetings thereafter. The committee included Dr. Thompson Andrews, Ms. Aliyah Holmes, Ms. Anita Flemings, Deborah Alexander Fisher, Dr. Anita McGaha, Julius Proctor, Chief Gregory Robinson, and Dean Frank Stevenson.

The Committee drafted an exit survey for students in housing. Chair Pinnock discussed the survey, which was comprised of 10 questions, and included a question about personal safety. There was strong participation in the survey. A discussion ensued about the survey data. Chief Robinson discussed safety concerns and measures implemented to address the concerns, e.g., increased policy patrolling, private security 24/7, and campus security presence, as well as blue safety lights.

Further discussion was held regarding safety concerns, including digging into the data further and reaching out to local representatives to discuss concerns. A suggestion was made to better communicate with students and the community regarding the University's efforts. Trustee Pinnock reviewed some other suggested options, such as doing away with hotels or investing in other alternative housing initiatives. VP Allen reminded the group that the University does not promise housing with enrollment.

Trustee Pinnock proposed a motion to direct the administration to examine options articulated in the meeting today and to determine how the University wants to move forward in response to the survey and to report back to the Committee in two weeks. Trustee Pinnock discussed possible considerations. Dean Stevenson suggested creating a focus group of students who lived in certain locations and report back.

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

Chair Pinnock then introduced the next item on the agenda, member reports. Trustee McKenzie reported that he brought two proposals to the Committee. One involved the Avon Williams campus. He said there was a \$30 million positive impact on the University's balance sheet with that proposed project. This can have an impact on the ability to finance public-private partnerships. VP Allen added that this would be a true value and help with the net asset ratio by making it even better. It would also help with bond financing, and we would retain rights to assets at the end of the 99-year lease proposal.

Trustee Lewis asked about how this would work with the State Building Commission. He suggested that we engage the SBC at this time about this process, which VP Allen said we are doing. Once a final plan is developed, it can be submitted to the SBC. There was a further discussion about this project as a possible revenue stream. VP Allen indicated that he has spoken with other HBCUs regarding this type of project. McKenzie discussed the benefits of this partnership.

## **VII. ADJOURNMENT**

There was no further discussion. Chair Pinnock moved to adjourn the meeting, and the motion was seconded by Trustee McKenzie. The motion carried unanimously by roll call vote. The meeting was adjourned at 11:31 a.m.



**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, November 16, 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 September 14, 2023, Audit Committee Meeting Minutes
- IV. Discussion of the Audit Office’s Internal Quality Assessment
- V. Discussion of Completed Internal and External Audits
- VI. Review of Outstanding Audit Issues
- VII. Executive Session - Discussion of Items Deemed Confidential Under State Law
- VIII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of September  
14, 2023, Audit  
Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of September 14, 2023, Audit Committee Meetings Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the September 14, 2023, Audit Committee meeting is included in the November 16, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 14, 2023, Audit Committee meeting, as contained in the Board materials for the Board's November 16, 2023, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Audit Committee Meeting  
September 14, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Deborah Cole (chair), Van Pinnock

**Other Board Members Present:** Trustees Deborah Cole, Steve Corbeil, Dr. Bill Johnson, Shaun Wimberly, Jr., Dr. Joseph Walker, and Richard Lewis

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Robbie Melton, Interim Provost and Vice President of Academic Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Ginette Brown, Associate General Counsel; Dean Chandra Reddy; Will Radford, Assistant Vice President of University Design & Construction; Renee Forbes-Williams, Director of Internal Audit; Quincy Quick, Associate VP and Chief Research Officer; Jessica Powell, Assistant VP of Customer Relations; Ciera Walker, Customer Relations Program Manager; Cynthia Howell, Assistant VP

**I. CALL TO ORDER**

Trustee Van Pinnock called the meeting to order at 11:29 on Thursday, September 14, 2023.

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

Board Secretary Pendleton called the roll at Trustee Pinnock’s request. Trustees Cole and Pinnock were present. Secretary Pendleton announced the presence of a physical quorum.

**III. APPROVAL OF JUNE 15, 2023, COMMITTEE MEETING MINUTES**

Trustee Pinnock moved to recommend to the full Board the approval of the minutes from the June 15, 2023, Audit Committee meeting, as contained in the September 15, 2023, Committee materials. Trustee Cole seconded the motion, which carried by roll call vote.

**IV. REVIEW OF COMPLETED INTERNAL AND EXTERNAL AUDITS**

Trustee Pinnock asked President Glover and Renee Forbes-Williams to present a report on this item. Dr. Forbes-Williams reported on an NCAA Student Assistance Fund (SAF) audit for FY 23. The Internal Audit 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.

## **V. REVIEW OF OUTSTANDING AUDIT ISSUES**

Trustee Pinnock asked President Glover and Renee Forbes-Williams to present a report on this item. Dr. Forbes-Williams reported that a follow-up review of Federal Work-Study timesheets is now scheduled to begin in Fall 2023. The Fall follow-up review for Grants Management has been postponed until Spring 2024.

## **VI. APPROVAL OF MODIFIED ANNUAL AUDIT PLAN**

Trustee Pinnock asked President Glover and Renee Forbes-Williams to present a report on this item. Dr. Forbes-Williams presented a Modified Annual Audit Plan, as reflected on page 67 of the Board materials. Travel card transactions and program review will take place from September 2023 through January 2024, IT controls review will take place from September through November 2023, and the State Follow-Up Financial Audit is now scheduled for Sept through October. The State Follow-Up Audit for 2022 has not yet been received.

Dr. Forbes-Williams reviewed additional estimated start and completion dates.

Trustee Corbeil and Dr. Forbes-Williams discussed her comfort with the items in the audit plan. There was further discussion regarding the number of personnel in Dr. Forbes-Williams' department and a desire to hire additional personnel and talent challenges.

Dr. Cynthia Howell, the new Risk Manager, was welcomed to TSU by Trustee Pinnock.

Trustee Pinnock moved to recommend to the full Board the approval of the Modified Annual Audit Plan, as contained in the Board materials for the September 14, 2023, meeting. Chair Cole seconded the motion, which passed by roll call vote.

## **VII. AUDIT COMMITTEE EXECUTIVE SESSION**

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

## **VIII. ADJOURNMENT**

The committee then transitioned into the Executive Session, and the meeting was adjourned at 11:48 a.m.

**Tennessee State University  
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 16, 2023

ITEM: Discussion of the Audit Office’s Internal Quality Assessment

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

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

Moreover, Standard 1312 – External Assessments, requires that an external assessment of an internal audit activity be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization. The objective of the external assessment is to evaluate an internal audit activity’s conformance with the standards and Code of Ethics.

Director of Internal Audit, Dr. Renée Forbes-Williams, President Glover and/or her designee will discuss this item.





Department of Internal Audit  
3500 John A. Merritt Boulevard  
Nashville, Tennessee 37209-1561  
October 23, 2023

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

Dear President Glover:

In accordance with the International Standards for the Professional Practice of Internal Auditing (Standards), issued by the Institute of Internal Auditors (IIA), we implemented a Quality Assurance and Improvement Program for the Department of Internal Audit. As required by the Standards, this program must include periodic external reviews and internal self-assessments, as well as ongoing internal monitoring covering all aspects of the internal audit activity. The Standards require an external quality assurance review (QAR) be performed every five years. Our latest external review was completed in August of 2018.

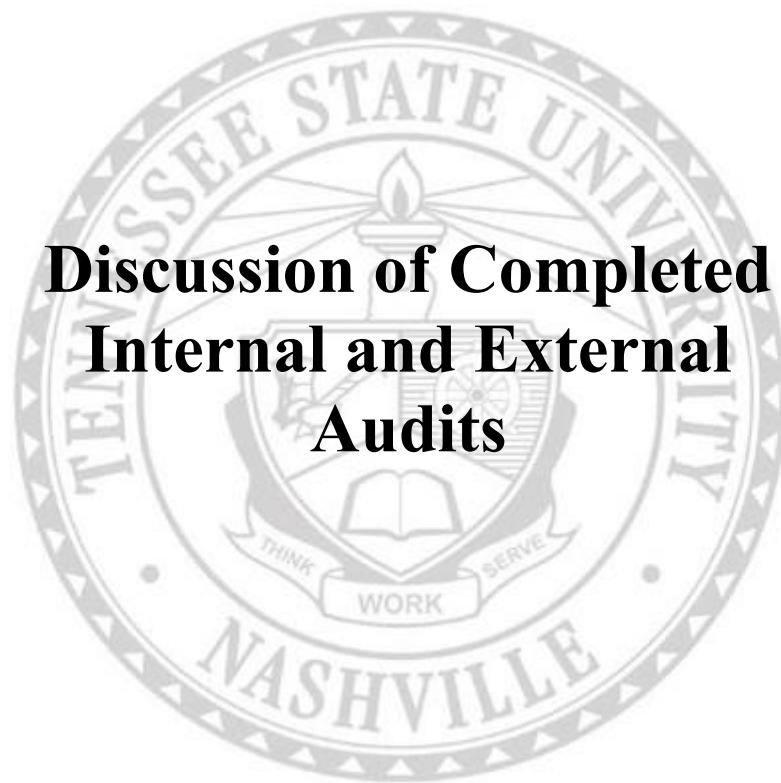
The results of the self-assessment quality review for the Department of Internal Audit were submitted by the previous Director in a letter dated May 24, 2023. The results of our self-assessment indicate that our office generally conforms to the Standards and the Code of Ethics. There is no reason to question the results of the internal assessment, however, there is no documented supporting evidence to support the results. To internally accumulate the required supporting documents will delay the timely completion of the external assessment. However, after an extensive search an external team has been identified to provide a QAR external validation of our institution's self-assessment upon approval and accumulation of the necessary supporting documents.

Sincerely,

*Renée Forbes-Williams*

Dr. Renée Forbes-Williams, CPA  
Director of Internal Audit

**Tennessee State University  
Board of Trustees**



**Discussion of Completed  
Internal and External  
Audits**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 16, 2023

ITEM: Audit Committee Report – Review of Completed Internal and External Audits

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

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



**DEPARTMENT OF INTERNAL AUDIT**

**Details of External Audit Report**

Geier Endowment for Educational Excellence,  
which is managed by the Tennessee State University Foundation,  
for the year ended June 30, 2021

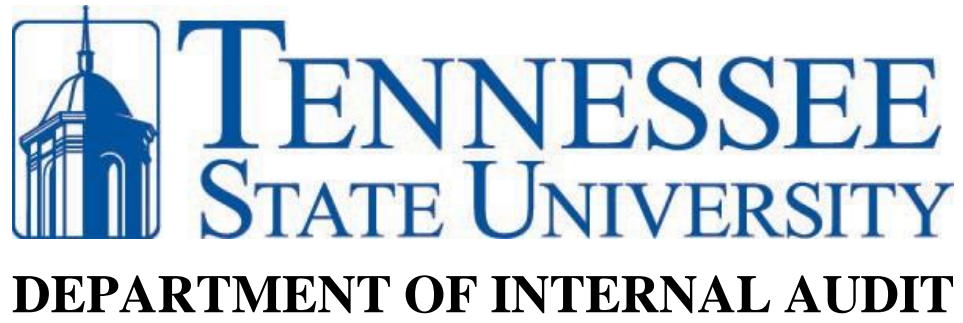
**Tennessee State University  
Department of Internal Audit**

**External Audit Summary - Endowment for Educational Excellence (EEE)**  
managed by the TSU Foundation, for the year ended June 30, 2021

**External Audit Results:**

The Comptroller of the Treasury, Division of State Audit, results of the Geier Endowment for Educational Excellence (**EEE**), which is managed by the **Tennessee State University Foundation** for the year ended June 30, 2021.

**The Division of State Auditors issued an unmodified (clean) audit opinion.**



## **Details of Internal Audit Reports**



Department of Internal Audit  
3500 John A. Merritt Boulevard  
Nashville, TN 37209-1561

October 24, 2023

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

Dear Dr. Glover:

Enclosed is the internal audit report related to the review of the university's Conflict of Interest forms.

The TSU Individual Conflicts-of-Interest policy (TSU Policy 01.07) states:

All employees of Tennessee State University (TSU) serve the interests of the State of Tennessee and its citizens and have a duty to avoid activities and situations that, either actually or potentially, put personal interests before the professional obligations that they owe to the State and its citizens. This policy is intended to establish standards of integrity and objectivity that should guide the actions of all employees of Tennessee State University.

The results of our review are documented in the attached report.

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

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  
Dr. Douglas Allen, CPA Vice President for Business and Finance  
Ms. Cynthia Howell, Asst Vice President for Risk and Financial Compliance

Tennessee State University  
Department of Internal Audit  
Conflict of Interest Forms  
Executive Summary

**Key Area:** Division of Business and Finance

**Auditor:** Dr. Renée Forbes-Williams, CPA  
Director of Internal Audit

**Introduction:** As required by TSU Policy 01.07 on July 31, 2023, the Conflict-of-Interest Disclosure form was emailed to all cabinet members with a request to forward the form to ALL direct reports requiring all current employees to complete and return the form no later than August 31, 2023.

The TSU Individual Conflicts-of-Interest policy (TSU Policy 01.07) states: ALL employees of Tennessee State University (TSU) serve the interests of the State of Tennessee and its citizens and have a duty to avoid activities and situations that, either actually or potentially, put personal interests before the professional obligations that they owe to the State and its citizens. This policy is intended to establish standards of integrity and objectivity that should guide the actions of all employees of Tennessee State University.

**Objectives:** To determine if all employees are complying to TSU Conflicts-of-Interest Policy 01.07 that:

- Promotes the University's basic value of integrity in our academic, research and business endeavors.
- Provides a means for TSU and those who work for the University to comply with state regulations regarding financial conflicts of interest.
- Complies with federal regulations pertaining to the reporting of financial interests and management of potential conflicts.

**Scope:** All current employees

**Review Finding:** To date **(48%) 740** Conflict of Interest forms have been received out of **1517 employees** listed. The individual employee form contents are still under review.

**Ranking:**

Audit findings are rated as **high, medium** or **low** depending on auditor judgment. Some of the factors considered in judging the seriousness of a finding include: (1) level of financial impact, (2) extent of violation of laws, regulations and restrictions, (3) lack of a university policy or noncompliance with a matter in an important matter, (4) lack of internal controls or ineffective controls and procedures, and (5) fraud, theft, conflicts of interest or serious waste of university resources.

Review Objective [**High**]

**Conclusion:** It was determined that the university does not have policies and procedures in place to ensure the Conflict-of-Interest Disclosure forms are completed and returned as required by



TSU Policy 01.07. Addressing this issue would comply with the state and federal regulations and promote the University's basic value of integrity in our academic, research and business endeavors. The individual employee form contents are still under review.

**Tennessee State University  
Board of Trustees**



**Review of Outstanding  
Audit Issues**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 16, 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   | <b>Foundation Gifts</b>   | <i>Follow-up to <u>begin</u><br/>Spring 2024</i> |
|             | <ol style="list-style-type: none"> <li>1. For 3 of 18 (16.7%) daily deposits tested, daily gifts were not deposited within one business day. The funds were deposited from one to four business days late.</li> <li>2. For 9 of 22 (41%) bank statement credit transactions selected for testing, the transaction was not recorded within 10 days of the <u>receipt</u> of the donated funds.</li> <li>3. For 3 of 56 (5%) scholarship recipients selected for testing, the awarded students did not meet the documented awarding criteria as determined by the donor. For 1 of 20 (5%) non-scholarship disbursements, \$24,000 in consulting fees were erroneously <u>paid</u> from a fund where funds were solicited to provide scholarships to university students.</li> </ol>   |  |
| 2/16/2022   | <b>Follow-Up Review of Federal Work-Study Timesheets- Fall 2021</b>   | <i>Follow-up to <u>begin</u><br/>Spring 2024</i> |
|             | <ol style="list-style-type: none"> <li>1. For 14 of 30 (47%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the months under <u>review</u></li> <li>2. For 15 of the 50 (30%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session.</li> <li>3. For 3 of the 20 (15%) timesheets reviewed where the student worked <u>in excess of 6</u> hours for at least one day in the month, we found where the student did not take the required minimum 30-minute unpaid rest/meal break.</li> <li>4. A net underpayment of \$262.00 was paid to 5 of the students included in our sample. In addition, an over award of \$340 was also identified.</li> </ol>   |  |
| 5/12/2022   | <b>Audit of TSU Department of Human Resources</b>   | <i>Follow-up to <u>begin</u><br/>Fall 2023</i>   |
|             | <ol style="list-style-type: none"> <li>1. For 5 of the 30 employees (17%) included in our sample, university management did not ensure that the employee and/or university representative completed the applicable sections of the USCIS Form I-9 within the required timeframe.</li> <li>2. Management did not ensure that all staff performance evaluations were submitted to the Tennessee State University Department of Human Resources</li> <li>3. Details of noncompliance in this area were determined to be confidential per Section 10-7-504(i), Tennessee Code Annotated.</li> </ol>   |  |
| 5/26/2022   | <b>Grants Management</b>  | <i>Follow-up to <u>begin</u><br/>Spring 2024</i> |
|             | <ol style="list-style-type: none"> <li>1. Management did not ensure that financial and performance reports were <u>always</u> timely submitted during the period under review. We found where 1 of 19 project/progress reports, and 11 of 16 financial reports were not timely submitted. We were not provided with 2 of 16 financial reports and were unable to determine if the reports were timely submitted.</li> <li>2. Management did not ensure that the effort reporting system accurately supported the work performed.             <ol style="list-style-type: none"> <li>A) Management did not always ensure that time and effort was timely certified or that there was evidence to support timely certification.</li> <li>B) Management did not ensure that time and effort certifications were supported by the underlying payroll charges to the project.</li> </ol> </li> </ol> |  |

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

*Follow-up to begin  
Spring 2024*

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

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

*Follow-up to begin  
Spring 2024*

**Tennessee State University  
Board of Trustees**



**Audit Committee  
Executive Session**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 16, 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, November 16, 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 September 14, 2023, Finance and Budget Committee Meeting Minutes
- IV. Approval of FY 24 Institutional Revised Budget
- V. Construction and Facilities Update
- VI. Finance and Budget Report
- VII. Institutional Development Report
- VIII. Update on Enrollment and Scholarships
- IX. Approval of Scholarship Plan Academic Year 2024-2025
- X. Personnel Action Plan Update
- XI. Customer Service Report
- XII. Board Housing Committee Report
- XIII. Update on Cumberland Property Development Assessment
- XIV. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of September  
14, 2023, Finance and  
Budget Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of September 14, 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 September 14, 2023, Finance and Budget Committee meeting is included in the November 16, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 14, 2023, Finance and Budget Committee meeting, as contained in the Board materials for the Board's November 16, 2023, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting  
September 14, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Richard Lewis, Steve Corbeil, Andre Johnson (telephonic)

**Other Board Members Present:** Trustees Deborah Cole, Pam Martin, Dr. Bill Johnson, Shaun Wimberly, Jr., Dr. Joseph Walker, and Van Pinnock

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Robbie Melton, Interim Provost and Vice President of Academic Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Ginette Brown, Associate General Counsel; Dean Chandra Reddy; Will Radford, Assistant Vice President of University Design & Construction; Renee Forbes-Williams, Director of Internal Audit; Quincy Quick, Associate VP and Chief Research Officer; Jessica Powell, Assistant VP of Customer Relations; Ciera Walker, Customer Relations Program Manager; Cynthia Howell, Assistant VP

**I. CALL TO ORDER**

Trustee Lewis called the meeting to order at 12:38 on Thursday, September 14, 2023.

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

Board Secretary Pendleton called the roll at Trustee Lewis' request. Trustees Lewis, Corbeil, and Andre Johnson were present. Secretary Pendleton announced the presence of a physical quorum. Trustee Lewis 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. Trustee Lewis 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.

**III. APPROVAL OF JUNE 15, 2023, COMMITTEE MEETING MINUTES**

Trustee Lewis moved to recommend to the full Board the approval of the minutes from the June 15, 2023, Finance and Budget Committee meeting, as contained in the September 15, 2023, Committee materials. Trustee Corbeil seconded the motion, which was carried by roll call vote.

#### **IV. UNIVERSITY BUDGET UPDATE**

Trustee Lewis asked President Glover or her designee to provide an update on this item. President Glover designated Vice President Dr. Doug Allen to provide the update.

VP Allen referred to page 80 of the Board materials, and reviewed the Statements of Revenues, Expenditures and Transfers for Fiscal Year to Date as of August 28, 2023. He stated that we are on track with respect to tuition and fees, which are 56%. State appropriations are 8.5%. Sales and services are \$1.7 million due to Athletics and rentals.

For Expenditures, we are at \$3.1 million (4.69%) for Instruction and Scholarships and Fellowships are \$1,097,988 (5.78%). “We are in a really good position,” VP Allen stated. VP Allen explained that scholarships go on last.

State appropriations come in monthly, VP Allen further explained. \$4.3 million is for one month only (July).

Trustee Corbeil asked about ways the Board can tell that the University is on-track with respect to the budget, including, for example, how to manage costs. VP Allen stated that most of the budget is spent on personnel costs. You can see expenditures hit every month. The biggest difference you will see for revenues is tuition and fees, in the August/September timeframe and again in February. VP Allen does his cash flow analysis using these revenues and looking out six months. Further discussion took place regarding how to approach the budget.

Trustee Lewis asked about a cash flow analysis and indicated his desire to better understand this. VP Allen indicated that he can provide information about cash flow at the next Board meeting.

Trustee Walker asked about plant funds vs. reserves, and a discussion regarding the same took place.

#### **V. CONSTRUCTION AND FACILITIES UPDATE**

Trustee Lewis asked President Glover or her designee to provide an update on this item. President Glover designated Will Radford to provide the update.

VP Allen explained that the goal is to sever from TBR, and Mr. Radford is leading the charge on this. A new architect was hired. Mr. Radford reported that he is building his team of twelve individuals.

#### **VI. FINANCE AND BUDGET REPORT**

Trustee Lewis next called on VP Allen to provide the Finance and Budget Report.

