

Tennessee State University Board of Trustees
Regular Meeting - August 17, 2017
Tennessee State University – Main Campus – Hankal Hall - 3500 John A. Merritt
Blvd., Nashville, Tennessee

MINUTES

Board Members Present: Dr. Deborah Cole, Mr. Stephen Corbeil, Dr. Richard Lewis, Mr. William Freeman, Dr. Edith Peterson Mitchell, Mr. Obie McKenzie, Dr. Joseph W. Walker, III, Dr. Ali Sekmen, and Ms. Sydnie Davis.

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

Guests: Members of the President’s Cabinet, Members of the Deans’ Council, and President of the Student Government Association – Milton Woods.

I. CALL TO ORDER

Chairman Walker called the meeting to order at 1:30 p.m. Chairman Walker welcomed the Trustees and audience members to the meeting. He then called Dean of Students, Frank Stevenson, to give the invocation. After the invocation, Chairman Walker proceeded to the second item on the agenda.

II. ROLL CALL/DECLARATION OF A QUORUM

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

Secretary Pendleton announced the presence of a quorum.

III. ACTION ITEMS

A. APPROVAL OF MINUTES OF THE JUNE 15, 2017 BOARD MEETING

Chairman Walker introduced the first action item —the approval of the June 15, 2017, Board meeting minutes. Trustee Cole moved to approve the June 15, 2017, meeting minutes. Trustee Mitchell seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

B. APPROVAL OF AUDIT COMMITTEE MEMBERS AND CHAIR

Chairman Walker introduced the second action item — the approval of the Audit Committee members and chair. Chairman Walker noted that he selected the following Board members to serve

on the Audit Committee: Trustee Cole, Trustee McKenzie, and Trustee Mitchell, with Trustee Cole serving as Chair. Chairman Walker opened the floor for a motion to approve the Audit Committee members and chair.

Trustee Freeman moved to approve the Audit Committee members and chair. Trustee Lewis seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

C. AUDIT COMMITTEE REPORT

Chairman Walker yielded the floor to Audit Committee Chair, Trustee Cole, to give her report:

Trustee Cole announced that the Audit Committee met earlier that day to select a Vice Chair for the Audit Committee, and discuss and vote on specific Committee agenda items. Trustee Cole informed the Board that the Audit Committee voted to select Trustee McKenzie to serve as Vice Chair of the Audit Committee. Trustee Cole also stated that the Audit Committee voted to recommend to the full Board the approval of two items: (1) the approval of the Audit Committee Charter and (2) the approval of the fiscal year 2017-2018 Audit Committee Plan. Trustee Cole noted that the Audit Committee voted to amend the Audit Committee Charter to replace the words "external audit" in Section IV.B. with the words "Tennessee Comptroller Auditors."

Trustee Cole stated that President Glover, Vice President of Business and Finance, Cynthia Brooks, and other University faculty and staff discussed the audit process related to the internal and external audits.

Trustee Cole then provided an overview of the Audit Committee's recommendation for approval of the Audit Committee Charter. She stated that pursuant to T.C.A. 4-35-103, the Audit Committee is to operate under an Audit Committee Charter. The Charter must set forth the purpose, mission, and authority of the Audit Committee. Trustee Cole further stated that the Charter must detail the Audit Committee's responsibilities, including those related to the State Comptroller office, the TSU Office of Internal Audit, must establish the Director of Internal Audit's role and reporting relationship with respect to the Audit Committee and the President, and set forth the Committee's role involving fraud, waste, and abuse. Trustee Cole also noted that the Charter must address the membership and meetings of the Audit Committee.

Trustee Cole announced that based on the Audit Committee's review and discussion of the Audit Committee Charter, the Committee voted to recommend for approval, by the full Board, the Audit Committee Charter, as amended and provided to the Board prior to the August 17, 2017, meeting.

On behalf of the Audit Committee, Trustee Cole moved to approve the amended Audit Committee Charter as reflected in the materials provided to the Board prior to the August 17, 2017, meeting. Trustee McKenzie seconded the motion. With no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

Trustee Cole then shared that the Audit Committee Charter requires the approval of annual audit plans by the Internal Audit Office. She noted that the proposed plan for fiscal year 2017-2018 is included in the Board materials for the August 17, 2017, Board meeting.

Trustee Cole then moved to approve the fiscal year 2017-2018 Audit Committee Plan, as reflected in the Board materials. Trustee Mitchell seconded the motion. With no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

D. FINANCE AND BUDGET COMMITTEE REPORT

Chairman Walker yielded the floor to Finance and Budget Committee Chair, Trustee Corbeil, to discuss the action and information items from the August 17, 2017, Finance and Budget Committee meeting.