VP Allen reported that the fiscal year ending 2023 closed successfully. A report was presented to the Tennessee Board of Regents, and the report was timely.

VP Allen gave an update on the forensic audit and scope of the audit. There was an entrance conference held with CliftonLarsonAllen (CLA) on August 3, 2023. Their report is due to be completed on December 15, 2023. The scope of the audit is July 1, 2019, through June 30, 2023, and will look at specific items and policies and processes.

## **VII. MASTER PLAN UPDATE**

Mr. Radford reported on three Master Plan items. There is a vision plan for the 169 acres across from Walter S. Davis and analyzing the short-term needs of the Avon-Williams Campus. They are updating the facilities conditions assessment. They are working with a consultant to determine whether Elliot Hall could/should be put on the National Registry. They want to make sure that TSU keeps up with the city and leads the way for North Nashville. For the Housing Business Plan, which will help with their analysis.

Mr. Radford explained that the desire is to make a housing portfolio that meets the needs of the University. There was a discussion regarding whether TBR uses a model and how the analyze needs. Mr. Radford explained that TSU's housing needs have historically been about 42-47%, and their goal is to have a plan that can shift based on proven data. Mr. Radford has had conversations with TBR.

Mr. Radford and the Trustees discussed Mr. Radford's hiring needs and severance from TBR. Mr. Radford explained that he will hire a team of 12-13, including licensed contractors, engineers, architects, and student interns. He has a 24-month plan. Mr. Radford reports that he has received support from President Glover and VP Allen. He believes that the University can make the transition within 36 months. Mr. Radford intends it to be an amenable transition with TBR.

Mr. Radford gave an update on infrastructure. There is an electric grid project. The work began the past Monday and will improve TSU's electrical vulnerability.

## **VIII. UPDATE ON ENROLLMENT AND SCHOLARSHIPS**

Trustee Lewis noted that an update on this agenda item was provided in an earlier meeting.

## **IX. PERSONNEL UPDATE**

Trustee Lewis noted that an update on this agenda item was provided in an earlier meeting.

## **X. CUSTOMER SERVICE REPORT**

Trustee Lewis noted that an update on this agenda item was provided in an earlier meeting.

## **XI. BOARD HOUSING COMMITTEE REPORT**

Trustee Pinnock provided a report on the Board Housing Committee. He reported that housing demand and supply have been their two areas of focus. Trustee Pinnock believes that the University

can hit 10,000 beds over 10 years with 15,000-20,000 students. He does not think this is an unreasonable goal for TSU's future planning.

Trustee Pinnock reported that there have not been any significant complaints from students with respect to security at hotels so far this year. The University has pursued a "double down" initiative that has been successful.

Trustee A. Johnson reported that he has been talking to local homeowners near the University that might help build smaller housing solutions for students.

Trustee Pinnock reported that Trustee McKenzie has spoken with some property developers who have expressed interest in off-site housing solutions for students. These would not be TSU properties but would be "first choice" options for our students.

Chair Cole thanked Trustee Pinnock for the excellent job he has done steering this committee and for his overall efforts. She also thanks Trustee McKenzie for his efforts for the committee.

There was a discussion regarding the need to communicate with the legislature about the significant efforts that the University has made before the next legislative session.

## **XII. ADJOURNMENT**

Trustee Lewis asked if there was any additional business. Seeing none, he moved to adjourn the meeting, and the motion was seconded by Trustee Corbeil. The motion was carried unanimously by roll call vote. The meeting was adjourned at 1:40 p.m.

**Tennessee State University  
Board of Trustees**



**Approval of FY 24  
Institutional Revised  
Budget**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of FY 24 Institutional Revised Budget

RECOMMENDED ACTION: None

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

**Background Information:**

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

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

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

The purpose of this agenda item is to consider approval of the Institutional Revised Budget for Fiscal Year 2023-24.

**MOTION: To approve the Fiscal Year 2024 Institutional Revised Budget, as contained in the Board materials for the Board's November 16, 2023, meeting.**

**OCTOBER BUDGET 2023-24**

October  
Budget  
2023-24

|   |           |                   |
|---|-----------|-------------------|
| Allocation for Encumbrances                             | \$        | 310,000           |
| Allocation for Working Capital                          |           | -                 |
| Special Allocations                                     |           | 331,200           |
| Unallocated Balance                                     |           | 14,687,000        |
| <hr/>   |           |                   |
| <b>Unrestricted Beginning Fund Balances</b>             | <b>\$</b> | <b>15,328,200</b> |
| <hr/>   |           |                   |
| <i>Revenues</i>   |           |                   |
| State Appropriations                                    | \$        | 5,004,000         |
| <hr/>   |           |                   |
| <b>Total Revenues</b>                                   | <b>\$</b> | <b>5,004,000</b>  |
| <hr/>   |           |                   |
| <i>Expenditures and Transfers</i>                       |           |                   |
| IAgER Expenses  | \$        | 19,375,100        |
| Mandatory Transfers                                     |           | -                 |
| Non-Mandatory Transfers                                 |           | -                 |
| <hr/>   |           |                   |
| Total Expenditures and Transfers                        | \$        | 19,375,100        |
| <hr/>   |           |                   |
| Unrestricted Current Fund Balances<br>at End of Period: |           |                   |
| Allocation for Encumbrances                             | \$        | 606,900           |
| Allocation for Working Capital                          |           | 100,000           |
| Special Allocations                                     |           | 250,200           |
| Unallocated Balance                                     |           | -                 |
| <hr/>   |           |                   |
| Total Ending Fund Balance                               | <b>\$</b> | <b>957,100</b>    |
| <hr/> <hr/>   |           |                   |

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

| <b>Expenditures and Transfers</b>                             | October<br>Budget<br>2023-24 |
|---|------------------------------|
| <b><i>Education &amp; General Expenditures</i></b>            |                              |
| Instruction   | 73,155,800                   |
| Research  | 2,636,300                    |
| Public Service  | 2,630,900                    |
| Academic Support  | 11,405,500                   |
| Student Services  | 24,796,600                   |
| Institutional Support   | 18,093,800                   |
| Operation & Maint. of Plant                                   | 21,009,900                   |
| Scholarships & Fellowships                                    | 19,200,000                   |
| <b>Total E&amp;G Expenditures</b>                             | <b>172,928,800</b>           |
|   | Educ. & Gen. Expenditures    |
| Mandatory Transfers - Principal & Interest                    | 1,834,900                    |
| Non-Mandatory -To Renewal and Replacement                     | 150,000                      |
| Non-Mandatory - From Unexpended Plant                         | (9,870,900)                  |
| <b>Total E&amp;G Expenditures and Transfers</b>               | <b>165,042,800</b>           |
| <b><i>Auxiliary Enterprises</i></b>                           |                              |
| Auxiliary Enterprises Expenditures                            | 41,089,900                   |
| Mandatory Transfers - Principal & Interest                    | 5,770,000                    |
| Non-Mandatory -To Renewal and Replacement                     | 1,987,400                    |
| <b>Total Auxiliary Enterprises Expenditures and Transfers</b> | <b>48,847,300</b>            |
| <b>Grand Total Unrestricted Expenditures &amp; Transfers</b>  | <b>213,890,100</b>           |

## FORESTRY

### SUMMARY OF UNRESTRICTED CURRENT FUNDS OCTOBER BUDGET 2023-24

|   |           | October<br>Budget<br>2023-24 |
|---|-----------|------------------------------|
| Allocation for Encumbrances                                 | \$        | 779,700                      |
| Allocation for Working Capital                              |           | -                            |
| Special Allocations   |           | 28,500                       |
| Unallocated Balance   |           | <u>11,521,700</u>            |
| <b>Unrestricted Beginning Fund Balances</b>                 | <b>\$</b> | <b><u>12,329,900</u></b>     |
| <br><i>Revenues</i>   |           |                              |
| State Appropriations  | \$        | <u>6,162,600</u>             |
| <b>Total Revenues</b>                                       | <b>\$</b> | <b><u>6,162,600</u></b>      |
| <br><i>Expenditures and Transfers</i>                       |           |                              |
| Cooperative Extension Expenditures                          | \$        | 17,600,900                   |
| Mandatory Transfers   |           | -                            |
| Non-Mandatory Transfers                                     |           | -                            |
| Total Expenditures and Transfers                            | \$        | <u>17,600,900</u>            |
| <br>Unrestricted Current Fund Balances<br>at End of Period: |           |                              |
| Allocation for Encumbrances                                 | \$        | 583,500                      |
| Allocation for Working Capital                              |           | -                            |
| Special Allocations   |           | 308,100                      |
| Unallocated Balance   |           | <u>      -</u>               |
| <b>Total Ending Fund Balance</b>                            | <b>\$</b> | <b><u>891,600</u></b>        |

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS  
EXPENDITURES AND TRANSFERS  
OCTOBER BUDGET 2023-24

October  
Budget  
2023-24

**Revenues**

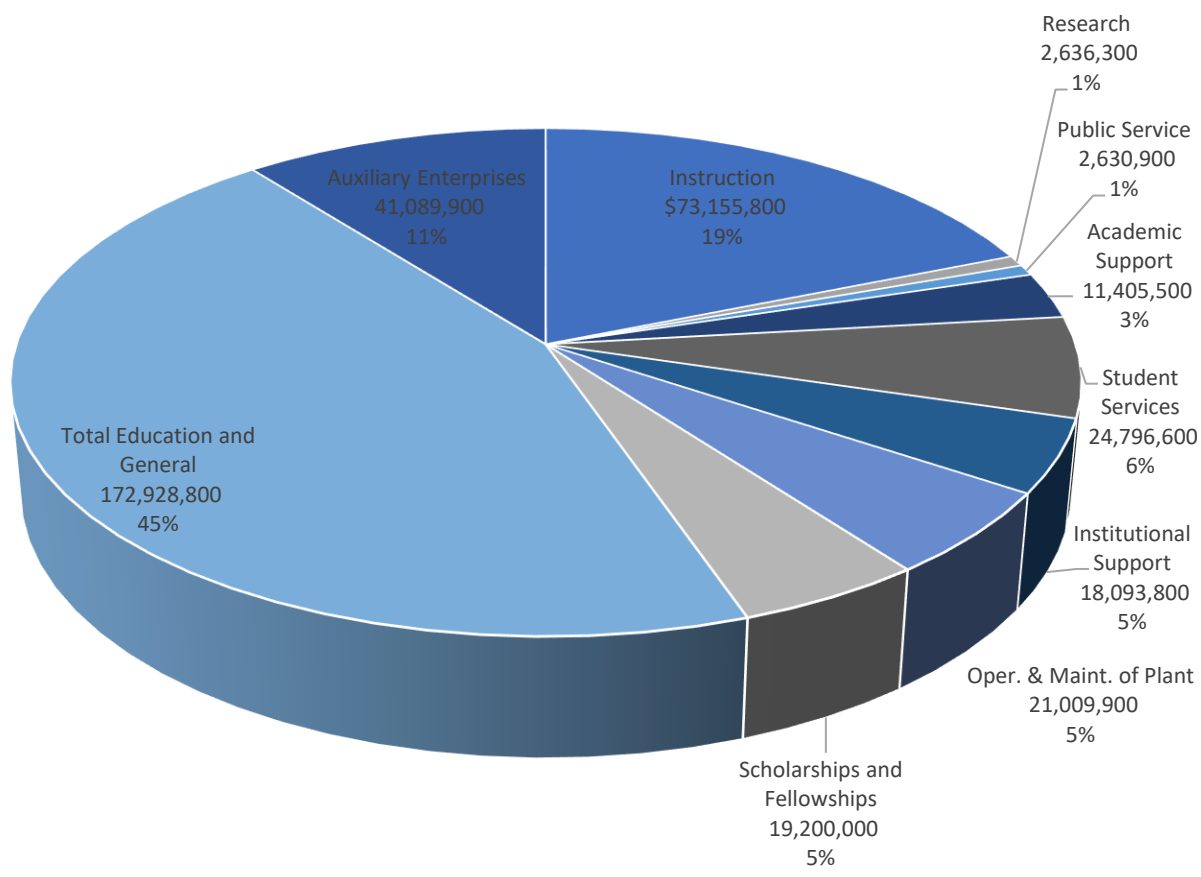
---

**Educational and General**

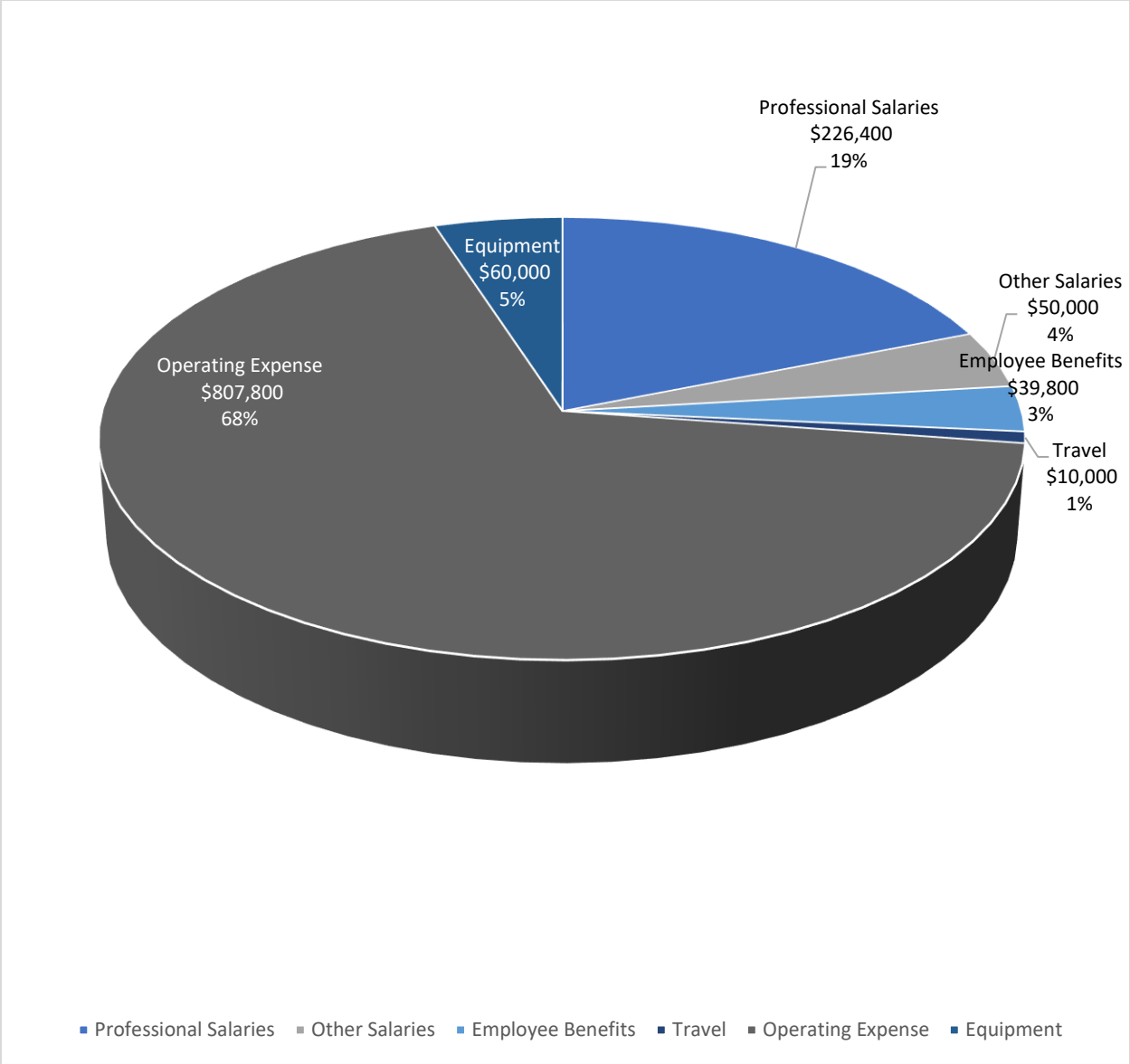
|                                      |                    |        |
|--------------------------------------|--------------------|--------|
| Tuition and Fees                     | 99,191,500         | 46.93% |
| State Appropriations                 | 52,584,600         | 24.88% |
| Federal Grants and Contracts         | 3,500,000          | 1.66%  |
| State Grants and Contracts           | 33,000             | 0.02%  |
| Private Gifts, Grants and Contracts  | 47,000             | 0.02%  |
| Sales & Services of Educ. Depts.     | 39,300             | 0.02%  |
| Sales & Services of Other Activities | 6,340,500          | 3.00%  |
| Other Sources                        | 780,000            | 0.37%  |
| Total Education and General          | <u>162,515,900</u> |        |

**Sales and Services of Aux Enterprises**

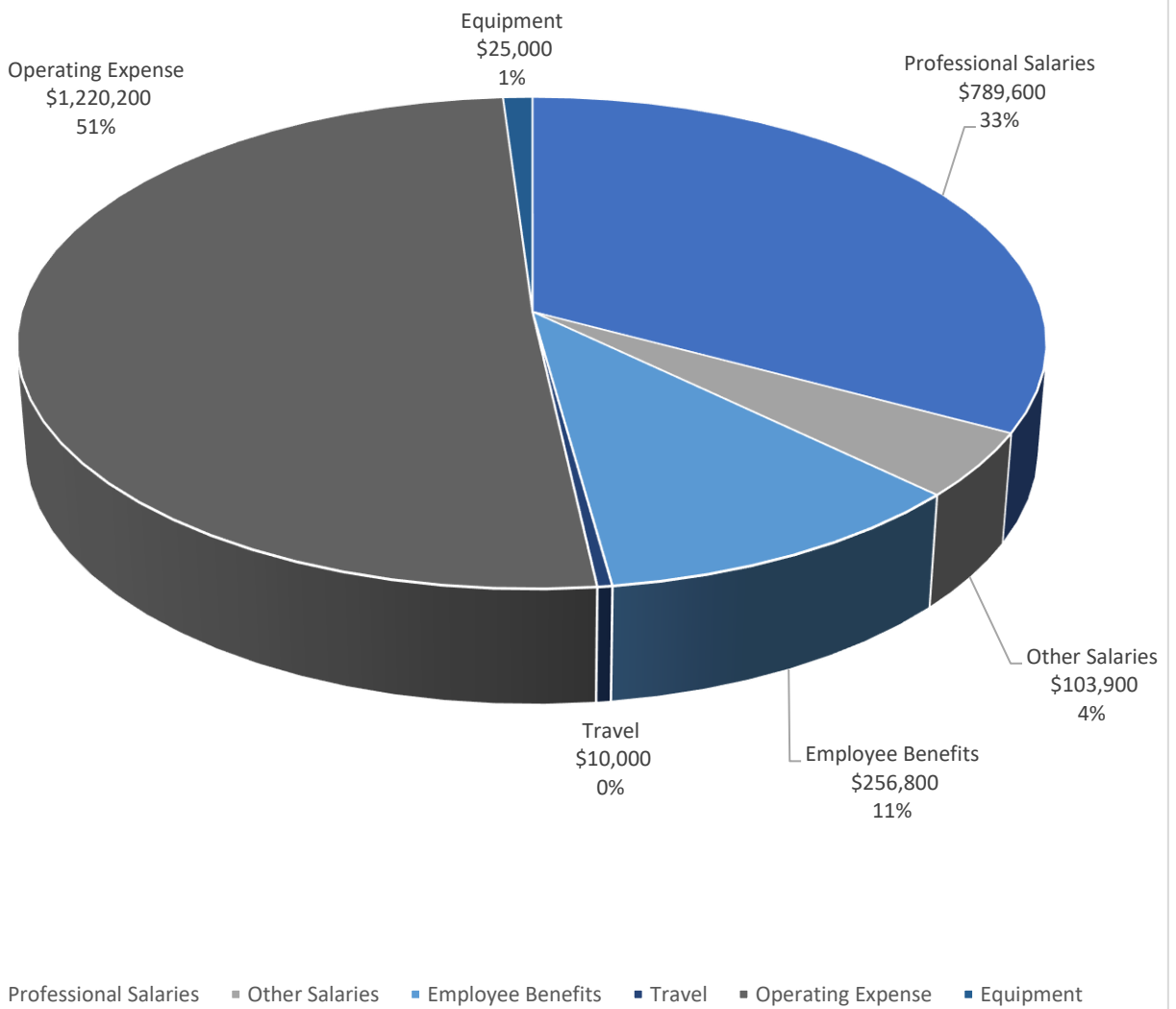
|                       |                    |         |
|-----------------------|--------------------|---------|
| Auxiliary Enterprises | <u>48,847,300</u>  | 23.11%  |
|                       | <u>211,363,200</u> | 100.00% |

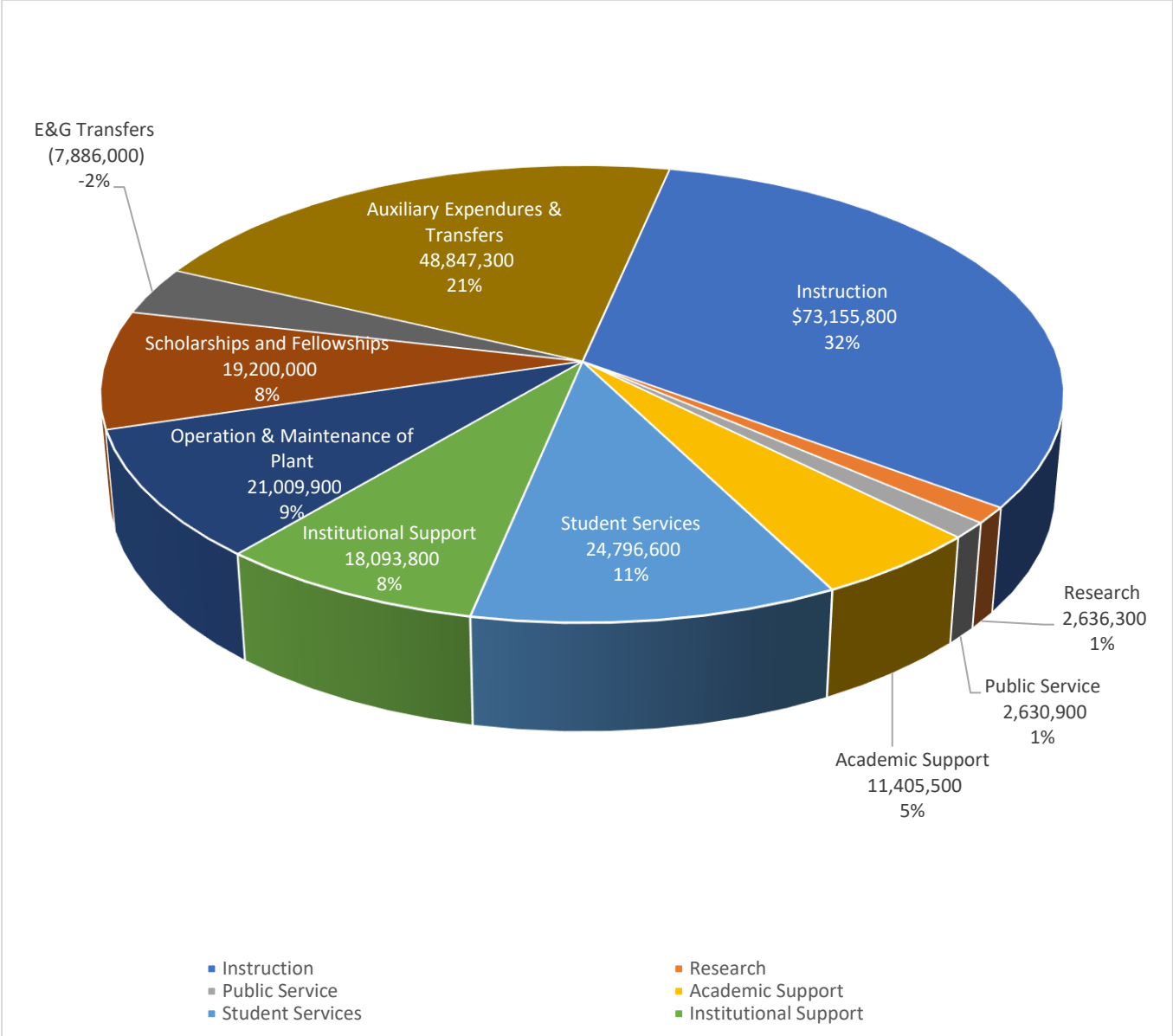


- Instruction
- Academic Support
- Oper. & Maint. of Plant
- Auxiliary Enterprises
- Research
- Student Services
- Scholarships and Fellowships
- Public Service
- Institutional Support
- Total Education and General









**Tennessee State University  
Board of Trustees**



**Construction and  
Facilities Update**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 16, 2023

ITEM: Construction and Facilities Update

RECOMMENDED ACTION: None

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

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

## **TORNADO RECOVERY**

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

### Greenhouses

Greenhouses 501 & 502 are complete.