Trustee Corbeil announced that in addition to the approval of the June 15, 2017, meeting minutes, the Finance and Budget Committee had three items for discussion: (1) a capital funding request, (2) information on the institutional budget, and (3) an overview of the state external audit process.

Trustee Corbeil then moved to approve the June 15, 2017, Finance and Budget Committee meeting minutes. Trustee Cole seconded the motion. With no discussion, Chairman Walker called for a vote. The motion carried (8 Ayes/ 0 Nays).

Trustee Corbeil also announced that if the capital funding requests are approved by the Board, the requests will be presented to the Tennessee Higher Education Commission on September 15, 2017.

Following his announcement, Trustee Corbeil moved to approve the capital funding requests as reflected in the Board materials. Trustee Cole seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (8 Ayes/ 0 Nays).

Chairman Walker thanked Trustee Corbeil for his service on the Finance and Budget Committee and proceeded with the next agenda item.

E. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT

Chairman Walker yielded the floor to Academic Affairs and Student Affairs Committee Vice-Chair, Trustee Lewis, to provide the action and information items from the Committee's August 17, 2017, meeting. Trustee Lewis announced that the Committee reviewed the following items: the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) visit to the campus on September 19-21, 2017, the June 15, 2017, Board meeting minutes, and a report on the Strategic Plan priorities from President Glover and other TSU staff.

Trustee Lewis moved to approve the minutes of the June 15, 2017, Academic Affairs and Student Affairs Committee meeting, as reflected in the Board materials. Trustee Corbeil seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

F. EXECUTIVE COMMITTEE REPORT

Chairman Walker reported the following action and information items from the Executive Committee's August 17, 2017, meeting. Chairman Walker announced that the Executive

Committee voted to recommend to the full Board the approval of Board Policy 004 – Selection, Evaluation, and Retention of the President. Chairman Walker stated that the Executive Committee believes the policy comports with statutory obligations and the Board’s bylaws. Chairman Walker also stated that the Committee believes the Policy provides the Board with specific guidelines for evaluating and retaining the current president and selecting, evaluating, and retaining future presidents.

Chairman Walker moved to approve Board Policy 004 – Selection, Evaluation, and Retention of the President. Trustee Mitchell seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

Chairman Walker stated that President Glover engaged Mr. Kevin Williams, former CEO of GM Canada, to assist in the development of the Strategic Plan, which will guide the University over the next five years.

Chairman Walker then informed the Board that the Strategic Plan was shared with the area divisions at the University and incorporated input from those divisions into the Plan. He also stated that the priorities of the Strategic Plan were shared with the campus community during the Faculty and Staff Institute on August 15, 2016. Chairman Walker further noted that the Plan was also shared with various constituent groups – the faculty senate, staff senate, student groups, alumni, community groups, and the President’s administrative council.

Chairman Walker announced that President Glover finalized the plan after meeting with the Strategic Planning Committee. Chairman Walker stated that the Executive Committee reviewed and solicited information from President Glover and Vice President Hardy on the Plan and the process.

Chairman Walker moved to approve the Strategic Plan as reflected in the Board materials. Trustee Cole seconded the motion. With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes/ 0 Nays).

IV. INSTITUTIONAL REPORT

A. ENROLLMENT UPDATE

Chairman Walker yielded the floor to President Glover to give a report on enrollment matters.

President Glover provided an overview of the Freshman Enrollment and Total Enrollment of the University as of August 9, 2017. With respect to Freshman Enrollment, President Glover provided the following information:

- Freshman enrollment of the University for Fall 2016 was 1,292 students
- Freshman enrollment of the University for Fall 2017 was 1,454 students
- There has been a 12.6% increase in freshman enrollment

As to Total Enrollment, President Glover provided the following information:

- On August 9, 2016, total enrollment of the University was 6,950 students
- On August 9, 2017, total enrollment of the University was 7,161 students
- There has been a 3% increase in total enrollment at the time of this report
- Today, August 17, 2017, total enrollment of the University is 7,761 students
- The University generally receives about 1,000 more students through late registration, so the University is at about the same level as last year

Then, President Glover provided the following 5-Year Enrollment Trends Report outlining the total enrollment of the University:

- 8,775 students in 2012
- 8,816 students in 2013
- 9,027 students in 2014
- 9,167 students in 2015
- 8,753 students in 2016

President Glover announced that a poll showed that 80% of the reason why students do not return to the University is because they lack funds. President Glover stated that TSU lost out to community colleges with these students.

Then, President Glover provided the following 5-Year Report outlining the graduation rates of the University:

- 36.60% graduation rate in 2012
- 38.40% graduation rate in 2013
- 39.80% graduation rate in 2014
- 39.60% graduation rate in 2015
- 40.00% graduation rate in 2016

V. PRESIDENT'S REPORT

Chairman Walker yielded the floor again to President Glover to give her report. President Glover announced that a "Statement of Accomplishments" newsletter was sent out to each Board member, TSU alum, and TSU faculty and staff members highlighting the activities of the year for TSU.