Greenhouses 503 is substantially complete, awaiting deionized water system installation.

### Fence Repairs

Pasture fence installation is substantially complete; one section remaining.

### Wetlands Cleanup

Hand cleanup of the wetlands is complete.

### Ag Pavilion

Construction is complete, awaiting AV equipment.

### Ag Education Building

Construction is complete.

### General Services Building

Interior renovation and repairs are complete.

### Other Farm Structures

Hoop Houses are in progress.

No update on Poultry and Hay Storage Buildings.

## **ELECTRICAL LOOP CONSTRUCTION**

Phase 2 (installation of new switches and replacement fuses) is complete. Phase 3 (Installation of South Loop) in progress the estimated by the end of 2024. Phase 4 (Installation of North Loop) is estimated to be completed by 2025. There is also a phase in the project that will install five (5) transformers and secondary lines at various buildings on campus. This project is estimated to be completed in 2024.

### **Electrical Infrastructure (ICThomasson Engineering): Approximate \$53M project.**

- \$19.23M Funded 2019 – 2023
- TSU seeking \$10M via 2023/2024 capital maintenance (TSU obligation \$6.5M for AUX).
- TSU proposed to fund balance from State Strategic Sources - up to \$33.3M

Every section and building on campus will be impacted by the newly designed electrical infrastructure project. Much like an electrical grid, the loop system is designed to create electrical redundancy across the entire campus (North and South). This major project will reduce TSU power vulnerability.

TSU's 2023 master plan is on schedule for completion January / February 2024.

This summer, Woolpert Engineering completed building conditions assessments, conducted departmental interviews and program audits, and established the current baseline needed to support TSU.

### **NEWEST RES. HALL**

Project was completed on budget and on schedule. Working through issues with the water source heat pumps units. We have contacted the contractor and supplier. Exterior screen walls around cooling towers are awaiting bid documents.

### **NEW ENGINEERING BUILDING**

Programming for the project is ongoing. The project disclosure previously submitted was for \$60M. The recent updated project is for 115nsf - \$184M. Project has been submitted to THEC for approval.

### **NEW FOOD SCIENCE BUILDING**

The Tennessee Legislature's Fiscal Stimulus Accountability Group has recently approved \$32.3M to construct the Food and Animal Science Building. The College of Agriculture submitted a Facilities Grant proposal seeking special funding from the American Rescue Plan funds allocated to the state of Tennessee through the Tennessee Department of Agriculture. These funds are approved to establish 14 Food and Animal Science Research Laboratories, the Center for Food Safety and Process Innovation, and a Sensory Science and Product Development Center.

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

Migration Plan is currently on hold until completion of Campus Master Plan update. The Master Plan update is expected to be completed Feb. 2024.

### **QUARTERLY DISCLOSURE REPORTS**

TSU has the following disclosed project for FY23-24 Quarter:

- Gateway Wall Project \$800K

### **CAPITAL DISCLOSURE REPORTS**

Harned Hall Lab Upgrades Project \$2.97M

TSU updated the capital disclosure project information for the New Residence Halls project. The project disclosure previously submitted was for 600 beds - \$102.5M. The recently updated project is for 1,000 beds - \$157M.

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

Stabilization of the colonnade on the grand staircase and main sidewalk is complete. Sidewalk installation is completed and in use. The waterproofing of the east side wall of Kean Hall is complete. Additional work is being scheduled for the west curtainwall replacement at Floyd-Payne Campus Center and Davis-Humanities stairwells.

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

Project is substantially complete, and space is being used by the University. There is more work to be completed during the upcoming Winter Break.

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

Widening of road and security gate installation has been completed and is open for use. Control access for the gate is scheduled to be installed in the upcoming weeks.

**STATE’S STRATEGIC INITIATIVE PROJECT:**

Please see attached Exhibits.

## **TSU CAMPUS MASTER PLAN**

The Master Plan is scheduled for completion in February 2024. The preliminary plan is expected on 17 November. It will be circulated for review to Tennessee State University and its state stakeholders.

In late September, TSU's Planning Design and Construction team visited Woolpert Engineering's office to address missed deliverables. This two-day session included a contract and schedule review. The Planning Design and Construction team meets with the Master Planner weekly to review progress, answer questions, and to provide direction and support to our consultant.

The long-term facility plan is being developed during a series of Master Plan alternative scenarios reviews. The first session was described by Woolpert as being the most productive work session of this master planning effort. TSU recently received the Deferred Maintenance Plan. The Planning Design and Construction team is working to plan and price this work using data from the local Nashville market.

The Master Plan 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 • Relocation of Select Athletic Programs • Improved Football & Basketball Facilities • Re-imagined 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 Master Plan 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

## **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. The present goal is to construct the new 1,000 bed facility as a replacement for the Boyd, Eppse, and Watson Halls. The business plan will be shared and discussed with the Board Housing Committee as the plan develops.



## Exhibit 1

### State Strategic Funding:

Secured

\$250,000,000

Forecasted

\$250,000,000

| Actions  | Category                  | Amount               |
|--|---------------------------|----------------------|
| Campus Masterplan & Phased Migration                   | Migration & Master Plan   | \$2,500,000          |
| Lighting & Life Safety Improvements                    | Deferred Maintenance      | \$3,830,000          |
| Environmental Science Facility                         | Education + Gen. Services | \$18,000,000         |
| New Engineering Complex                                | STEM Center               | \$126,000,000        |
| Electrical Masterplan                                  | Utility & Infrastructure  | \$33,300,000         |
| Roofing at Gentry                                      | Deferred Maintenance      | \$3,670,000          |
| Library & Innovation Institute (Media + Entertainment) | Education + Gen. Services | \$18,000,000         |
| Davis Humanities Restoration                           | Education + Gen. Services | \$29,700,000         |
| Elliot Hall  | Education + Gen. Services | \$15,000,000         |
|  |                           | <b>\$250,000,000</b> |

| # | PDC Initial Heading   | Initial Thought + Rationale         |   | Costs Logic   |
|---|---|-------------------------------------|---|---------------|
| 1 | <i>Campus Masterplan &amp; Phased Migration</i>                   | <i>Migration &amp; Master Plan</i>  | <b>Existing Approved SBC project:</b> Funding to complete campus masterplan study and upgrade. Funding to assist with initial migration efforts as outlined in the masterplan amendment letter.   | \$2,500,000   |
| 2 | <i>Lighting &amp; Life Safety Improvements</i>                    | <i>Deferred Maintenance</i>         | Funding for a phased approach to upgrade fire sprinklers, suppression systems, fire alarms, detection devices, and other security features as defined in recent Facility Conditions Assements; to occur campus wide.  | \$3,830,000   |
| 3 | <i>Environmental Science Facility</i>                             | <i>Education + Gen. Services</i>    | <b>Existing Approved SBC project:</b> Funding for two Ag Buildings to be located on site near indoor practice facility  | \$18,000,000  |
| 4 | <i>New Engineering Complex</i>                                    | <i>STEM Center</i>                  | <b>Previously approved SBC project (resubmitted):</b> Funding for \$60M of the needed \$186M. Current plan is to create three connected buildings (classroom, labs with loading docks, separate research/teaching labs)   | \$126,000,000 |
| 5 | <i>Electrical Masterplan</i>                                      | <i>Utility &amp; Infrastructure</i> | <b>Previously approved SBC project (resubmitted):</b> Funding for \$19.23M of the needed ~\$33M. Current plan is to create execute all remaining phases in 2 projects (E&G vs Aux)  | \$33,300,000  |
| 6 | <i>Roofing at Gentry</i>  | <i>Deferred Maintenance</i>         | Funding purposed for preservation of Tennessee State University's original Women's Building named after Jane Elliott. This facility will be renovated to accommodate the expanding Arts program and Gallery.  | \$3,670,000   |
| 7 | <i>Library &amp; Innovation Institute (Media + Entertainment)</i> | <i>Education + Gen. Services</i>    | Funding purposed to renovate/reimagine the existing library by adding to its existing function. The addition will focus on academic element of media, entertainment, innovation, instruction, and production. <b>Maker space designed with multi-media entertainment and production capability.</b> | \$18,000,000  |
| 8 | <i>Davis Humanities Restoration</i>                               | <i>Education + Gen. Services</i>    | Funding purposed to complete a comprehensive renovation including exterior façade and interior finishes and building systems (MEP).   | \$29,700,000  |
| 9 | <i>Elliot Hall</i>  | <i>Education + Gen. Services</i>    | Funding purposed to construct a new classroom facility that is easily adaptable by any department. This will be used as a general education, meeting, and conference space. This space will serve as educational swing space as other buildings are under renovation and repair.                    | \$15,000,000  |

\$250,000,000

**State Strategic Funding :**

| DEFERRED MAINTENANCE                | 1 - 3 Years    | 3 - 5 Years | 5 - 8 Years |
|-------------------------------------|----------------|-------------|-------------|
| <b>INITIATIVES</b>                  | Short Term     | Mid Term    | Long Term   |
| Lighting & Life Safety Improvements | \$3,830,000.00 |             |             |
| <b>\$3,830,000.00</b>               |                |             |             |

| Short Term              | Mid Term | Long Term |
|-------------------------|----------|-----------|
| \$250,000,000.00        | \$0.00   | \$0.00    |
| <b>\$250,000,000.00</b> |          |           |

| STEM CENTER INITIATIVES | 1 - 3 Years      | 3 - 5 Years | 5 - 8 Years |
|-------------------------|------------------|-------------|-------------|
| <b>INITIATIVES</b>      | Short Term       | Mid Term    | Long Term   |
| New Engineering Complex |                  |             |             |
| <b>\$126,000,000.00</b> | \$126,000,000.00 |             |             |

| MIGRATION & MASTER PLAN INITIATIVES  | 1 - 3 Years    | 3 - 5 Years | 5 - 8 Years |
|--------------------------------------|----------------|-------------|-------------|
| <b>INITIATIVES</b>                   | Short Term     | Mid Term    | Long Term   |
| Campus Masterplan & Phased Migration |                |             |             |
| <b>\$2,500,000.00</b>                | \$2,500,000.00 |             |             |

| UTILITY AND INFRASTRUCTURE INITIATIVES | 1 - 3 Years     | 3 - 5 Years | 5 - 8 Years |
|--|-----------------|-------------|-------------|
| <b>INITIATIVES</b>                     | Short Term      | Mid Term    | Long Term   |
| Electrical Masterplan                  |                 |             |             |
| <b>\$33,300,000.00</b>                 | \$33,300,000.00 |             |             |

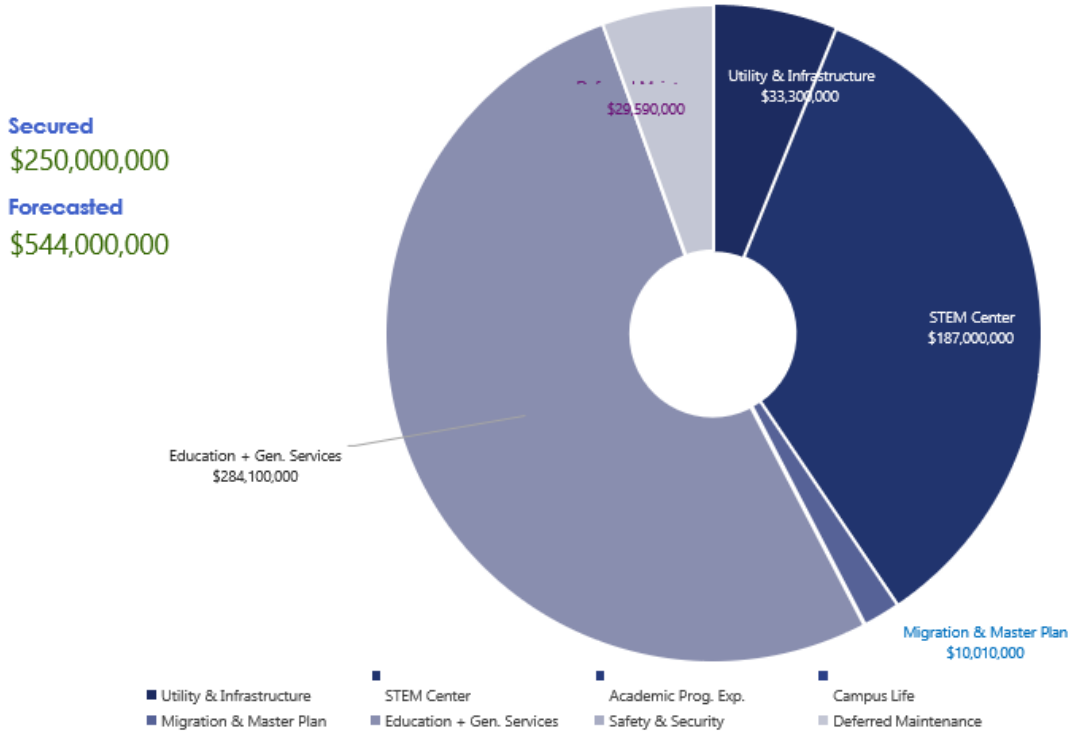
| EDUCATION + GENERAL SERVICES                           | 1 - 3 Years     | 3 - 5 Years | 5 - 8 Years |
|--|-----------------|-------------|-------------|
| <b>INITIATIVES</b>                                     | Short Term      | Mid Term    | Long Term   |
| Environmental Science Facility                         |                 |             |             |
| <b>\$18,000,000.00</b>                                 | \$18,000,000.00 |             |             |
| Roofing at Gentry                                      |                 |             |             |
| <b>\$3,670,000.00</b>                                  | \$3,670,000.00  |             |             |
| Library & Innovation Institute (Media + Entertainment) |                 |             |             |
| <b>\$18,000,000.00</b>                                 | \$18,000,000.00 |             |             |
| Davis Humanities Restoration                           |                 |             |             |
| <b>\$29,700,000.00</b>                                 | \$29,700,000.00 |             |             |
| Elliot Hall  |                 |             |             |
| <b>\$15,000,000.00</b>                                 | \$15,000,000.00 |             |             |

**Exhibit 3**

| #  | PDC Initial Heading   | Initial Thought + Rationale         |  | Costs Logic   |
|----|---|-------------------------------------|--|---------------|
| 1  | <i>Campus Masterplan &amp; Phased Migration</i>                   | <i>Migration &amp; Master Plan</i>  | Existing Approved SBC project: Funding to complete campus masterplan study and upgrade. Funding to assist with initial migration efforts as outlined in the masterplan <u>amendment</u> letter.  | \$10,010,000  |
| 2  | <i>Laboratory Sciences Commons</i>                                | <i>STEM Center</i>                  | Funding to create new multi-disciplinary laboratory commons. The new Lab Science Commons will support: Department of Chemistry & Biology. It will also <u>support</u> Physics, Engineering, Earth and Environmental Sciences.  | \$61,000,000  |
| 3  | <i>Lighting &amp; Life Safety Improvements</i>                    | <i>Deferred Maintenance</i>         | Funding for a phased approach to upgrade fire sprinklers, suppression systems, fire alarms, detection devices, and other security features as defined in recent <u>Facility Conditions Assessments</u> ; to occur campus wide.   | \$15,320,000  |
| 4  | <i>Env., Food, &amp; Animal Science Facility</i>                  | <i>Education + Gen. Services</i>    | Existing Approved SBC project: Funding for two Ag Buildings to be located on site near indoor practice facility  | \$18,000,000  |
| 5  | <i>New Engineering Complex</i>                                    | <i>STEM Center</i>                  | Previously approved SBC project (resubmitted): Funding for \$60M of the needed \$186M. Current plan is to create three connected buildings (classroom, labs with loading docks, separate research/teaching labs)   | \$126,000,000 |
| 6  | <i>Electrical Masterplan</i>                                      | <i>Utility &amp; Infrastructure</i> | Previously approved SBC project (resubmitted): Funding for \$19.23M of the needed ~\$33M. Current plan is to create execute all remaining phases in 2 projects (E&G vs Aux)  | \$33,300,000  |
| 7  | <i>Elliot Hall Historic Preservation</i>                          | <i>Education + Gen. Services</i>    | Funding purposed for preservation of Tennessee State University's original Women's Building named after Jane Elliott. This facility will be renovated to accommodate the expanding Arts program and Gallery.   | \$15,000,000  |
| 8  | <i>Roofing at Gentry and Campus Wide</i>                          | <i>Deferred Maintenance</i>         | Funding to increase student safety by electronic and physical means. Physical security will involve increasing access control systems, security cameras, ID entry to rooms and buildings, panic buttons, and strategic placement of additional lighting on campus.   | \$8,670,000   |
| 9  | <i>Library &amp; Innovation Institute (Media + Entertainment)</i> | <i>Education + Gen. Services</i>    | Funding <u>purposed</u> to renovate/reimagine the existing library by adding to its <u>existing</u> function. The addition will focus on academic <u>element</u> of media, entertainment, innovation, instruction, and production. <b>Maker space designed with multi-media entertainment and production capability.</b> | \$18,000,000  |
| 10 | <i>Davis Humanities Restoration</i>                               | <i>Education + Gen. Services</i>    | Funding purposed to complete a comprehensive renovation including exterior façade and interior finishes and <u>building</u> systems (MEP).   | \$29,700,000  |
| 11 | <i>Environmental Remediation</i>                                  | <i>Deferred Maintenance</i>         | Funding purposed to remove, research, and restore areas across campus impacted by environmental exposure and growth. This includes the investigation and remediation of pesticide impacted soils, mold impacted materials, and the like.   | \$5,600,000   |
| 12 | <i>Physical Education Exhibition Hall (Stadium)</i>               | <i>Education + Gen. Services</i>    | Funding <u>purposed</u> to construct a new classroom facility that is easily adaptable by any department. This will be used as a general education, meeting, and conference space. This space will serve as educational swing space as other buildings are under renovation and repair.                                  | \$131,250,000 |
| 13 | <i>Student Union &amp; Services Center</i>                        | <i>Education + Gen. Services</i>    | Funding to transform and reimagine Floyd Payne Campus Center (FPCC) as a new Student Union building. Additionally, funds will create <u>new</u> structure adjacent to FPCC to accommodate student services such as counseling & health. Remaining funds will aid in removing all admin functions from FPCC.              | \$72,150,000  |

\$544,000,000

## Exhibit 5



| Actions  | Category                  | Amount               | Planner   | % of Total |
|--|---------------------------|----------------------|-----------|------------|
| 1 Campus Masterplan & Phased Migration                   | Migration & Master Plan   | \$10,010,000         | W.Radford | 4%         |
| 2 Laboratory Sciences Commons                            | STEM Center               | \$61,000,000         | W.Radford | 24%        |
| 3 Lighting & Life Safety Improvements                    | Deferred Maintenance      | \$15,320,000         | W.Radford | 6%         |
| 4 Env., Food, & Animal Science Facility                  | Education + Gen. Services | \$18,000,000         | W.Radford | 7%         |
| 5 New Engineering Complex                                | STEM Center               | \$126,000,000        | W.Radford | 50%        |
| 6 Electrical Masterplan                                  | Utility & Infrastructure  | \$33,300,000         | W.Radford | 13%        |
| 7 Elliot Hall Historic Preservation                      | Education + Gen. Services | \$15,000,000         | W.Radford | 6%         |
| 8 Roofing at Gentry and Campus Wide                      | Deferred Maintenance      | \$8,670,000          | W.Radford | 3%         |
| 9 Library & Innovation Institute (Media + Entertainment) | Education + Gen. Services | \$18,000,000         | W.Radford | 7%         |
| 10 Davis Humanities Restoration                          | Education + Gen. Services | \$29,700,000         | W.Radford | 12%        |
| 11 Environmental Remediation                             | Deferred Maintenance      | \$5,600,000          | W.Radford | 2%         |
| 12 Physical Education Exhibition Hall (Stadium)          | Education + Gen. Services | \$131,250,000        | W.Radford | 53%        |
| 13 Student Union & Services Center                       | Education + Gen. Services | \$72,150,000         | W.Radford | 29%        |
|  |                           | <b>\$544,000,000</b> |           |            |

**Exhibit 6**

| Short Term              | Mid Term         | Long Term      |
|-------------------------|------------------|----------------|
| \$248,830,000.00        | \$291,415,000.00 | \$3,755,000.00 |
| <b>\$544,000,000.00</b> |                  |                |

| STEM CENTER INITIATIVES     | 1 - 3 Years      | 3 - 5 Years     | 5 - 8 Years |
|-----------------------------|------------------|-----------------|-------------|
| <b>INITIATIVES</b>          | Short Term       | Mid Term        | Long Term   |
| New Engineering Complex     |                  |                 |             |
| \$126,000,000.00            | \$126,000,000.00 |                 |             |
| Laboratory Sciences Commons |                  |                 |             |
| \$61,000,000.00             |                  | \$61,000,000.00 |             |

| MIGRATION & MASTER PLAN              | 1 - 3 Years    | 3 - 5 Years    | 5 - 8 Years    |
|--------------------------------------|----------------|----------------|----------------|
| <b>INITIATIVES</b>                   | Short Term     | Mid Term       | Long Term      |
| Campus Masterplan & Phased Migration |                |                |                |
| \$10,010,000.00                      | \$2,500,000.00 | \$3,755,000.00 | \$3,755,000.00 |

| SAFETY & SECURITY                 | 1 - 3 Years        | 3 - 5 Years        | 5 - 8 Years        |
|-----------------------------------|--------------------|--------------------|--------------------|
| <b>INITIATIVES</b>                | Short Term         | Mid Term           | Long Term          |
| Roofing at Gentry and Campus Wide |                    |                    |                    |
| \$8,670,000.00                    | \$2,500,000.00     | \$6,170,000.00     |                    |
| <b>UTILITY AND INFRASTRUCTURE</b> | <b>1 - 3 Years</b> | <b>3 - 5 Years</b> | <b>5 - 8 Years</b> |
| <b>INITIATIVES</b>                | Short Term         | Mid Term           | Long Term          |
| Electrical Masterplan             |                    |                    |                    |
| \$33,300,000.00                   | \$33,300,000.00    |                    |                    |

| DEFERRED MAINTENANCE                | 1 - 3 Years    | 3 - 5 Years     | 5 - 8 Years |
|-------------------------------------|----------------|-----------------|-------------|
| <b>INITIATIVES</b>                  | Short Term     | Mid Term        | Long Term   |
| Lighting & Life Safety Improvements |                |                 |             |
| \$15,320,000.00                     | \$3,830,000.00 | \$11,490,000.00 |             |
| Environmental Remediation           |                |                 |             |
| \$5,600,000.00                      |                | \$5,600,000.00  |             |

| EDUCATION + GENERAL SERVICES                           | 1 - 3 Years     | 3 - 5 Years      | 5 - 8 Years |
|--|-----------------|------------------|-------------|
| <b>INITIATIVES</b>                                     | Short Term      | Mid Term         | Long Term   |
| Env., Food, & Animal Science Facility                  |                 |                  |             |
| \$18,000,000.00  | \$18,000,000.00 |                  |             |
| Elliot Hall Historic Preservation                      |                 |                  |             |
| \$15,000,000.00  | \$15,000,000.00 |                  |             |
| Library & Innovation Institute (Media + Entertainment) |                 |                  |             |
| \$18,000,000.00  | \$18,000,000.00 |                  |             |
| Davis Humanities Restoration                           |                 |                  |             |
| \$29,700,000.00  | \$29,700,000.00 |                  |             |
| Physical Education Exhibition Hall (Stadium)           |                 |                  |             |
| \$131,250,000.00                                       |                 | \$131,250,000.00 |             |
| Student Union & Services Center                        |                 |                  |             |
| \$72,150,000.00  |                 | \$72,150,000.00  |             |

[Page intentionally left blank]

[Page intentionally left blank]



[Page intentionally left blank]

**Tennessee State University**

**Board of Trustees**



**Finance and Budget  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 16, 2023

ITEM: Institutional Development 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.



*"Think. Work. Serve."*  
Institutional Advancement

3500 John A. Merritt Boulevard  
Nashville, Tennessee 37209-1561  
Office: (615) 963-5287

## **Institutional Advancement Board Report**

Communications Partner MP&F - Led by two TSU alumnae.

### **Projects**

Website refresh for the Division of Institutional Advancement. Phase I includes the following pages:

- Stories of Impact
- Events
- Contact Us
- Giving

Phase II commences at the completion of Phase I. Phase II will include additional pages for each of the subdivisions of Institutional Advancement.

On the earned media front, MP&F drafted copy and sent pitches to targeted contacts for the following events:

- Aristocrat of Bands' NMAAM exhibit
- The AOB CMA Fest performance
- The Walmart x TSU #GoLiveBetter event

This work resulted in local and national media coverage for TSU in numerous outlets, including The Tennessee Tribune, WSMV-TV, WTVF-TV and Yahoo News.

### **Results**

MP&F's support helped TSU to be featured in **39 articles**. The combined media coverage from all the publications has **554,543,759 impressions**.

Institutional Advancement is also partnered with MP&F on the promotion of the homecoming gala, the Blackout, and the Breakfast of Champions. The MP&F team aided in the gala invitation design, script writing and program creation.

### **Next Steps**

MP&F is also working with the IA team on the relaunch of the alumni magazine. This magazine will have two issues – one to be published after homecoming and another after Legend’s weekend. The magazine will highlight university programs, sports updates and alumni happenings with QR codes throughout the issue to drive readers to additional content and giving opportunities.

### **FY 24 Goals and Strategy - Raise \$10Million in FY 2024 - \$8.1Million was raised FY 2023**

#### **Strategy to achieve this goal:**

### **Foundations**

Assess and categorize foundation giving prospects to retain giving from regular donors, increase giving from occasional and seldom donors, and develop relationships with those that have not yet given to TSU.

- For Fiscal Year 2024 increase Foundation giving to \$900,000.00
  - FY2023: \$443,124.80
  - FY2022: \$222,756.70
  - FY2021: \$216,782.00
- Increase number of proposals to foundations to 25 (FY2021: 9, FY2022: 10) **FY2023: 16**
- Submit proposals to at least six (6) new national foundations

### **Corporations**

For Fiscal Year 2024 increase corporate giving to \$ 6,000,000.00.

- FY2023: \$4,909,495.14
- FY2022: \$5,672,021.00
- FY2021: \$2,614,667.00
- Devise and implement a Corporate Partners gift program for those small and mid-sized companies which are typically overlooked, and to allow larger companies to give at an introductory level. Secure 10 Corporate Partners during first year; \$50,000.

- Devised multi-level Corporate Partners program; published a brochure that outlines the program to market it to a select group of targeted companies.
- Secure support from TSU vendors through the development of a long-range strategy for top five vendors to support TSU's fundraising initiatives.
  - Make 25 face-to-face visits with corporate partners.
  - Make 25 calls to corporation listed on the fortune 500 list of Tennessee.
  - Make 10 on-campus visits for corporate prospects.

### **Annual and Alumni Giving**

- Increase alumni donor participation rate to double digits (10%). The fiscal year 2022-23 was the baseline for increasing the donor participation rate (5.4%)
- Raise \$3 million (\$2 million from alumni, alumni organizations, and friends, and \$1 million from other constituents)
  - Increase annual giving through planned activities and programs in areas with the greatest potential to include the identification of benchmarked and new outreach activities.
  - Increase mail and electronic touch points such as solicitations, appeals, University updates, and campaign outcome updates. Direct mail appeals would increase from 2 to 4 and include-appeals will increase to a minimum of 6 annually.
  - Identify data-driven touch points for alumni donors from the last five years to encourage consistent giving through recurring gift methods (EFT, payroll deduction, recurring credit card).
  - Launch the first Day of Giving during Homecoming week and expand to 3 Days of Giving (two for fall and spring).

### **Stewardship and Donor Relations**

- Developing tailored and segmented outreach campaigns that resonate with different donor segments, showcasing the impact of their contributions on the university's mission. This will be accomplished by utilizing data analytics to identify giving patterns and preferences, allowing for tailored messaging and solicitation strategies.
- Implementing multi-channel communication, such as email, phone calls, and direct mail, to engage donors at various touchpoints and showcase the impact of their contributions. Highlight compelling stories of student and alumni success to demonstrate the direct influence of their contributions and to inspire greater support.



- Collaboration with academic departments to involve alumni in mentorship programs, guest lectures, and student career development initiatives. Engaged alumni are more likely to give back to their alma mater. By fostering a sense of community and pride among alumni, we can encourage increased involvement, including financial support. Regular updates about the university's achievements and impact can keep alumni connected and motivated to contribute.
- Establish robust stewardship practices to acknowledge and appreciate donors for their contributions. Timely and meaningful recognition can strengthen the relationship between donors and the university. Develop personalized cultivation strategies that align with donors' interests and values. Implement a robust stewardship program to keep donors informed of their contributions, including regular progress updates, reports, and recognition opportunities. Providing regular impact reports showcasing how their donations are making a difference can enhance donor loyalty and encourage continued giving.
- Revising the gift accounting practices will ensure efficiency of processes and donors being acknowledged prompt and accurately for their gifts. The remodeling of the process will eradicate gifts being placed in the suspense account, donor inquiries about the benefits and proper accounting of their gifts. It will also provide real-time recognition of gifts as they are received.

### **Alumni Relations Engagement**

- Utilize the alumni survey results as a foundation for engagement to include:
  - More intentional engagement with young, graduate school and alumni.
  - Communication cadence – monthly e-newsletter, updated website with the ability for individuals to update their information.
  - Communication specificity - identify (and get more granular) the specific motivators, communication preferences, and demographics of our alumni audience (based on the alumni survey)
  - Updating the database to personally connect with alumni.
  - Planning special curated events and reunions to appeal to alumni.
- Enhance our connection to current students and inspire them to be engaged alumni:
  - We want students to experience the value of the global alumni community from the moment they step on campus until they graduate. It is our desire to develop a culture of lifelong engagement, which will require building relationships between students and alumni that fosters intentional and meaningful growth to allow students to imagine their future as active alumni.

- Resurrect alumni mentorship, internship and job opportunities for current students.
- Connect students with alumni who share similar interests.
- Provide alumni engagement opportunities.
  - Based on the survey results and ongoing dialogue we will provide opportunities that add personal and professional value to our alumni in an effort to meet them where they are. This will entail building unique experiences to encourage more alumni to engage.
  - Identifying programming interests of recent graduates.
  - Expansion of opportunities for alumni to connect by profession, shared interest, region and degree.
- Meaningful and fulfilling volunteer experiences for alumni.
  - Offering a greater range of alumni volunteer opportunities to build a stronger alumni community who are proud ambassadors and are inspired to support TSU with their time, expertise and financial resources.

### **Alumni Life Magazine**

The Tennessee State University Alumni magazine will be a biannual magazine produced through a partnership between TSU's Division of Institutional Advancement and MP&F Strategic Communications. This magazine will fulfill the following goals:

- To inform TSU alumni on university happenings,
- To increase alumni giving through targeted donation asks, and
- To inform key stakeholders (donors, general assembly, key organizations) about the work of the university.

The magazine will be published after TSU's homecoming (typically in October) and again after Legends weekend. The publication will be distributed via mail and electronically. It will be a collaborative piece between the University, the Foundation and TSUNAA.

**Tennessee State University  
Board of Trustees**



**Update on Enrollment  
and Scholarships**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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**

| <b>Semester</b> | <b>Total Admitted</b> | <b>Denied</b> | <b>Incomplete</b> | <b>Withdrawn/<br/>Cancelled</b> | <b>Grand Total</b> |
|-----------------|-----------------------|---------------|-------------------|---------------------------------|--------------------|
| 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  | 7447                  | 901           | 4378              | 659                             | 12277              |
| Fall Term 2022  | 14294                 | 875           | 4624              | 103                             | 12946              |
| Fall Term 2023  | 13368                 | 1071          | 4177              | 484                             | 15194              |

**FALL 2023 ENROLLMENT UPDATE AS OF NOVEMBER 8, 2023**

| <b>Term</b>    | <b>Headcount</b> | <b>Undergrad</b> | <b>Graduate</b> | <b>UG FTE</b> | <b>GR FTE</b> |
|----------------|------------------|------------------|-----------------|---------------|---------------|
| Fall Term 2022 | 9220             | 7679             | 1541            | 7,097.20      | 932.25        |
| Fall Term 2023 | 8073             | 6736             | 1337            | 6,358.27      | 851.33        |

**Enrollment Update Report  
Data Reported as 11.5.23.**

**Spring 2024**

| <b>Student Applicant Type</b> | <b>Total Application by Type</b> | <b>Total App Completed</b> | <b>Total Admitted by Type</b> |
|-------------------------------|----------------------------------|----------------------------|-------------------------------|
| Freshmen (FTF)                | 695                              | 87                         | 52                            |
| Transfer                      | 554                              | 202                        | 141                           |
| Readmit                       | 151                              | 135                        | 135                           |
| Transient                     | 7                                | 1                          | 1                             |
| Dual Enrollment (DE)          | 8                                | 1                          | 0                             |
| Special Non-Degree            | 14                               | 0                          | 0                             |
| <b>Grand Total</b>            | <b>1,429</b>                     | <b>426</b>                 | <b>329</b>                    |

| <b>Admitted Applicant Data</b> | <b>In State</b> | <b>Out-of-State</b> |
|--------------------------------|-----------------|---------------------|
|                                | 189             | 140                 |

| <b>Intent to Enroll</b> | <b>266 IEs Completed as of Nov. 5, 2023</b> |
|-------------------------|---|
| In State                | 156   |
| Out-of-State            | 110   |

**Top 5 States by App**

1. TN – 584
2. INTL – 139
3. GA – 119
4. CA – 62
5. FL – 54

**Fall 2024**

| <b>Student Applicant Type</b> | <b>Total Application by Type</b> | <b>Total App Completed</b> | <b>Total Admitted by Type</b> |
|-------------------------------|----------------------------------|----------------------------|-------------------------------|
| Freshmen (FTF)                | 14,375                           | 1,384                      | 943                           |
| Transfer                      | 379                              | 41                         | 25                            |
| Readmit                       | 28                               | 14                         | 14                            |
| Transient                     | 8                                | 0                          | 0                             |
| Dual Enrollment (DE)          | 37                               | 6                          | 0                             |
| Special Non-Degree            | 10                               | 0                          | 0                             |
| <b>Grand Total</b>            | <b>14,837</b>                    | <b>1,445</b>               | <b>982</b>                    |

| <b>Admitted Applicant Data</b> | <b>In State</b> | <b>Out-of-State</b> |
|--------------------------------|-----------------|---------------------|
|                                | 236             | 746                 |

| <b>Intent to Enroll</b> | <b>152 IEs Completed as of Nov. 5, 2023</b> |
|-------------------------|---|
| In State                | 52  |
| Out-of-State            | 100   |

**Top 5 States by App**

- 1. TN – 2,372
- 2. GA – 1,835
- 3. MD – 1,059
- 4. IL – 800
- 5. TX – 753

**Tennessee State University  
Board of Trustees**

**Approval of Scholarship  
Plan for Academic Year  
2024-2025**





TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of the Academic Year 24-25 Scholarship Plan

RECOMMENDED ACTION: None

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

The purpose of this agenda item is to consider approval of the Academic Year 2024-2025 Merit Scholarship Plan.

**MOTION: To approve the Academic Year 2024-2025 Scholarship Plan, as contained in the Board materials for the Board's November 16, 2023, meeting.**



Office of Institutional Merit Scholarships

Institutional Merit Scholarship Plan

Overview of the 2023-2024

Scholarship Cycle

### **The Office of Institutional Merit Scholarships**

- o 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.

1. 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 merit scholarship, new first-time freshmen and transfer students must complete an application for Admission and submit a copy of their high school transcript and test scores. Once received by the Office of Admissions, they will be reviewed to determine scholarship eligibility. Students who apply by the deadline and meet minimum eligibility requirements for an academic

scholarship award will be offered the appropriate scholarship if 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](http://www.scholarships.tnstate.edu) for complete details.

| AWARDS                                   | AMOUNT   | GPA                      | ACT             | SAT        |
|--|----------|--------------------------|-----------------|------------|
| <b>TIER ONE</b>                          |          |                          |                 |            |
| 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+ |
| <b>TIER TWO</b>                          |          |                          |                 |            |
| 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 extracurricular involvements and personal qualities. Additionally, establishing 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 enriched the academic landscape by recognizing multifaceted excellence.

## Reporting

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 they met to earn these accolades. Such reporting acknowledges the individual recipients, motivates, and inspires other students to strive for excellence. It highlights 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, fostering a culture of academic accomplishment, and encouraging future generations to pursue their educational aspirations with diligence and enthusiasm.

### Example of an email report:

#### Final snapshot stats for 9.13.2023

| TIER ONE AWARDS   | AMOUNT    | GPA REQUIREMENT | ACT             | SAT        | TOTAL AWARD OFFERS | # OF OFFERS SENT | # OF OFFERS SENT TODAY (9.13.2023) | COMPLETED/ACCEPTED | REMAINING  |
|---|-----------|-----------------|-----------------|------------|--------------------|------------------|------------------------------------|--------------------|------------|
| Presidential Scholarship (In-state)                     | \$18,630  | Min. of 3.5     | 28-36           | 1300-1570  | 20                 | 22               | 0                                  | 2                  | 18         |
| Presidential Excellence Scholarship (Out of State)      | \$24,630  | Min. of 3.5     | 28-36           | 1300-1570  | 10                 | 5                | 0                                  | 0                  | 10         |
| Trustee Scholarship (In-state)                          | \$16,630  | Min. of 3.3     | 26-27 or higher | 1230-1290+ | 20                 | 13               | 0                                  | 1                  | 19         |
| Trustee Excellence Scholarship (Out of State)           | \$22,630  | Min. of 3.3     | 26-27 or higher | 1230-1290+ | 10                 | 10               | 0                                  | 4                  | 6          |
| Academic Merit Scholarship (In-state)                   | \$15,630  | Min. of 3.3     | 24-25 or higher | 1160-1220+ | 15                 | 18               | 0                                  | 9                  | 6          |
| Academic Excellence Scholarship (Out of State)          | \$21,630  | Min. of 3.3     | 24-25 or higher | 1160-1220+ | 15                 | 15               | 0                                  | 13                 | 2          |
| <b>TIER TWO</b>   |           |                 |                 |            |                    |                  |                                    |                    |            |
| Big Blue Scholarship                                    | \$3,500   | 3.0-3.2         | 19-23 or higher | 990-1150+  | 540                | 781              | 0                                  | 172                | 368        |
| Future Tiger Transfer Scholarship                       | \$2,000   | Min. of 3.0     | N/A             | N/A        | 175                | 31               | 0                                  | 27                 | 148        |
| <b>SPECIAL INTEREST GROUP AWARDS</b>                    |           |                 |                 |            |                    |                  |                                    |                    |            |
| Dr. Levi Watkins (Meharry & HCA)                        | \$24,630  | Min. of 3.5     | 28-36           | 1300-1600  | 24                 | 28               | 0                                  | 15                 | 10         |
| 5000 Role Models of Excellence (Out of State)           | \$ 24,630 | Min. of 3.2     | 20              | 1030-1050  | 12                 | 8                | 0                                  | 7                  | 5          |
| ITAG (International Tuition Assistance Grant)           | \$ Varies | Min. of 3.2     | 20              | 1030-1050  | 25                 | 54               | 0                                  | 23                 | 2          |
| MNPS Trailblazing to TSU                                | \$ 18,630 | Min. of 3.2     | 20              | 1030-1050  | 100                | 152              | 0                                  | 66                 | 34         |
| Tiger Impact Grant Award (In-State) Scholarship         |           |                 |                 |            | 2                  | 2                | 0                                  | 2                  | 0          |
| Tiger Excellence Grant Award (Out of State) Scholarship |           |                 |                 |            | 2                  | 2                | 0                                  | 2                  | 0          |
| <b>TOTALS</b>   |           |                 |                 |            | <b>970</b>         | <b>1141</b>      | <b>0</b>                           | <b>343</b>         | <b>628</b> |

### Proposed Scholarship Plan for Fall 2024

The proposal to introduce additional merit scholarships at TSU underscores a critical need to enhance the institution's academic landscape further and reinforce its commitment to fostering excellence. These scholarships will serve as a catalyst for attracting, rewarding, and retaining the

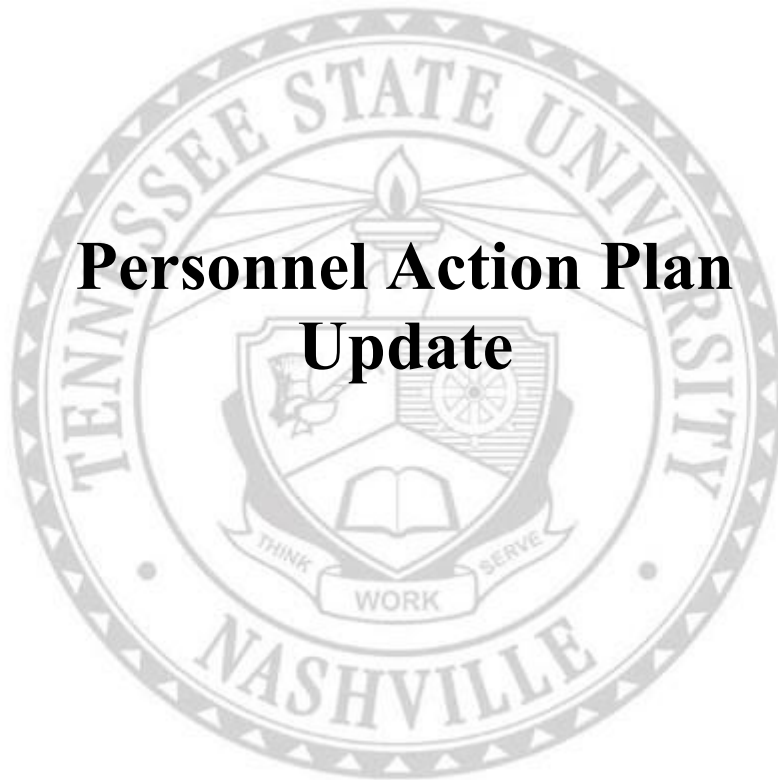
brightest minds within the student body. By expanding the merit scholarship program, TSU can highlight its dedication to recognizing and supporting exceptional academic achievements, leadership qualities, and extracurricular involvement. This initiative will elevate the institution's reputation and contribute 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, ninety-eight enabling them to fully engage in their studies, research, and community initiatives. 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        |
|--|----------------|--------------------------|-----------------|------------|
| <b>TIER ONE (First Time Freshman Only)</b>                 |                |                          |                 |            |
| 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+ |
| <b>TIER TWO (Transfers &amp; First Time Freshman Only)</b> |                |                          |                 |            |
| 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+  |
| <b>TIER THREE (all undergraduates)</b>                     |                |                          |                 |            |
| <b>Tiger Elite Scholarship</b>                             | <b>\$5,000</b> | <b>3.9 or higher</b>     | <b>N/A</b>      | <b>N/A</b> |
| <b>TSU Serve Scholarship</b>                               | <b>\$4,000</b> | <b>3.6-3.8</b>           | <b>N/A</b>      | <b>N/A</b> |

|                              |                |                |            |            |
|------------------------------|----------------|----------------|------------|------------|
| <b>TSU Work Scholarship</b>  | <b>\$3,500</b> | <b>3.3-3.5</b> | <b>N/A</b> | <b>N/A</b> |
| <b>TSU Think Scholarship</b> | <b>\$3,000</b> | <b>3.0-3.2</b> | <b>N/A</b> | <b>N/A</b> |

**Tennessee State University  
Board of Trustees**



**Personnel Action Plan  
Update**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 2023

ITEM: Personnel Action Plan 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 to the Board regarding the Personnel Action Plan.



# CHIEF OPERATING OFFICER REPORT ON TENNESSEE STATE UNIVERSITY PERSONNEL ACTION PLAN IN RESPONSE TO BOARD RESOLUTION REPORT AT ITS SEPTEMBER 2023 MEETING

## I. Executive Summary

Based on the June 15, 2023, Board of Trustees meeting, the Chief Operating Officer would be responsible for developing a Tennessee State University (TSU) Personnel Action Plan in response to the Board of Trustees' Resolution Report in response to the Comptroller's Report. A small committee was formed to begin working, as mandated by the Resolution Report, to present 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 include 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, Elmore Jones, Deputy Chief Operations Officer, Laurence Pendleton, General Counsel and Secretary to the Board of Trustees, Dr. Carjamin Scott, Executive Director, Strategy and Innovation, Dr. Johnnie Smith, VP Academic Affairs/Support, and Associate Vice President, Human Resources, Linda Spears.

## II. Purpose

The purpose is to conduct a review of personnel, but not limited to, **organizational structure, performance, and staffing** within units, and present personnel with an action plan, which shall include a plan of action for filling all vacant and interim positions.

## III. Organizational Goals and Objectives

The Tennessee State University Strategic Plan outlines the organization's needs and objectives as five goals.

1. Attract, Prepare, and Graduate Scholars to Change the World
2. Cultivate an Organizational Climate that Promotes Collaboration, Continuous Improvement, and High Performance
3. Create a Transformative Educational Environment that Impacts Middle Tennessee and Beyond
4. Generate Revenue and Capacity to Reinvest in Strategic Priorities
5. Promote, Strengthen, and Sustain Academic Excellence in Teaching and Learning

The TSU Personnel Action Plan Committee aims to support these goals by ensuring that the organizational structure is appropriately aligned, attracting, and retaining highly qualified faculty and staff, creating, and enhancing the professional development of faculty and staff through talent management, and developing succession planning.

#### **IV. Organizational Structure (Strategic Alignment to Goals 1, 2, 3, and 5)**

To address organizational structure, the committee used organizational design principles to inform whether TSU would benefit from a comprehensive organizational assessment. The organization design principles would involve an organizational assessment of the following:

- Assessing alignment with the current strategic plan/direction and current environment
- Reviewing lines of reporting and cross-functional relationships
- Reviewing the decision-making process and procedures
- Assessing the culture/employee engagement
- Assessing communication channels

The committee suggests HR requires reform/transformation to address lockstep processes. This can take several strategic steps:

- Review and Assess Compensation and Classification Policies
- Review and Assess Recruitment/Talent Acquisition and Onboarding Policies
- Review the functionality, data accuracy, and user friendliness of PeopleAdmin/HRIS

The committee believes an independent Manpower Study/Organizational Assessment would be value-added in providing a comprehensive assessment of TSU's organizational structure. We discovered a previous independent organizational assessment conducted by Sibson Consulting approximately four years ago. The Sibson assessment focused primarily on the evaluation of staff and faculty ratios.

We believe a more comprehensive assessment focused on the organizational design principles will better assess organizational gaps, solutions, and strategies to inform the strategic and operational goals of TSU's strategic plan.

#### **V. Staffing within Units (Strategic Alignment to Goals 1, 2, 3, 4, and 5)**

The TSU Personnel Action Plan Committee reviewed the positions of specific interest to the Board of Trustees, as outlined in the Resolution Report. There was specific mention concerning the fill status of the following positions:

| <b>Department</b>          | <b>Position</b>                        | <b>Remarks</b> |
|----------------------------|--|----------------|
| Office of Academic Affairs | Interim Provost/VP of Academic Affairs | Filled         |
| Office of Academic Affairs | Assistant VP of Customer Service       | Filled         |
| Office of Academic Affairs | Dean, College of Business              | In progress    |
| Office of Academic Affairs | Dean, College of Engineering           | In progress    |
| Office of Academic Affairs | Dean, College of Public Service        | In progress    |
| Office of Academic Affairs | Graduate Dean                          | Filled         |
| Office of Academic Affairs | Department Chairs                      | Filled         |
| Office of Academic Affairs | Associate and Assistant Deans          | Filled         |

The committee reviewed the Comptroller’s Report to determine if there were other positions mentioned in the report that are key and require staffing. The following positions were identified:

| <b>Department</b>     | <b>Position</b>                          | <b>Remarks</b> |
|-----------------------|--|----------------|
| Administration        | Capital Planning Manager                 | Filled         |
| Operations            | Assistant VP of Customer Service         | Filled         |
| Enrollment Management | Director of Admissions                   | Filled         |
| Enrollment Management | Director of Financial Aid                | Filled         |
| Student Life          | Director of Housing                      | Filled         |
| Academic Affairs      | Interim Provost / VP of Academic Affairs | Filled         |

Additionally, the committee identified other actions/strategies that can assist with staffing within units but require more work and inquiry to develop a specific action plan.

- Use data/metrics and a Fill Plan to monitor and inform staffing shortages and the priority of fill.
- Conduct a workflow analysis on the current HR requisition/recruiting process to help inform continuous improvement strategies.
- Explore developing a Talent Management Plan and Succession Planning.

**VI. Performance (Strategic Alignment to Goals 1, 2, 3, 4, and 5)**

In terms of evaluating the performance of an organization, the use of HR metrics is extremely helpful in determining how an organization is taking care of its people and the effectiveness of HR policy, procedures, and processes. The following are some key issues the committee wants to do more research and inquiry into regarding performance.

What are HR Metrics? Initial inquiry reveals benefit from maintaining the following HR Metrics, as a minimum:

1. Percentage of Fill – The goal is 90% or higher.
  2. Employee Attrition Rate – The goal is 10% lower.
  3. Employee Retention Rate – The goal is 90% or higher.
  4. Faculty to Student Ratio, Staff to Admin Ratio, and Staff to Student Ratio
  5. Average days to pay special allowance – The goal is within three days.
  6. Average day to reimburse travel pay – The goal is within two weeks.
  7. Talent Acquisition Process Timeline – Within 30 days of offer accepted by candidate
- Update HR Handbook – In progress
  - Alignment of Policy, Procedures, and Practices (Employee disciplinary process)
  - Workforce Development Planning
  - Review the Learning and Development Program (Reskilling and Upskilling)
  - Employee Engagement Survey
  - Enforcement of Performance Management Program

## **VII. Next Steps**

The next step is for the Personnel Action Plan Committee to develop a timeline for the implementation of the recommended items in the TSU Personnel Action Plan by a date approved by the President. Upon approval by the President, timelines may be developed for the following items:

- Develop measures of performance/effectiveness/metrics.
- Options/Cost for the Manpower Study/Organizational Assessment.
- Options/Cost for classification and compensation Assessment.
- Evaluate options for initiating an Employee Engagement Survey.
- Review and assess performance management program.
- Conduct lean six-sigma of onboarding process (TSU College of Business).
- 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: November 16, 2023

ITEM: Customer Service Report

RECOMMENDED ACTION: None

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

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

**Tennessee State University**  
**Office of Customer Relations**  
**November 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.

**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 HERO (ongoing)
- Hire Assistant Director and Administrative Assistant (in process)
- Create webpage (complete)
- 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)
- Implement monthly recognition of faculty, staff and employees who provide outstanding customer service (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
- Reduction of customer inquiries
- Reduction in inquiries sent from the HERO

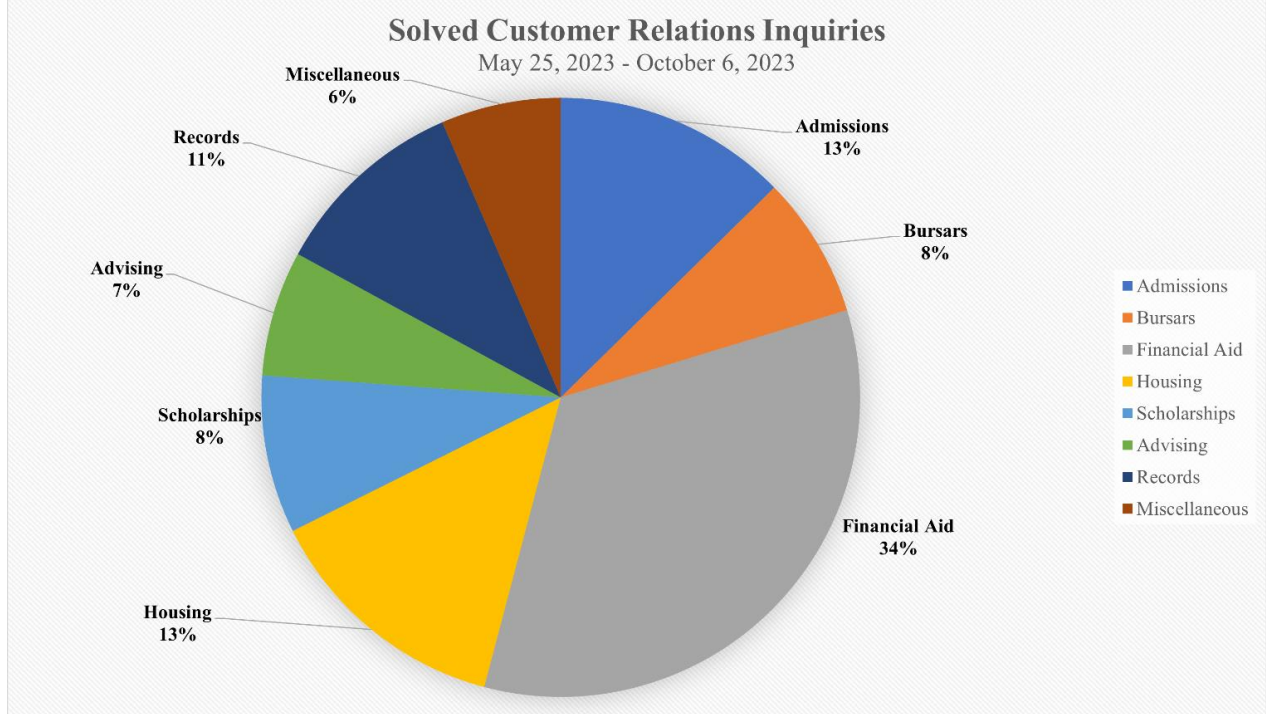
### **Customers at TSU**

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



**Customer Relations Inquiry Data** (340 cases from 5/25 – 10/6)

| Admissions | Bursars | Financial Aid | Housing | Scholarships | Advising | Records | Misc. | Total: |
|------------|---------|---------------|---------|--------------|----------|---------|-------|--------|
| 43         | 26      | 115           | 46      | 29           | 23       | 36      | 22    | 340    |



During the 14 September 2023 Board meeting, the Customer Relations inquiry data chart was presented to the Board members. The Board members requested for the 16 November 2023 Board meeting a more detailed breakdown of the inquiries was necessary to better understand the root cause(s) and specifics circumstances associated with the inquiries. The following is the detailed analysis of each inquiry received, followed by an overall analysis and observations.

**Financial Aid:**

| Frequently asked questions for FA Appeals and scholarship appeals | Wanting an update on scholarship appeals | Wanting information to appeal lost scholarship | Students needing to appeal FA | Wanting to know why scholarship appeal was denied | Total: |
|---|--|--|-------------------------------|---|--------|
|   | 20                                       | 5  | 4                             | 2   | 31     |

|  |  |   |  |  |        |
|--|--|---|--|--|--------|
| <b>Frequently asked questions for FA account inquires:</b> | Students needing scholarships applied to accounts          | Student having unsigned promissory notes                                      | Students wanting to know when loans will be processed  | Students needing FA applied to account:  | Total: |
|  | 10   | 1   | 6  | 3  | 20     |
| <b>Questions about student scholarship opportunities:</b>  | Students needing additional funds to cover current balance | Students wanting more information regarding available university scholarships | Students wanting to know when funds will be dispersed  | Students wanting to know if scholarships will cover all campus costs               |        |
|  | 8  | 7   | 1  | 1  | 17     |
| <b>FAQ general questions about FA:</b>                     | Students needing enrollment verification                   | Asking how to apply for FA  | Wanting to know the next steps when applying for loans | Students wanting more information about FA (ex. holds, purge, discounts not added) |        |
|  | 2  | 2   | 3  | 16   | 23     |

**Bursar's Office:**

|   |  |                            |   |   |        |
|---|--|----------------------------|---|---|--------|
| <b>Frequently asked questions regarding balance and fees:</b> | Students billed incorrect tuition rate | Student has a balance hold | Students who haven't been purged, now needing retroactive purge | Concerns about undergrad maintenance fees | Total: |
|   | 1                                      | 13                         | 1   | 1   | 16     |

**Enrollment Management:**

|  |   |   |  |        |
|--|---|---|--|--------|
| <b>Frequently asked questions regarding 250-mile radius:</b> | Students wanting to know if they qualify for 250-mile radius discount | 250-mile radius discount not applied to student's account | Student wanting to appeal to have 250-mile radius discount | Total: |
|  | 8   | 2   | 3  | 13     |

|   |   |  |                                       |        |
|---|---|--|---------------------------------------|--------|
| <b>Frequently asked questions regarding admissions:</b> | Questions about the admissions process (acceptance letters, access to tiger portal, etc.) | Students needing transcript added to admissions file | Students readmit application concerns | Total: |
|   | 8   | 3  | 4                                     | 15     |

**Residence Life and Housing:**

|  |  |  |  |        |
|--|--|--|--|--------|
| <b>Frequent Residence Life and Housing assignment inquiries:</b> | Students wanting to change Residence Halls or roommates                  | Students wanting to know housing assignment                        | Students wanting general information regarding housing (pricing, residence halls, supply list) | Total: |
|  | 6  | 9  | 3  | 18     |
| <b>Residence Life and Housing Waitlist inquires:</b>             | Student not being assigned housing because of late University processing | Students wanting to know when housing assignments will be assigned | Students needing assistance accessing waitlist   | Total: |
|  | 3  | 5  | 4  | 12     |

**Records:**

|  |  |  |   |                                      |        |
|--|--|--|---|--------------------------------------|--------|
| <b>Frequently asked questions regarding Records updates:</b>     | Students wanting to withdraw from the university | Students needing to complete a retroactive purge | Students needing to drop a course           | Students needs their diploma sent    | Total: |
|  | 4  | 3  | 1   | 3                                    | 11     |
| <b>Frequently asked questions regarding transcript requests:</b> | Students asking about a missing transcript       | Students wanting a copy of their transcript      | Wanting confirmation of received transcript | Students needing transcripts updated | Total: |
|  | 4  | 2  | 1   | 2                                    | 9      |

### **Analysis/Observation**

- The Customer Relations office provides an overview of the potential problems across the University, allowing us to see ourselves and where we can improve.
- The previous report examined the number and type of inquiries the office received.
- This report takes an analytical look at the type of inquiries and from what department.
- One-third of the inquiries pertain to Financial Aid.
- We have received many housing, scholarships, and admissions inquiries.
- Housing inquiries are generated chiefly from students staying in off-campus locations.
- Scholarship inquiries stem from unclear language in contracts.
- Admission inquiries occur from students who do not understand policies and procedures.
- Scholarship language, website information, and University policies must be consistent, concise, and accurate.
- Effective communication and adhering to our policies tend to resolve most inquiries.

**Tennessee State University  
Board of Trustees**



**Board Housing  
Committee Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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.

## TSU BOARD SPECIAL COMMITTEE ON HOUSING

This report is an update on the Board Special Housing Committee's activities in support of the TSU Board's ongoing work with the TSU Administration to evaluate current and future demand for student housing. Highlights are taken from discussions during the Committee's most recent convening on October 18, 2023.

### Reports

- Master Plan. The overall framework for The Campus Master Plan conducted by Wolford Engineering considers controlled growth. The Plan was drafted with faculty input and includes an assessment of existing structures and anticipated uses on the main campus, Avon Williams Campus, and property along the Cumberland River (the "Farm"). TSU and Wolford are evaluating several options. Some criteria include community connectivity, crime prevention, and academic needs.

The Master Plan delivery date was changed to February 2024 from December 2023 to (1) accommodate questions about how 169 acres of the Farm property would be used, and (2) revise facility condition assessment pricing to reflect the Nashville market more accurately. Along with enrollment and projected space needs, efficiency, and sustainability will drive Master Plan considerations.

- Off-Campus Housing Update. Several safety concerns about hotel accommodations were raised pursuant to a Spring 2023 exit survey taken by "housed students." Discussions took place during the Committee's July 28, 2023 meeting. A subsequent focus group was conducted with students. Input was secured from TSU Police, MNP, and hotel staff, after which new protocols involving staff responsiveness, ID checks, and increased presence by security personnel were implemented. Both administrators and TSU PD affirmed that new measures have resulted in significantly reduced incident reporting.
- External. The Housing Committee received an update on the Music City Baseball's site assessment. MCB Representative, Ed Henley, reported on Music City Baseball's site assessment. According to Mr. Henley, one hundred ninety-six acres, including the Farm, were included in the survey. The site is heavily impacted during floods. Several remediation options originally considered were viewed as unlikely to be acceptable to the Federal Emergency Management Agency (FEMA). An additional option to raise the overall elevation 10-15 feet was also considered. However, a fifth alternative involving raising the finished grade and trenching and dredging along the shoreline appears to be the most suitable, as well as the recommended, approach for the surveyed property. The goal of the assessment was to obtain a net-zero impact. Computer models support the fifth approach as the recommended approach. The property was also assessed for its requisite utility work and easements on the property. Environmental impact was well-documented and the remediation for the flood impact would solve any wildlife impact issues. A wildlife assessment and management plan will be necessary.

The Housing Committee expressed a need for a traffic study, along with any other environmental assessments Music City Baseball planned. Student housing is also a major component of MCB's site improvement plan.

- Other.
  - *Avon Williams Campus.* Potential P3 opportunities are available. The existing structure has had a facility assessment. Several groups have approached TSU and presented concepts. The Committee noted the need for an RFP process to ensure that TSU receives the highest and best use options.
  - *New Resident Halls.*
    - The Administration advised that two new residence halls previously discussed needed sequence and timeline adjustments, along with revised construction estimates before the State Building Commission (SBC) receives TSU's official request. Residence halls would be constructed with an overlapping schedule but with different start dates.
    - TSU recently signed an affiliation agreement with Cobblestone Partners that established TSU as a preferred partner for Cobblestone's off-campus housing development on House of God property. Construction should begin June 2024.



**Tennessee State University  
Board of Trustees**



**Update on Cumberland  
Property Development  
Assessment**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 2023

ITEM: Board Housing Committee Report

RECOMMENDED ACTION: None

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

President Glover and/or designee will provide a report related to this agenda item.

## **MUSIC CITY BASEBALL SITE ASSESSMENT HIGHLIGHTS**

TSU and Music City Baseball (“MCB”) are in discussions regarding a potential public-private partnership to develop university property, including possible University housing opportunities, along the Cumberland River. TSU authorized an assessment of the property as a first step in evaluating the viability of the property for development. Below are highlights related to the assessment.

### ❖ **Site Assessment**

- MCB paid for and assessed a proposed site location, taking into consideration several potential configurations and development plans. MCB engaged Moody Nolan, an architecture firm; Pillars, a land use planning and real estate development firm; and Barge Design Solutions, an engineering and architecture firm, to conduct the assessment. The assessment included an analysis of environmental factors and a feasibility study for the project.

### ❖ **Proposed Development Site**

- The area assessed included 262 acres of property along the Cumberland River (the “project study area”). The project study area is on Ed Temple Boulevard, south of the intersection with the railroad, north of Dr. Walter S Davis Boulevard, and east of the Cumberland River in Nashville, Davidson County, Tennessee. The address of the project study area is 1661 Ed Temple Boulevard, Nashville, Tennessee.
- The project study area is comprised of one parcel owned by Exxon Corporation, five parcels owned by the State of Tennessee/TSU, and one parcel owned by the State of Tennessee. The property is currently used as a bulk fueling terminal (northern portion of site), for agricultural purposes (central portion of site), and as campus housing (southeastern portion of site). Currently, the adjoining property to the north is a golf course, to the west is the Cumberland River, to the south is Tennessee State University, and to the east is a commercial fueling station and railroad tracks.

### ❖ **Preliminary Assessment Report**

- “The basis for suitable development activities has been established,” according to MCB and based upon its review of the initial results of the project study area assessment.
- Consideration was given to flood impact, environmentally sensitive areas, and easements and utilities.
  - *Floodplain:* A majority of the project study area rests in the floodplain. A Flood Analysis found that the site is in a FEMA Zone with a regulated floodway – the Cumberland River. Several alternatives to make the site suitable for development were considered because of the floodplain. Non-preferred alternatives were those that included a levy. Preferred alternatives considered raising the finished grade above the FEMA flood elevation level, which would require an estimated 10-15 feet of fill.

The recommended alternative (Alternative 5) is seen as the most viable and cost effective. It proposes filling the site from Ed Temple Blvd. to 100 feet back from the top of bank of the Cumberland River and adding a compensatory flow area necessary to offset filling in the entire floodplain. Additional alternatives may be developed and evaluated.

With respect to addressing floodplain issues, MCB indicates an estimated administrative cost of \$900,000+ and a construction cost of \$50,000,000+.

- *Environmentally Sensitive Areas:* The project study area presents challenges with respect to water resources (8 potential water/wetland resources) and biological resources (e.g., protected species potentially within the area). To address these matters, MCB indicates an estimated administrative cost of \$450,000+ and a construction cost of \$6,000,000+.
- *Easements and Utilities:* The assessment identified several easements and utilities running across the project study area that will need to be further assessed. For example, there will need to be a further analysis to determine whether utilities will be impacted and need to be relocated. To address these matters, MCB indicates an estimated administrative cost of \$5,000,000+ and a construction cost of \$80,000,000+.
- The site analysis' conclusions and recommendations are not final and may continue to be updated upon further site assessment.
- MCB has provided a specific plan as to the coverage of the costs referenced above but has indicated that the costs associated with the implementation of the remedial administrative and construction measures will not be borne by TSU. This area obviously needs a lot of work, analysis, and development.
- MCB has expressed confidence in the viability of the project study area.

❖ **Possible Uses and Potential Benefits for TSU Include but are Not Limited to:**

- Development of facilities for academic learning, research, and innovation.
- University Housing and dining options for students, faculty, and staff.
- Hotel conference center for TSU's growing hospitality related programs.
- Retail space, including a potential grocer, and other nearby amenities for students, faculty, and staff.
- Part-time and internship work opportunities for students.
- Construction of a Major League Baseball stadium, the first MLB stadium to be located on a university campus.

❖ **Use and Benefits for MCB**

- MCB is an organization of Nashville business, sports, music and community leaders. MCB has expressed its commitment to bringing a Major League Baseball franchise to Nashville as a central piece of a mixed-use, multi-themed academic, student/family housing, research, hospitality, and sports/entertainment district. MCB seeks to construct a new baseball stadium by early 2027 and has expressed significant interest in locating the stadium on the TSU campus, along the Cumberland River.

**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, November 16, 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 September 14, 2023, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of New Academic Program – M.S. in Nutrition and Wellness
- V. Report on International Activities
- VI. Report on SACSCOC and Other Accreditation Matters
- VII. Academic Affairs Report
- VIII. Student Affairs Report – Housing Report
- IX. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of September  
14, 2023, Academic  
Affairs and Student  
Affairs Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of September 14, 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 September 14, 2023, Academic Affairs and Student Affairs Committee meeting is included in the November 16, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 14, 2023, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's November 16, 2023, meeting.**



**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee Meeting  
September 14, 2023  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Pam Martin (chair), Andre Johnson (vice chair; attended by phone), Dr. Bill Johnson, Shaun Wimberly, Jr.

**Other Board Members Present:** Trustees Deborah Cole, Dr. Joseph Walker, Van Pinnock, Steve Corbeil, Richard Lewis

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Robbie Melton, Interim Provost and Vice President of Academic Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Ginette Brown, Associate General Counsel; Dean Chandra Reddy; Will Radford, Assistant Vice President of University Design & Construction; Renee Forbes-Williams, Director of Internal Audit; Quincy Quick, Associate VP and Chief Research Officer; Jessica Powell, Assistant VP of Customer Relations; Ciera Walker, Customer Relations Program Manager; Cynthia Howell, Assistant VP

**XIII. CALL TO ORDER**

Committee Chair Pam Martin called the meeting to order at 8:37 a.m. on Thursday, September 14, 2023. Chair Martin recognized cabinet members and deans in attendance and thanked them for their participation. She further welcomed Student Trustee Shaun Wimberly back.

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

Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Martin, Andre Johnson, and Bill Johnson were present. Secretary Pendleton announced the presence of a quorum. Trustee Martin 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. Trustee Martin 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.

**XV. APPROVAL OF JUNE 15, 2023, COMMITTEE MEETING MINUTES**

Trustee Martin moved to recommend to the full Board the approval of the minutes from the June 15, 2023, Academic Affairs and Student Affairs Committee meeting, as contained in the September 14, 2023, Committee materials. Trustee B. Johnson seconded the motion, which carried unanimously by roll call vote.

## **XVI. REPORT ON SACSCOC AND OTHER ACCREDITATION MATTERS**

President Glover asked her designee, Dr. Melton, to provide information pertaining to this informational agenda item. Dr. Melton shared that the Committee on Compliance and Reports reviewed TSU's substantive change, and a recommendation was made to move forward without monitoring.

Trustee Martin recognized Dr. Melton for being selected as one of the top 50 women leaders in education for 2023 by Women We Admire.

## **XVII. ACADEMIC AFFAIRS REPORT**

Trustee Martin asked President Glover or her designee to provide the Academic Affairs Report. Dr. Melton provided the report. Dr. Melton shared several of Academic Affairs' initiatives and opportunities, included in the Board Materials for the September 14, 2023, meeting.

## **XVIII. REPORT RESEARCH AND SPONSORED PROGRAMS**

Trustee Martin asked President Glover or her designee to provide the Report on Research and Sponsored Programs ("RSP"). Dr. Quincy Quick provided the report. He stated that RSP reached \$100,031,082 in research award funding, over 224 awards. RSP awards included a \$18 million grant award from the U.S. Department of Agriculture and a \$3 million grant from the National Institute of Standards and Technology, which will finance the renovation of biology teaching and research labs in Harned Hall.

## **XIX. STUDENT AFFAIRS – HOUSING REPORT**

Dean Frank Stevenson provided a report on Student Affairs, and in particular student housing. He recognized new SGA president, Derrell Taylor. A new class of student leaders was installed last week, including a new freshman class.

Dean Stevenson reported that there are 14 departments that provide wrap-around services to students. He noted that the new school year launched with a positive student housing experience. There are 53 student organizations this year. A career fair is set to take place on-campus on September 22, 2023, with 242 companies and organizations recruiting TSU students.

With respect to housing, the University has 4,361 beds on and off campus for the fall semester, and it has placed 4,330 with no students on the waiting list. The housing application was opened earlier. There is a large sophomore class that pushes housing needs, and it's predicted that only 1 hotel will be needed moving into the spring semester. They are putting strategies into place for future planning. Communication early and often was a key, intentional focus this past year.

He noted a desire to make sure that students on and off campus have a similar experience. He met with Deputy Chief Green with the MNPD, and they have extended many services to students. A student safety plan was developed. Housing staff was put in place to make sure that they are responsive to student needs.

Chair Martin thanked Dean Stevenson for his and his team's efforts and strategic planning.

Student Trustee Wimberly asked about housing plans. Dean Stevenson noted the need for more beds, The goal is to obtain an additional 1,000 beds, and to, later, plan to replace other beds. Some buildings are at the end of their lifecycle. New beds will be brought onto campus before any beds are removed.

Trustee B. Johnson asked about engagement and use numbers. Dean Stevenson indicated that his team is working on a full report for the next Board meeting. Trustee Wimberly noted his desire to see more activities and engagement over the weekends.

## **XX. ACADEMIC PROGRAMS AND MODIFICATIONS TO THE COLLEGE OF AGRICULTURE**

Trustee Martin asked President Glover or her designee to present on this item. Dr. Melton and Dean Reddy provided information regarding a modification to the College of Agriculture.

Dr. Melton reported on programming provided by Academic Affairs including tutoring 7-days per week to targeted groups, like veterans, the Band, and the Choir. This is enhancing retention. The Academic Affairs team went out to the hotels to provide services to students living off-campus.

Dr. Melton relayed that the Faculty Senate praises the Board for salary increases and the Academic Performance Pay.

Dean Chandra Reddy presented on a program modification to the College of Agriculture. His College proposed a restructuring of the academic programs in the College of Agriculture to house five new departments: Department of Agricultural Sciences, Department of Environmental Sciences, Department of Food and Animal Sciences, Department of Agricultural Business and Education, and Department of Human Sciences. Each of the departments will offer 1 master's degree and a PhD program. Dean Reddy discussed the focus area of the new departments.

The University's Agricultural programs have grown in the last decade. The University has had growth in the number of faculty and external grant funding and enrollment – a 10 times growth in enrollment. TSU is a leading Agricultural program across the land-grant system.

Trustee B. Johnson commented on Dean Reddy's excellent leadership and congratulated him for his work and thinking outside of the box.

President Glover said that TSU has changed the view of agriculture worldwide. Dean Reddy commented on his great colleagues and stated that \$700,000 in scholarships for students was recently announced.

Trustee B. Johnson made a motion to approve the academic program modification in the College of Agriculture, as contained in the materials for the September 14, 2023, Board meeting. Trustee Martin seconded the motion. Secretary Pendleton called the roll. The motion passed unanimously.

There was a discussion on TSU's foray into artificial intelligence as a new tool. Dr. Melton discussed the SMART Center's efforts in AI as a tool. She said that TSU has been invited to sit at the table to help shape this tool. The U.S. Secretary of Labor came down and met with TSU representatives about our efforts. Dr. Melton emphasized that this is a global effort by the University.

Will Radford was asked to give a housing report. He discussed the proposed "Hilltop" housing residence, which would encompass 1,000 total beds, natural light, and amenities, like a game room, lounges, computers rooms, suites and pods. There will be parking challenges to be addressed.

A dynamic housing business plan shows Spring 2024 through Fall 2036, including the number of units to be added and removed. The bed count in 2036 would be about 6,000 beds and takes into consideration that amount of housing around the University (off-campus housing).

## **XXI. 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 9:28 a.m.

**Tennessee State University  
Board of Trustees**



**Approval of New  
Academic Program –  
M.S. in Nutrition and  
Wellness**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of New Academic Program – M.S. in Nutrition and Wellness

RECOMMENDED ACTION: Approval

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

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

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

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

**MOTION: To approve a new academic program for an M.S. in Nutrition and Wellness, as contained in the Board materials for the Board’s November 16, 2023, meeting.**

## **NEW ACADEMIC PROGRAM**

### I. New Academic Program

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

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

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

#### **Background**

The College of Agriculture herewith seeks approval for the proposed Master of Science in Nutrition and Wellness degree program and proceeding with submission of the Letter of Notification (LON) to THEC. (See LON attached as Appendix I to the Board materials.)

The mission of the Human Sciences Department at Tennessee State University is to prepare students for leadership roles in the field of Family and Consumer Sciences that empower individuals, strengthen families, and enable communities through education, outreach (extension), and discovery (research). The proposed Master of Science (M.S.) degree in the field of nutrition allows students to attain a research-based and experiential practice in helping people develop the knowledge and skills to live and work well in our complex world.

The Department of Human Sciences aims to gain approval to offer the Master of Science in Nutrition and Wellness degree program. The Department of Human Sciences proposes a non-thesis option requiring 36 credit hours to complete, while the thesis track requires 33 credit hours to complete. The delivery method of this proposed degree program is fully online or in-person class attendance. To tackle these issues expeditiously, we developed a plan and curriculum for a graduate program in Nutrition and Wellness that offers thesis and non-thesis options, online and accelerated options for motivated students to earn a B.S. and M.S. degree within 5 years. Students can start the online program any semester. Online synchronous and asynchronous classes allow students to attend live classes or watch the recorded sessions at their convenience. These delivery options will work with the lifestyle of those in the workforce and those in different time zones worldwide.

We developed our graduate concentrations using the competency-based standards of the ACEND Future Education Model Accreditation Standards for Graduate Degree Program and by immersive education and training strategies that include competency based professional development. With

the help of the Human Sciences Department's advisory board members, we determined course objectives and student learning outcomes and created assignments to assess the student learning outcomes.

The Master of Science (M.S.) degree in Nutrition and Wellness will offer concentrations in Community Nutrition, Human Nutrition, and Dietetics. The Master's degree will provide students experiential training in community nutrition by working with TSU Cooperative Extension and other community-based agencies such as Metro Public Health Department.

Our program requires students to work with a myriad and diverse collection of "communities" not limited to or bound by language, religion, culture, interest, health, gender, race and social class. Our location in Nashville lends itself to allowing us to partner with non-profit agencies, schools and businesses to allow students the opportunity to gain hands-on experiences delivering community nutrition. Eliminating health disparities remains one of the biggest challenges facing the United States government. If you look at any of the top health indicators like obesity or unemployment rates, undoubtedly, year after year, historically disadvantaged populations and communities are unequally burdened. Land-grant universities and Cooperative Extension have an inherent mission to improve the health of our citizens. Diversity is essential to increase access to healthcare, cultural competence, patient satisfaction and adherence to vulnerable populations. Our graduate program will focus on intervention, policy and practice to address the lack of well-trained and workforce ready applicants capable of serving in Family and Consumer Sciences (FCS) Cooperative Extension and similar teaching and leadership positions.



**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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 the University's International Activities.

Office of Global Initiatives and Partnerships  
Dr. Arlene Nicholas-Phillips, AVP  
Board of Trustees Meeting  
November 16, 2023

What is Global Initiatives & Partnerships (GI&P)?

- ❖ A sub-unit of the Division of Academic Affairs
  - Operates in collaboration with the TSU Colleges and programs
  
- ❖ Goal
  - Identify opportunities and create initiatives and relationships on the international stage that directly benefits TSU students, faculty and the community at large.
    - Recruitment (in collaboration with OIA)
    - Global Initiatives (in collaboration with all TSU Colleges and programs)
    - Global Workforce (in collaboration with the Office of Career Services)
    - International Research (in collaboration with the Office of Research & Sponsored Programs)
    - Global Partnerships and Fund-Raising (in collaboration with the Office of Institutional Advancement)
  
- ❖ Caribbean Scholar Initiative
  - Reasonably Feasible
    - Common language, culture, religion
    - Excellent primary and secondary academic standards
    - Proximity
    - Willing and helpful governments
  - Results (ROI)
    - 300 applications within the first month of announcing this new Office of GI&P
    - 30 students (25 on-ground / 5 online)
    - 30 ITAGS (International tuition assistance grant)
    - Average GPA upon admittance = 3.70
    - \$18,393 - \$28,393.00 paid by each student
  
- ❖ West African Scholar Initiative
  - HBCU African Education Coalition (HAEC)
    - Common language of instruction
    - 2022 Administrative Leader TSU/HAEC study abroad
  - Results (ROI)
    - Minimum results: Ghana – 5 online /Liberia – 2 online
    - Greater challenges

#### ❖ Indian Initiative

- Met with 4 university chancellors in Aurangabad, Pune, and Bhubaneswar
  - Dr. Winn and I shared the TSU story with approximately 1,200 students and chancellors with their faculty
- Results
  - Signed 4 Memoranda of Understanding with the 4 universities visited
  - Dual enrollment possibilities
  - Online study options
  - Programs offering 2x2 models
  - Faculty and student exchanges
  - Particular areas of interests - Computer Science, Business, Agriculture, Engineering & Post docs

#### ❖ Commonality and Meeting Needs

- Emerging and developing nations
- English speaking and language of instruction
- Government and private support/partnerships
- Common needs
  - Engineering (infrastructure and housing)
  - Health Science (nursing and technical)
  - Agricultural Science

#### ❖ Next Steps

- Continue expanding the current relationships while building new ones
- University of Agricultural Sciences, Dharwad, India
  - Working on MOU to have TSU faculty member go to India to advise their faculties.
- Bahamian Teachers Union
  - Currently working to accommodate 250 members attempting to further their graduate studies through TSU.
- U.S. Embassy in Trinidad & Tobago/ EducateUSA
  - Planning to participate in college fair.
- College of Science, Technology and Applied Arts of Trinidad & Tobago (COSTAATT)
  - Holding talks with the Chancellor on future TSU collaboration.
- Pending talks with the Ministry of Education in Belize, Barbados and Guyana.
- Five year goal
  - An appreciable total student body percentage represented by international students.
  - Expand the number of countries represented
  - Establish active international alumni chapters
  - Identify funding sources for international students

**Tennessee State University  
Board of Trustees**

**Report on SACSCOC and  
Other Accreditation  
Matters**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 2023

ITEM: Report on SACSCOC 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 SACSCOC accreditation matters.

Materials for this item are contained in the Board materials for the Board's November 16, 2023, meeting.

## SACSCOC ACCREDITATION REVIEW MATTERS

### **I. University's Fifth-Year Interim Report**

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), conducts a comprehensive review of its institutions every ten years. The U.S. Department of Education requires accrediting agencies to monitor its institutions more often to ensure that institutions having access to federal funds continue to meet accreditation standards. To that end, SACSCOC developed a Fifth-Year Interim Report. TSU's scheduled Fifth-Year Interim Report is due March 2026.

#### Timeline for the Submission and Review of Fifth-Year Interim Report:

**October 2023 – March 2024:** SACSCOC Readiness Audit Team established to conduct a Readiness Audit. The purpose of the Readiness Audit is to ascertain the extent of the University's compliance with each SACSCOC standard or core requirement that is part of the required SACSCOC Fifth-Year Interim Report and to identify initial evidence to support compliance or any compliance gaps. Monthly updates on the compliance status will be provided to the Provost and VP Academic Affairs. The Provost and VP of Academic Affairs will provide the University President with a periodic Readiness Audit Alert Report

**May 2024 – March 2026:** SACSCOC Steering Committee reconvened in furtherance of a comprehensive institutional analysis, collecting all documentation submitted as evidence of compliance, and preparing the Compliance Certification document to be submitted to SACSCOC.

**March 2026:** Fifth-Year Interim Report and QEP Impact Report submitted.

#### SACSCOC Review Process:

The Fifth-Year Interim Review Committee (Committee) will review the Interim Report and QEP Impact Report concurrently with the SACSCOC Off-Site Reaffirmation Committee. The Committee may recommend one of the following actions to the SACSCOC Board of Trustees:

1. Continue the institution in accreditation; if institution has failed to demonstrate compliance with one or more of the selected standards, refer the institution for review by the SACSCOC Board of Trustees and institution submits Referral Report; or
2. Continue the institution in accreditation; no additional report required.

**Tennessee State University  
Board of Trustees**



**Academic Affairs Report**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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 UPDATES**

### **College of Computer ‘Science and Engineering:**

The National Science Foundation has awarded College of Engineering, Interim Dean, Professor Lin Li, Associate Professor and Associate Dean Catherine Armwood-Gordon, Associate Professor Charles McCurry, and Dean of Life and Physical Science Nolan McMurray a \$2,250,000 NSF Implementation grant from July 15, 2023 to June 30, 2028. Their grant, “Implementation Project: Enhancement of CUREs-based Curriculum and Immersive Engineering Studio to Enhance Engineering Education and Retention of Underrepresented Engineers at TSU”, is to create a five-year pilot engineering curriculum that includes a pre-engineering program and course-based undergraduate research experiences (CUREs)-based immersive engineering studio to enhance underrepresented student retention and graduation at Tennessee State University.

This will involve implementing a pre-engineering curriculum in Year 1 for incoming freshmen. A STEM Enhancement Institute will be formed to provide support to students who struggle with their STEM courses in their pre-engineering program. Students will participate in CUREs and projects in an immersive engineering studio every year to enhance their engagement and empowerment in STEM learning. The project will develop integration of CUREs and immersive engineering studio (CIES) with virtual/augmented reality facilitated instructional models to enhance students' visual-spatial ability, create a situated learning environment, encourage student engagement, and enable data-driven teaching decisions in STEM classrooms.

The project aims to create a pipeline of trained undergraduate students with various engineering analysis and design skills, while also systematically studying the sociocultural factors affecting retention of underrepresented students in undergraduate engineering programs. Overall, our project aims to enhance the retention and success of underrepresented students in engineering programs at TSU through innovative pedagogical practices and interdisciplinary research.

### **College of Public Service:**

Dr. Cara Robinson, Dr. Donna Dopwell and Dr. Angela Paez all received Seed Grand Awards from Sponsored Research for the 2023 year in the amount of \$5000 each. Dr. Stanley renewed his Command College grant for \$138,000 for Academic Years 24 & 25.

### **College of Agriculture:**

The College of Agriculture began the process of designing the \$32.25 million Food and Animal Sciences Building.

### **Office of International Programs:**

The Office of International Affairs Intensive English Center—the only accredited ESL program in the State—will host a grand Re-opening and Ribbon Cutting on the Avon Williams Campus 2nd Floor, November 7th at 11:30.

OIAI received a \$180,000 Global Faculty Fellows grant from Title III. The Global Faculty Fellows Program will provide an opportunity for Tennessee State University (TSU) faculty in various departments and/or colleges to develop new academic pathways, enhance their global connections, reimagine pedagogical practices through internationalization of the curriculum and create projects that advance their professional goals.

### **College of Life and Physical Sciences & The Dr. Levi Watkins Jr. Institute:**

Dr. Levi Watkins, Jr. Meharry Medical College/Tennessee State University  
Medical/Dental Accelerated Pathway Program

#### *History*

Tennessee State University (TSU), Office of the President, established The Dr. Levi Watkins, Jr. Meharry Medical College/Tennessee State University Medical/Dental Accelerated Pathway Program. The Program is named for a most distinguished graduate of Tennessee State University, Dr. Levi Watkins, Jr. who became an outstanding physician, as a heart surgeon. He performed the first surgery to implant an automated cardioverter defibrillator in a human patient in 1980. This surgery was a game changer in the field of cardiology. The device is still the first line of treatment and prophylactic therapy for patients at risk for sudden cardiac death due to ventricular fibrillation and ventricular tachycardia.

Dr. Watkins, Jr. was also a champion of racial equality and diversity. He worked to increase diversity at Johns Hopkins Medical School. Four years after joining its admission committee in 1979, minority representation rose by 400 percent. Dr. Watkins, Jr. blazed the trail for underrepresented minorities in medical education. He led efforts to address racial disparities and advance health equity for medically underserved communities in the United States and around the world.

#### *Program Need*

In the nation and around the world, coronavirus (COVID-19) has revealed the need for greater commitment to eliminating health disparities among underserved communities and to advancing health equity. These issues are critical because doctors of color can help the underserved communities overcome a historical mistrust of the medical system – a factor suggested in poorer health outcomes for African Americans and other minorities. Students of color and other individuals from underserved communities continue to be underrepresented in medical schools. In particular, the growth of Black or African American applicants, matriculants, and graduates lagged behind other groups despite increasing efforts by colleges and institutions to create a diverse physician workforce. For example, the proportion of medical students who identified as African American or Black rose from 5.6 percent in 1980 to 7.7 percent in 2016. That's a substantial increase but still short of the 13.2 percent in the general population. (<https://www.aamc.org>, O'Donnell & Robinson, 2019).

This paradigm shift justifies the expansion of a pipeline of young individuals from underrepresented and underserved communities from high school to college who wish to become physicians and dentists who demonstrate the compassion, knowledge, and complex medical skills of Dr. Watkins. Therefore, the Institute at Tennessee State University provides a unique program

to recruit, select, and support the medical education of a cadre of students from underrepresented communities who will become physicians and dentists. This program will increase the number of trained physicians and dentists from underrepresented communities who will stay and work in minority communities of greatest burden of health care needs, thus, making a significant difference.

After the death of Dr. Watkins, Dr. Annie Marie Garraway, Sister of Dr. Watkins, suggested a Memorial for Dr. Watkins, Jr. and committed \$500,000 to an Endowed Scholarship to assist in support of the Dr. Levi Watkins, Jr. Scholarship Fund in 2017. The Dr. Levi Watkins, Jr. Scholarship Committee sponsored the Lecture in 2018 and 2019; In 2020, President Glover appointed a committee and gave the charge to develop the Program which became the Dr. Levi Watkins, Jr. Institute. TSU and Meharry agreed by MOU to revitalize the original MOU which existed in the 1950s and developed a 3-year accelerated program where students would receive the B.S. Degree in Biology in 3 years. With a 3.5 GPA and acceptable MCAT score, the students can proceed to Meharry Medical or Dental Schools or participating medical or dental schools.

The program seeks to recruit, select, and support the medical education of a cadre of students to become physicians and dentists who will train and practice in underserved communities that experience the greatest burden of health care needs, thus, making a significant difference.

#### *Partnerships*

The Dr. Levi Watkins, Jr. Institute Meharry Medical College/Tennessee State University Medical/Dental Accelerated Pathway Program was announced in joint press conference with the school presidents. Outstanding students graduating from high school with an ACT score of 28 or more or SAT score of 1310 or more and unweighted GPA score of 3.5 or more were invited to apply.

After recruiting and interviews by Team from Meharry Medical College and Tennessee State University, students were selected for Dr. Levi Watkins, Jr. Meharry Medical College/ Tennessee State University Medical/Dental Accelerate Pathway Program or Dr. Levi Watkins, Jr. Health Care Scholars who will attend other medical or dental schools. While Meharry could only provide early admission to 10 medical and 5 dental students, it was important to establish MOUs with other medical and dental schools to extend the opportunity to more students.

Sidney Kimmel Medical School at Jefferson University in Philadelphia will partner with the Institute to provide early admission to two Dr. Levi Watkins, Jr. Health Care Scholar beginning fall 2024. Partnerships with other medical schools are presently being developed.

#### *Cohort Model*

The Dr. Levi Watkins, Jr. Institute program structure is based on the cohort model. This requires students that are accepted into the program to remain together as a cohort throughout the program. They are housed in the same residential facility, take classes together and are provided opportunities to study together. Social activities and the overall college life experience with the entire student population is encouraged and supported to maintain a well-balanced scholar.

Students in the Institute are classified in a Cohort based on their entrance into the Program. We currently have 3 cohorts.

- Cohort 1 arrived in August 2021
- Cohort 2 arrived in August 2022
- Cohort 3 arrived in August 2023
- Presently, there are 48 students enrolled.
- Cohort 1- 17 students to graduate in May 2024
- Cohort 2- 17 students to graduate in May 2025
- Cohort 3- 14 students to graduate in May 2026

Students in the Cohorts are provided with a curriculum, academic instruction , staff support and shadowing opportunities in local medical centers, MCAT preparation, and mentoring activities designed to prepare them for medical and dental schools. The program is on an accelerated three-year curriculum which includes summer sessions for shadowing and research opportunities that count toward the required upper division electives.

#### *Financial Supporters*

Baxter International Inc. began their partnership with the university in 2021, in support of the Dr. Levi Watkins, Jr. Medical, Dental and Accelerated Pathway Program, a shared initiative between TSU and Meharry Medical College. TSU was one of three HBCUs that received part of \$1.2 million to support Black students pursuing health and science degrees.

Tennessee State University and HCA Healthcare partnered in a major way in the fall of 2022. In a joint press conference, the Nashville-based health system gifted TSU \$1.4 million to provide scholarships for aspiring students wanting to becoming medical doctors. The HCA, TriStar Health donation will provide scholarship opportunities for 12 students enrolled in the Dr. Levi Watkins Jr., Institute and three students majoring in computer science. The goal is to help build the pipeline for African American healthcare professionals and technology experts. The breakdown of the gift includes \$1.4 million for Levi Watkins scholars pursuing a degree in the TSU accelerated medical program. HCA Healthcare Scholars are provided with hands-on shadowing opportunities, mentors, seminars, leadership sessions, career guidance and internship opportunities.

Other corporate contributors to the Institute include, Microsoft, Regions Bank, Regions Foundation, Truist Bank, Lowes and Walmart. The alumni continue to be strong supporters of the program with contributions and donations.

The 3rd Annual Lecture /White Coat Ceremony was held on October 12, 2023, to address disparities in maternal health, present Cohort 3 with white coats symbolic of their commitment to the medical and dental profession and to recognize Cohort 1 and Cohort 2 for their success on their

journey to medical and dental schools. The program will have its first graduating class of Cohort 1 in May 2024.

### **College of Education:**

Dr. Marie Hammond was awarded a \$99,999 National Science Foundation Excellence in Research planning grant for her project, “Extending the impact of research using social cognitive career theory through meta-analysis and systematic review.” Other items include: Teaching & Learning reactivated Phi Delta Kappa International Education, Selected Global Faculty Fellow from College of Education- Dr. Dong Hyun Kang. Dr. Smart, Assistant Dean of Assessment & Accreditation was awarded 2023 Researchers of Color Mentored Travel Award (full funding) from the [Society for Research on Educational Effectiveness](#) (SREE).

The Academic Achievement & Retention Center (AARC) has been actively involved in various initiatives to bolster student success and retention. The center has coordinated both Early Alert and Mid-Term Alert efforts aimed at identifying students needing additional academic support early in the term. To ensure accessibility, the AARC conducts daily outreach at all residence centers, off-campus housing locations, and also offers virtual outreach, including presence in the Avon Williams and Brown-Daniel libraries. The center offers continuous academic support, including tutoring through the P.A.S.S. program, virtual platforms, and the Learning Center, specifically in Math, English, and Reading. Significantly, the AARC is in the process of re-establishing a peer tutoring program to foster collaborative learning. For students facing academic challenges, the center provides academic recovery classes and additional support, particularly for those on academic probation or returning from academic suspension. The impact of the Retention Coordinator and academic coaching is made visible through their reflection in the EAB (Education Advisory Board) system. AARC offers specialized learning support classes in Math, English, and Reading to promote mastery of these fundamental subjects. The collective efforts of the AARC underscore its commitment to both academic achievement and student retention.

The Dual Enrollment (DE) Program is currently undertaking several initiatives to expand its reach and increase enrollment numbers within Tennessee. A key strategy includes enhancing existing partnerships across the state, with a potential Memorandum of Understanding (MOU) being explored with Rutherford County, Murfreesboro. To engage prospective students and their parents, DE is hosting virtual recruitment sessions that provide detailed information about the program and the enrollment process.

The program is also expanding its footprint by adding three new high schools from Davidson County. In addition, DE is looking beyond national boundaries by exploring the possibility of enrolling international high school students from new countries, thus diversifying its student base. To support these efforts, DE has procured 15 iPads which will be used for on-site recruitment and admissions applications, enabling a more streamlined and efficient process. Lastly, the program is working in partnership with the TRIO High School Education initiative to recruit students, thereby reaching out to a more diverse student population and offering them opportunities for advanced education.

## **SMART Technology Center:**

### *The TSU SMART Center Updates*

#### Cross-Collaborative Events

- The TSU SMART Center collaborated with The School of Graduate Studies to participate in the 2023 Homecoming Event 'When STEM Collides with Football'/We Are One Family and Friends Event at the Avon Williams campus. They set up a booth offering Gaming Stations, Center Tours, and Course Information.
- The TSU SMART Center and Immersive Technology Center were present for Tabletop Wednesdays with Student Activities and participated in the 2023 TSU Homecoming Parade on Main Campus – “Blue,” the TSU SMART Center’s AI Dog was a Favorite and being highlighted by The Tennessean.

#### TELC 2011 – Teaching and Learning with Technology

- The TELC 2011 Class at the TSU SMART Center, led by staff members Dr. Hassell and Dr. Crawford-Bartley, is progressing successfully. All course segments are being conducted as scheduled, and students are completing their coursework and experiments successfully.

#### Programming and Operations

- #TechFlex Saturday with Nita Ann Photography - The TSU SMART Innovation Technology Center delivered the #TechFlex Saturday "Hobbie – Hustle – Career" LIVE Seminar. The seminar featured Nita Ann, an iPhone photographer, and NitaInNashville Photography. Participants learned about effective marketing strategies, skills, and techniques using mobile devices.

#### Open AI Artificial Intelligence

- OPEN AI EDCI 5723 – “Artificial Intelligence” The OPEN AI Training was a resounding success, with 176 participants from across the nation enrolling in the course (including Faculty, Staff, Students and Alumni. EDCI 5723 - "Artificial Intelligence." This collaborative effort between the TSU SMART Center Team and Dr. Robbie K. Melton showcased the power of teamwork and innovation in facilitating a transformative learning experience. Throughout the course, participants delved into the fascinating world of artificial intelligence, exploring its principles, applications, and implications for various industries. Through interactive lectures, hands-on exercises, and engaging discussions, participants gained a deep understanding of AI concepts and techniques. The course fostered a collaborative learning environment, encouraging participants to share their perspectives, experiences, and ideas.

**Tennessee State University  
Board of Trustees**





# Student Affairs Board Report

November 2023

## Counseling Center Initiatives

### What We've Done:

- Developed a triage system that has significantly reduced student wait time
  - Averaging ~50 student interactions weekly
- 3 new student interns
  - They are Masters students in the Counseling and Clinical Mental Health program
  - Providing counseling services and assisting with outreach
- New Graduate Assistant
  - 2<sup>nd</sup> year doctoral student in the Counseling Psychology program
  - Updating website, developing resources and ways to increase visibility on campus
- Mental Health Awareness Week/World Mental Health Day Outreach Events
- Outreach presentations with Academic Advising, Languages, Literature & Philosophy Departments
- Updating office aesthetic to make space more welcoming
- Full staff access to Titanium software system

### What We are Planning:

- Mental Health Ambassador Program
  - A peer-to-peer mental health promotion program
  - Students will be trained in QPR and Mental Health First Aid
  - Students will facilitate conversations about mental health, wellness and well-being
  - Expected to launch November 2023
- Increasing campus partner relationships and resources
  - Finalizing ProtoCall contract
    - Increase student access to crisis resources
    - Assist with after hours, weekend, and holiday crisis management
  - Creating a student resource list for students to increase awareness of campus resources
  - Increasing collaboration & outreach events with various departments
  - Outreach event planned with House of God RAs
  - Domestic Violence/Stress Relief event co-facilitated with the Health Center

## **Student Leadership**

The 82<sup>nd</sup> Administration has been intentional in motivating student involvement and awareness. The top five student leaders have been fully engaged in the conversation related to the 2.1 billion dollars of underfunding for Tennessee State University. They have also led campaigns with our Counseling Center around student wellness.

## **Status of Student 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 have 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 4,361 beds on and off campus for the fall semester. We have placed 4,330 students, 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.

**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, November 16, 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 September 14, 2023, Executive Committee Meeting Minutes
- IV. Report on Status of Board Resolution Items
- V. Update on Presidential Search Process
- VI. Secretary's Report
- VII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of September  
14, 2023, Executive  
Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of September 14, 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 September 14, 2023, Executive Committee meeting is included in the November 16, 2023, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 14, 2023, Executive Committee meeting, as contained in the Board materials for the Board's November 16, 2023, meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting – September 14, 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 9:30 a.m. CDT on September 14, 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, Martin and Walker.

Secretary Pendleton announced the presence of a quorum.

**III. APPROVAL OF THE JUNE 15, 2023, EXECUTIVE COMMITTEE MEETING MINUTES**

Chair Cole introduced the first order of business — the approval of the June 15, 2023, Executive Committee meeting minutes. Chair Cole informed the Committee that the minutes for the Executive Committee’s June 15, 2023, meeting are included in the Board materials for the September 14, 2023, Board meeting.

Chair Cole moved to recommend to the full Board the approval of the June 15, 2023, Executive Committee meeting minutes, as contained in the Board materials for the September 14, 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 RESOLUTION ITEMS**

Chair Cole noted that the Board asked President Glover to report, at each Board meeting, on the progress of addressing the Board Resolution items. She underscored the need to make the Board and the public aware of progress on the Resolution. Chair Cole asked COO Jason Evans to report on each of the Resolution Items. COO Evans reported on each of the items. He noted Resolution item one was in progress, as the Board continued its enhanced oversight efforts. He also noted that on item 2 the Board has worked to enhance its committees.

On item 3 item, CCO Evans that the practice of working with the AGB to strengthen its effectiveness is ongoing. On item 4, providing an annual scholarship plan, COO noted this item is implemented and ongoing. On item 5, housing and enrollment application data, COO noted that the information had been presented to the Board and noted the Board's request for more information on the enrollment data. On item 6, enrollment classification data, COO Evans noted continuation of that practice. On item 7 – the presentation of a personnel action plan – COO indicated that plan is ongoing and more information had been presented to the Board. On item 8, the hiring of specified personnel, COO Evans noted the hiring of personnel in key positions including the COO and construction management positions. Chair Cole noted earlier discussion on customer service.

COO Evans noted item 9, presentation and approval for specified budget changes exceeding 10%. He noted that item is in practice. Regarding Item 10, adding two new residence halls to the University's inventory, COO Evans noted the previous discussion by Will Radford on the plan. On item 11, report on student related communications, COO Evans noted that effort is ongoing. On item 12, COO also indicated that practice is ongoing. Chair Cole emphasized that the Board takes the Resolution and the progress seriously.

#### **V. APPROVAL OF MODIFICATION TO PRESIDENT'S ANNUAL PERFORMANCE REVIEW PROCESS**

Chair Cole then moved to the next agenda item – the approval of a modification to the President's annual performance review process. Chair Cole stated that normally, a member of the Executive Committee would administer the evaluation process. However, in light of the President's recent retirement announcement, the immediate need for an annual performance review is moot, especially in light of the fact that the Board must take on an extensive Presidential search process. Chair Cole then moved for the Executive Committee to recommend to the full Board the approval of a modification to the President's Annual Performance Review Process, to eliminate the review process while a Presidential search for Dr. Glover's replacement is underway.

Chair Cole moved to recommend to the full Board the approval of a modification to the President's annual performance review process, as contained in the Board materials for the September 14, 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 was carried unanimously.

## **VI. REPORT ON BOARD EDUCATIONAL SESSION WITH AGB**

Chair Cole asked Secretary Pendleton to report on the Board's Educational Session with the AGB. Secretary Pendleton noted that AGB Consultant, Dr. Carol Cartwright, conducted a comprehensive educational session with the Board, which included the review of materials prepared by Dr. Cartwright, a review of hypothetical cases involving Board oversight matters, and discussions of the principles of Board trusteeship. The Board noted its interest in continuing to work with Dr. Cartwright moving forward.

## **VII. APPROVAL OF DELEGATION OF AUTHORITY TO BOARD CHAIR TO EXECUTE PRESIDENTIAL TRANSITION AGREEMENT AND AMENDMENT NO. 2 TO EMPLOYMENT AGREEMENT**

Chair indicated that the next item on the agenda was the approval of a delegation of authority to the Board Chair to Execute Presidential Transition Agreement and Amendment No. 2 to Employment Agreement, as described in the September 14, 2023, Board materials.

Chair Cole moved to recommend to the full Board the approval of a delegation of authority to the Board Chair to Execute Presidential Transition Agreement and Amendment No. 2 to Employment Agreement, as described in the September 14, 2023, Board materials. 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 was carried unanimously.

## **VIII. APPROVAL OF GRANT OF AUTHORITY RELATED TO PRESIDENTIAL SEARCH PROCESS**

Chair indicated that the next item on the agenda was the approval of a grant of authority related to the Presidential search process, as reflected in the September 14, 2023, Board materials.

Chair Cole noted that pursuant to State law, prior to initiating a search to fill the President's position, the Board of Trustees must hold a meeting to establish the search process, including a timeline, and a statement of qualifications for the President's position. To that end, she moved to recommend to the full Board to approve the Presidential Search Process, granting authority related to the Presidential Search Process to the Executive Committee. As part of her motion, Chair Cole indicated that the Executive Committee and Trustee Corbeil will serve as members of the Presidential Search Committee and she will appoint additional members to serve on the Search Committee, which will be comprised of faculty, staff, students, alumni, and other members of the community. The Executive Committee will also engage a search firm to assist the Search Committee and the Board in the Presidential search.

Chair indicated that she anticipated that the Presidential Search Committee will commence its first meeting in October 2023, and the Search Committee will 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.

Chair Cole also emphasized that the Board will make the ultimate decision to select an individual to serve as the next TSU President.

Chair Cole moved to recommend to the full Board the approval of the granting of authority related to the Presidential Search Process, as she outlined and reflected in the materials for the September 14, 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 was carried unanimously.

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

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

Secretary Pendleton discussed the sunset review process and noted that information would be shared with the Board and the institution on activities related to the extension or other action involving the Board's tenure. He noted that the TSU's Government Relations team was working with legislators to develop information on plans moving forward. Secretary Pendleton also commented on the productive session the Board had with the AGB consultant.

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 11:15 a.m. CDT.

**Tennessee State University  
Board of Trustees**

**Report on Status of Board  
Resolution Items**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM





DATE: November 16, 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 the status of Board Resolution Items.





| STATUS  | TSU BOARD OF TRUSTEES 12 RESOLUTION ITEMS   | REMARKS  |
|---|---|--|
|    | <p>1. The TSU Board of Trustees is committed to actively engaging in an enhanced oversight of TSU's operational and fiscal practices, including working more closely with TSU management in operational and fiscal areas.</p>   | <p>- Since the inception of the TSU Board of Trustees in 2016, the Board has taken an active role in overseeing the operations, however at the March 2023 Board of Trustees meeting, the Board resolved to take an even more active role in TSU operations.</p> <p>- The Board has increased its oversight of operational and fiscal practices as required.</p> <p>Board members actively chair Oversight Committees for Scholarships, Housing, Budget, and Finance.</p> |
|    | <p>2. The TSU Board of Trustees' Executive Committee will examine the Board's current committee structure to ensure the appropriate number and focus of its committees and provide recommendations to the full Board, if warranted.</p>   | <p>The Board Chair has scheduled a session with the Association of Governing Boards (AGB) for the Tennessee State University (TSU) Board of Trustees on September 14, 2023. TSU engaged the AGB to review its Board governance policies and practices, assess the Board's overall effectiveness, and identify areas where it can enhance its effectiveness.</p>  |
|    | <p>3. To further strengthen the Board's overall effectiveness, the Board will continue to work with the Association of Governing Boards of Universities and Colleges, including with its self-assessment process, to enhance the Board's operational effectiveness.</p>   | <p>The administration provided a Scholarship Plan for Board approval at the March 16, 2023, Board meeting and has included the Scholarship Plan in the 15 June 2023 &amp; 15 September 2023 Board materials.</p> <p>The 2024 Annual Scholarship Plan will be presented at the 16 November Board Meeting for approval. The administration will provide the updated Scholarship Plan to THEC ahead of the fall 2024 semester.</p>  |
|  | <p>4. The TSU Board of Trustees hereby directs the TSU administration to provide an annual scholarship plan to the Board and, commencing the Board's June 2023 meeting, present reports at the Board's regular meetings pertaining to the number and value of all scholarships offered and the number of signed scholarship acceptance offers, notwithstanding the fact that a scholarship presentation will be made at the March 2023 meeting. The TSU administration shall ensure that it provides a copy of the annual scholarship plan to the Tennessee Higher Education Commission for the academic years 2023-2024 and 2024-2025.</p> | <p>The administration provided a Scholarship Plan for Board approval at the March 16, 2023, Board meeting and has included the Scholarship Plan in the 15 June 2023 &amp; 15 September 2023 Board materials.</p> <p>The 2024 Annual Scholarship Plan will be presented at the 16 November Board Meeting for approval. The administration will provide the updated Scholarship Plan to THEC ahead of the fall 2024 semester.</p>  |

**GREEN** Action completed/policy and or process fully implemented.

**AMBER** Action working/Ongoing

**RED** Action not started/requires resources and or decision.





BOARD RESOLUTION GOVERNING COMPTROLLER'S FEBRUARY 2023 REPORT ON TENNESSEE STATE UNIVERSITY'S OPERATIONS

| STATUS  | TSU BOARD OF TRUSTEES 12 RESOLUTION ITEMS   | REMARKS   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
|---|---|---|----------|-------|------------|-------|---------|-----|---------|------|------------------------|-----|---------------------------------|--------------|----------|------|--------------------------------|-------|
|    | <p>5. The TSU Board of Trustees directs the TSU management to provide housing application and enrollment application data to the Board, commencing at the Board's June 2023 meeting, and thereafter at its March, June, and September Board meetings, notwithstanding the fact that an enrollment data report will be made at the March 2023 meeting. The TSU management shall also provide a copy of said housing and enrollment application data to the Tennessee Higher Education Commission for the academic years 2023-2024 and 2024-2025, and to the State Building Commission, upon request.</p> | <p>The administration provided housing application data, enrollment application and classification data in the materials for the June 15, 2023, and subsequent Board meetings.</p>  |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
|    | <p>6. The TSU Board of Trustees directs the TSU management to provide enrollment classification data to the Board, commencing at the Board's June 2023 meeting, and thereafter at its March, June, and September Board meetings, notwithstanding the fact that an enrollment presentation will be made at the March 2023 meeting.</p>   | <p><u>Enrollment classification data</u></p> <table border="0"> <tr> <td>Freshmen</td> <td>2,580</td> </tr> <tr> <td>Sophomores</td> <td>1,852</td> </tr> <tr> <td>Juniors</td> <td>895</td> </tr> <tr> <td>Seniors</td> <td>1081</td> </tr> <tr> <td>Transfer/Readmit/Other</td> <td>255</td> </tr> <tr> <td><b>Undergraduate Enrollment</b></td> <td><b>6,663</b></td> </tr> <tr> <td>Graduate</td> <td>1409</td> </tr> <tr> <td>Enrollment as of Oct. 26, 2023</td> <td>8,072</td> </tr> </table>  | Freshmen | 2,580 | Sophomores | 1,852 | Juniors | 895 | Seniors | 1081 | Transfer/Readmit/Other | 255 | <b>Undergraduate Enrollment</b> | <b>6,663</b> | Graduate | 1409 | Enrollment as of Oct. 26, 2023 | 8,072 |
| Freshmen  | 2,580   |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| Sophomores  | 1,852   |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| Juniors   | 895   |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| Seniors   | 1081  |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| Transfer/Readmit/Other  | 255   |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| <b>Undergraduate Enrollment</b>   | <b>6,663</b>  |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| Graduate  | 1409  |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
| Enrollment as of Oct. 26, 2023  | 8,072   |   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
|   | <p>7. The TSU Board of Trustees is committed to ensuring that TSU management has sufficient and appropriate personnel to operate TSU in a productive and efficient manner, and to that end, hereby directs President Glover to conduct 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, to the Board at its June 2023 meeting.</p>   | <p>- During the 14 Sep Board meeting, the COO provided a presentation outlining strategies and the way ahead for the Personnel Action Plan. Today the COO presented the Personnel Action Plan milestones and strategies to reform/transform to facilitate HR reform/transformation.</p> <p>- Jason T. Evans was hired as COO on 6 July 2023. He conducted an in-depth review, implementing strategies to enhance effectiveness of Enrollment Management.</p> <p>- Will Radford was hired as Director of Construction Management, and began employment on 1 May 2023</p> <p>- Jessica Powell, AVP, Customer Relations commenced employment effective Jun 2023.</p> |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |
|  | <p>8. The TSU Board of Trustees further directs President Glover to retain, in an expeditious manner, a chief operating officer, a Director of Construction Management or similar titled position, and conduct an in-depth review of Enrollment Management operations.</p>  | <p>- Jason T. Evans was hired as COO on 6 July 2023. He conducted an in-depth review, implementing strategies to enhance effectiveness of Enrollment Management.</p> <p>- Will Radford was hired as Director of Construction Management, and began employment on 1 May 2023</p> <p>- Jessica Powell, AVP, Customer Relations commenced employment effective Jun 2023.</p>   |          |       |            |       |         |     |         |      |                        |     |                                 |              |          |      |                                |       |

**GREEN** Action completed/policy and or process fully implemented.

**AMBER** Action working/Ongoing

**RED** Action not started/requires resources and or decision.

| STATUS  | TSU BOARD OF TRUSTEES 12 RESOLUTION ITEMS  | REMARKS   |
|---|--|---|
|    | <p>9. The TSU Board of Trustees directs TSU Management to present to the Finance and Budget Committee for its prior approval specified financial/budget changes that exceed ten percent (10%), including scholarships, and directs TSU Management to present to the Board for its approval a policy consistent with this directive.</p>      | <ul style="list-style-type: none"> <li>- To date, no such requests have been submitted for approval.</li> <li>- The Vice President for Business and Finance has been directed to request approval for any expenditure that meets or exceeds 10% of the approved budget effective July 1, 2023.</li> <li>- Any adjustments beyond the threshold will be reviewed by the President or the COO prior to the request for approval.</li> <li>- Any adjustments will be submitted to the Board at the following Board meeting as an agenda item.</li> <li>- If an emergency request is warranted, the Board Chair will communicate to Board and obtain approval.</li> </ul> |
|    | <p>10. The TSU Board of Trustees, in concurrence with the Comptroller's report, shall take all appropriate measures, including having its Board Special Committee on Housing work closely and expeditiously with TSU Management, to add at least two new residence halls to the University's housing inventory.</p>                          | <ul style="list-style-type: none"> <li>- The Special Committee on Housing, chaired by a Board member continues to meet regularly with TSU management.</li> <li>- Construction of two new residence halls awaiting SBC approval.</li> </ul>  |
|  | <p>11. The TSU Board of Trustees hereby directs the TSU Management to provide, for at least the next two fiscal years, a report at each Board meeting addressing the University's practices and responsiveness regarding student related communications, including in the areas of enrollment, housing, and financial aid.</p>               | <ul style="list-style-type: none"> <li>- During the 14 Sep 23 Board meeting, the AVP, Public Relations &amp; Communications presented her Communications Plan.</li> <li>- AVP, Customer Relations met with the newly formed SGA committee on student concerns &amp; communications on 20 Oct 2023.</li> </ul>   |
|  | <p>12. The TSU Board of Trustees, through its respective Board Committees, shall monitor and review adherence to the directives and matters contained in this Resolution, and directs TSU Management to present a report at its quarterly meetings updating the Board on TSU's adherence to the directives contained in this Resolution.</p> | <p>The COO is presenting a report today (16 November 23) to ensure adherence to the Board's resolution items and assist the Board in its oversight role.</p>  |

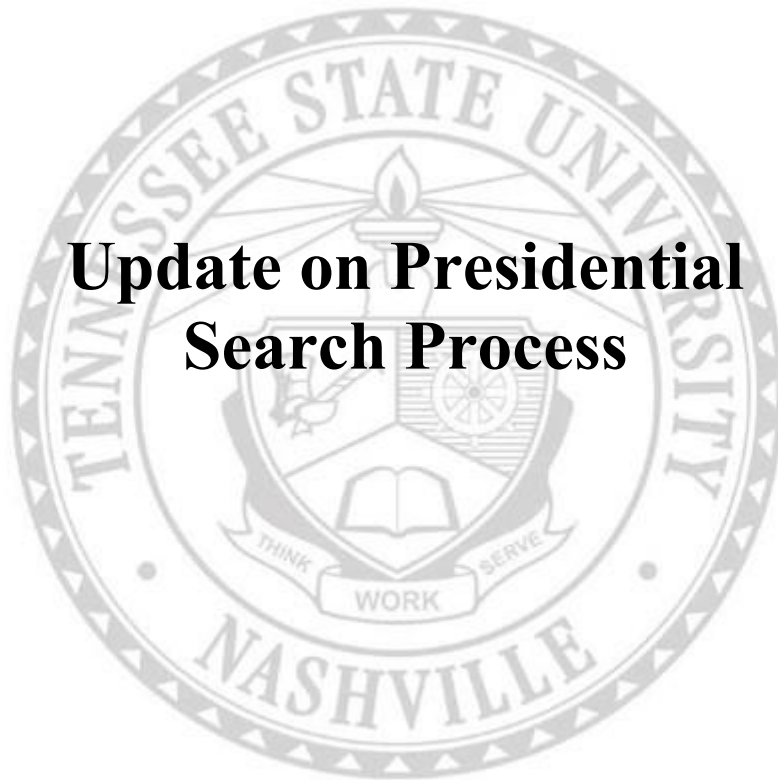
**GREEN** Action completed/policy and or process fully implemented.

**AMBER** Action working/Ongoing

**RED** Action not started/requires resources and or decision.



**Tennessee State University  
Board of Trustees**





TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Update on Presidential Search Process

RECOMMENDED ACTION: None

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

Chair Cole will provide an update on the Presidential Search Process.

## **Presidential Search Process Update**

Per the Board's charge at the September 14, 2023, Board meeting, a search firm has been retained (Academic Search) to support and advise the Search Committee and the Board in the presidential search process.

Academic Search is one of the nationally recognized leaders in searches involving higher education institutions and related non-profits. Another search firm, ApTask Global, will work with Academic Search and assist in the search process to ensure a broad pool of candidates from various sectors.

Also pursuant to the Board' charge, I have named additional individuals to serve on the search committee, in addition to the Executive Committee members and Trustee Corbeil who were previously named and accepted their invitation to serve on the search committee. The additional search committee members are:

We anticipate that the first meeting of the search committee will be held in the next two weeks either before or after Thanksgiving.

The search firm will work with the search committee in developing a Presidential profile (job description), including conducting listening sessions with campus constituents, to receive input on the profile, and finalizing a timeline for the search.

As I noted in the September 14<sup>th</sup> board meeting, the Board will make a final determination on the selection of the next TSU President.

**Tennessee State University  
Board of Trustees**



**Secretary's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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 Levi Watkins  
Institute**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 2023

ITEM: Report on Levi Watkins Institute

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

President Glover and/or designee will provide a report on the Levi Watkins Institute.

## **College of Life and Physical Sciences & The Dr. Levi Watkins Jr. Institute:**

Dr. Levi Watkins, Jr. Meharry Medical College/Tennessee State University  
Medical/Dental Accelerated Pathway Program

### *History*

Tennessee State University (TSU), Office of the President, established The Dr. Levi Watkins, Jr. Meharry Medical College/Tennessee State University Medical/Dental Accelerated Pathway Program. The Program is named for a most distinguished graduate of Tennessee State University, Dr. Levi Watkins, Jr. who became an outstanding physician, as a heart surgeon. He performed the first surgery to implant an automated cardioverter defibrillator in a human patient in 1980. This surgery was a game changer in the field of cardiology. The device is still the first line of treatment and prophylactic therapy for patients at risk for sudden cardiac death due to ventricular fibrillation and ventricular tachycardia.

Dr. Watkins, Jr. was also a champion of racial equality and diversity. He worked to increase diversity at Johns Hopkins Medical School. Four years after joining its admission committee in 1979, minority representation rose by 400 percent. Dr. Watkins, Jr. blazed the trail for underrepresented minorities in medical education. He led efforts to address racial disparities and advance health equity for medically underserved communities in the United States and around the world.

### *Program Need*

In the nation and around the world, coronavirus (COVID-19) has revealed the need for greater commitment to eliminating health disparities among underserved communities and to advancing health equity. These issues are critical because doctors of color can help the underserved communities overcome a historical mistrust of the medical system – a factor suggested in poorer health outcomes for African Americans and other minorities. Students of color and other individuals from underserved communities continue to be underrepresented in medical schools. In particular, the growth of Black or African American applicants, matriculants, and graduates lagged behind other groups despite increasing efforts by colleges and institutions to create a diverse physician workforce. For example, the proportion of medical students who identified as African American or Black rose from 5.6 percent in 1980 to 7.7 percent in 2016. That's a substantial increase but still short of the 13.2 percent in the general population. (<https://www.aamc.org>, O'Donnell & Robinson, 2019).

This paradigm shift justifies the expansion of a pipeline of young individuals from underrepresented and underserved communities from high school to college who wish to become physicians and dentists who demonstrate the compassion, knowledge, and complex medical skills of Dr. Watkins. Therefore, the Institute at Tennessee State University provides a unique program to recruit, select, and support the medical education of a cadre of students from underrepresented communities who will become physicians and dentists. This program will increase the number of trained physicians and dentists from underrepresented communities who will stay and work in minority communities of greatest burden of health care needs, thus, making a significant difference.

After the death of Dr. Watkins, Dr. Annie Marie Garraway, Sister of Dr. Watkins, suggested a Memorial for Dr. Watkins, Jr. and committed \$500,000 to an Endowed Scholarship to assist in support of the Dr. Levi Watkins, Jr. Scholarship Fund in 2017. The Dr. Levi Watkins, Jr. Scholarship Committee sponsored the Lecture in 2018 and 2019; In 2020, President Glover appointed a committee and gave the charge to develop the Program which became the Dr. Levi Watkins, Jr. Institute. TSU and Meharry agreed by MOU to revitalize the original MOU which existed in the 1950s and developed a 3-year accelerated program where students would receive the B.S. Degree in Biology in 3 years. With a 3.5 GPA and acceptable MCAT score, the students can proceed to Meharry Medical or Dental Schools or participating medical or dental schools.

The program seeks to recruit, select, and support the medical education of a cadre of students to become physicians and dentists who will train and practice in underserved communities that experience the greatest burden of health care needs, thus, making a significant difference.

### *Partnerships*

The Dr. Levi Watkins, Jr. Institute Meharry Medical College/Tennessee State University Medical/Dental Accelerated Pathway Program was announced in joint press conference with the school presidents. Outstanding students graduating from high school with an ACT score of 28 or more or SAT score of 1310 or more and unweighted GPA score of 3.5 or more were invited to apply.

After recruiting and interviews by Team from Meharry Medical College and Tennessee State University, students were selected for Dr. Levi Watkins, Jr. Meharry Medical College/ Tennessee State University Medical/Dental Accelerate Pathway Program or Dr. Levi Watkins, Jr. Health Care Scholars who will attend other medical or dental schools. While Meharry could only provide early admission to 10 medical and 5 dental students, it was important to establish MOUs with other medical and dental schools to extend the opportunity to more students.

Sidney Kimmel Medical School at Jefferson University in Philadelphia will partner with the Institute to provide early admission to two Dr. Levi Watkins, Jr. Health Care Scholar beginning fall 2024. Partnerships with other medical schools are presently being developed.

### *Cohort Model*

The Dr. Levi Watkins, Jr. Institute program structure is based on the cohort model. This requires students that are accepted into the program to remain together as a cohort throughout the program. They are housed in the same residential facility, take classes together and are provided opportunities to study together. Social activities and the overall college life experience with the entire student population is encouraged and supported to maintain a well-balanced scholar.

Students in the Institute are classified in a Cohort based on their entrance into the Program. We currently have 3 cohorts.

- Cohort 1 arrived in August 2021
- Cohort 2 arrived in August 2022



- Cohort 3 arrived in August 2023
- Presently, there are 48 students enrolled.
- Cohort 1- 17 students to graduate in May 2024
- Cohort 2- 17 students to graduate in May 2025
- Cohort 3- 14 students to graduate in May 2026

Students in the Cohorts are provided with a curriculum, academic instruction, staff support and shadowing opportunities in local medical centers, MCAT preparation, and mentoring activities designed to prepare them for medical and dental schools. The program is on an accelerated three-year curriculum which includes summer sessions for shadowing and research opportunities that count toward the required upper division electives.

#### *Financial Supporters*

Baxter International Inc. began their partnership with the university in 2021, in support of the Dr. Levi Watkins, Jr. Medical, Dental and Accelerated Pathway Program, a shared initiative between TSU and Meharry Medical College. TSU was one of three HBCUs that received part of \$1.2 million to support Black students pursuing health and science degrees.

Tennessee State University and HCA Healthcare partnered in a major way in the fall of 2022. In a joint press conference, the Nashville-based health system gifted TSU \$1.4 million to provide scholarships for aspiring students wanting to become medical doctors. The HCA, TriStar Health donation will provide scholarship opportunities for 12 students enrolled in the Dr. Levi Watkins Jr., Institute and three students majoring in computer science. The goal is to help build the pipeline for African American healthcare professionals and technology experts. The breakdown of the gift includes \$1.4 million for Levi Watkins scholars pursuing a degree in the TSU accelerated medical program. HCA Healthcare Scholars are provided with hands-on shadowing opportunities, mentors, seminars, leadership sessions, career guidance and internship opportunities.

Other corporate contributors to the Institute include, Microsoft, Regions Bank, Regions Foundation, Truist Bank, Lowes and Walmart. The alumni continue to be strong supporters of the program with contributions and donations.

The 3rd Annual Lecture /White Coat Ceremony was held on October 12, 2023, to address disparities in maternal health, present Cohort 3 with white coats symbolic of their commitment to the medical and dental profession and to recognize Cohort 1 and Cohort 2 for their success on their journey to medical and dental schools. The program will have its first graduating class of Cohort 1 in May 2024.

**Tennessee State University  
Board of Trustees**



**Report on Status of TSU  
Land-Grant  
Underfunding Matter**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 2023

ITEM: Report on Status of TSU Land-Grant Underfunding Matter

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

President Glover or her designee will provide a report on the status of the TSU land-grant underfunding, as reported by the U.S. Department of Education.

**Tennessee State University  
Board of Trustees**



**President's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 2023

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

The President shall provide a report at the November 16, 2023, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Approval of Board  
Resolution on Addressing  
TSU's Historical Land-  
Grant Underfunding**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 16, 2023

ITEM: Approval of Board Resolution on Addressing TSU's  
Historical Land-Grant Underfunding

RECOMMENDED ACTION: Approval

PRESENTED BY: Board Chair, Dr. Deborah Cole

Chair Cole will discuss the Board Resolution on Addressing TSU's Historical Land-Grant Underfunding, as determined by the U.S. Secretary of Education, Miguel Cardona, and U.S. Secretary of Agriculture, Thomas Vilsack.

**BOARD RESOLUTION ON ADDRESSING TENNESSEE STATE UNIVERSITY'S  
HISTORICAL LAND GRANT UNDERFUNDING**

Whereas, the Tennessee State University Board of Trustees takes seriously the findings contained in the September 18, 2023, letter from the U.S. Secretary of Education and the U.S. Secretary of Agriculture to Tennessee Governor Bill Lee regarding the significant underfunding of land grant Historically Black Colleges and Universities, including the underfunding of Tennessee State University;

Whereas, the Board takes particular note of the finding that TSU has been underfunded by \$2.1 Billion Dollars since 1987 in comparison to Tennessee's other land grant institution, the University of Tennessee;

Whereas, the Board also takes note of the important finding that pursuant to federal law, TSU and UT – as the state's two land grant institutions - must receive an equitable distribution of funds from the state, and from at least 1987 to the present day, TSU has not received an equitable distribution of funds on a per student or total basis; and

Whereas, the Board believes that the interests of the TSU community and the citizens of the State of Tennessee are best served by the State of Tennessee addressing and remedying TSU's historical underfunding in an expedited timeframe, and by the State ensuring that TSU and UT are funded in an equitable manner moving forward.

The Board now hereby resolves to work directly with the TSU Administration, Office of the Governor, and the General Assembly to implement reasonable funding appropriation measures, in an expedited and timely manner, to address TSU's historical underfunding and achieve an equitable funding model for the two institutions in the 2024 Legislative session and thereafter.



**BOARD RESOLUTION ON ADDRESSING TENNESSEE STATE UNIVERSITY’S  
HISTORICAL LAND GRANT UNDERFUNDING**

Whereas, the Tennessee State University Board of Trustees takes seriously the findings contained in the September 18, 2023, letter from the U.S. Secretary of Education and the U.S. Secretary of Agriculture to Tennessee Governor Bill Lee regarding the significant underfunding of land grant Historically Black Colleges and Universities, including the underfunding of Tennessee State University;

Whereas, the Board takes particular note of the finding that TSU has been underfunded by \$2.1 Billion Dollars since 1987 in comparison to Tennessee’s other land grant institution, the University of Tennessee;

Whereas, the Board also takes note of the important finding that pursuant to federal law, TSU and UT – as the state’s two land grant institutions - must receive an equitable distribution of funds from the state, and from at least 1987 to the present day, TSU has not received an equitable distribution of funds on a per student or total basis;

Whereas, the Board believes that the interests of the TSU community and the citizens of the State of Tennessee are best served by the State of Tennessee addressing and remedying TSU’s historical underfunding in an expedited timeframe, and the State ensuring that TSU and UT are funded in an equitable manner moving forward.

The Board hereby resolves to work directly with the TSU Administration, Office of the Governor, and the General Assembly to implement reasonable funding appropriation measures, in a timely manner, to address TSU’s historical underfunding and achieve an equitable funding model for the two institutions in the next Legislative session and thereafter.

**MOTION: To approve a Board Resolution to address TSU’s historical land-grant underfunding.**

**Tennessee State University  
Board of Trustees**



**Board Chair's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 16, 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 November 16, 2023, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**