President Glover then provided an overview of Accreditation, Enrollment Management, Funding Formula and Completion Initiatives, the TSU Police Department, Institutional Advancement, Student Affairs, Sports Activities, Emergency Management and Preparedness, Legislative Agenda, Public Relations, Communication and Outreach, and the Challenges for 2017-2018.

In the area of Accreditation, President Glover offered the following information regarding Accreditation:

- The FOCUS Act constituted a change in governance
- To determine if TSU is in compliance with the SACSCOC's continued governance standards, SACSCOC representatives will be visiting TSU from September 19-21, 2017

- A peer review team will assess TSU's compliance including meeting with faculty, staff, Board members, and students
- The Aeronautical Industrial Technology, Occupational Therapy, Nursing, and Social Work departments were all reaffirmed last year. The Education and Music departments will have a final report issued in 2018
- The Art and Design and Social Work departments will be reviewed in the Spring

In the area of Enrollment Management, President Glover offered the following information regarding TSU's efforts to increase student enrollment by 5% by 2020:

- Strategic Plan offered new strategies for enrollment management
- Dr. Curtis Johnson to chair Enrollment Management Committee
- Trustee Sekmen met with Dr. John Cade, Vice President for Enrollment Management and Student Success, to discuss strategies that will be beneficial for TSU
- Goal to increase enrollment by at least 5% by 2020
- By streamlining TSU's recruitment process with greater focus on magnet schools and high achieving students
- By targeting specific student populations, including community colleges and nontraditional students
- By developing partnerships with School Superintendents in major cities, including Birmingham, Memphis, Nashville, and Chicago
- By continuing to seek new scholarship opportunities for students matriculating at TSU (including scholarships for athletes)
- By redesigning the graduate school admissions process
- By increasing TSU's social media marketing and branding
- By realigning TSU's recruitment personnel

President Glover informed the Board on the following Enrollment Management strategies that the University has continued to employ through the 2017-2018 school year:

- The new tuition discount rate for out of state students who live within a 250-mile radius of Nashville
- The Scholar Rate Plus, and Scholar Rate
- The Summer Completion Academy
- The Parental Engagement Initiative
- The Presidential Scholar's Reception

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

- It is an outcomes-based funding formula model included in The Complete College Tennessee Act of 2010
- The Formula Review Committee (FRC) reviews the model and recommends changes
- TSU is a member of the FRC
- The Funding Formula (based on weights) provides incentives to institutions for completion and workforce preparation

- TSU's weighted outcomes on par or above average for credit hour accumulation
- Areas of improvement for TSU is in students obtaining Bachelor and Associate Degrees and the six-year graduation rate
- TSU's weighted outcome for research and service funding is more than double the average outcome among other universities

President Glover offered the following achievements of TSU's Police Department:

- Continued to reduce the overall crime on campus
- Crime is down overall on campus
- Received approval from the state for \$1.9 million in funding for safety initiatives
- Continued to increase police visibility by hiring more police and security guards
- Continued to control access to the campus, and to use the swipe system with ID cards
- Implemented recommendations from LEMAO audit (Loaned Executive Management Assistance Program) of TSUPD
- Reintroduced the Bike Patrol, with an emphasis on community-oriented policing
- Proceeded with Tennessee Association of Chiefs of Police accreditation with completion anticipated by 2019
- Facilitated a system for the digital recording of Incident Reports, which allowed the department to easily transmit copies of the reports directly to the University's offices that require them, or who have a need to know
- Participated in Advance Active Shooter Training for sworn officers
- Updated use of body cameras

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

- TSU received a \$2 million grant from UNCF Career Pathways Initiative (CPI) to implement a comprehensive employment program
- Contributions for the year were over \$3 million from almost 3,300 donors. This was an increase of 20% over the last year
- More than \$2 million in scholarships were provided to students during the 2016-2017 academic year
- TSU continued to seek financial support from both alumni and corporations
- TSU initiated text and online giving platforms
- TSU continued its partnership with the Tennessee Titans who served as the title sponsor of the 2016 Scholarship Gala with a check presentation of \$150,000
- TSU achieved a record Vintager Reunion attendance and \$302,757 in gifts, including a record gift of \$125,983 from the Class of 1967
- TSU developed and executed the course of action required to change the Alumni Giving to encourage chapters to use the TSU Foundation as its primary vehicle to receive funding

With respect to Student Affairs, President Glover noted the following achievements:

- Continued to provide robust services to the students

- Strengthened the Career Development Center through campus wide engagement including Open House, Career and Job Fairs, Graduate School Showcase, Professional Fitness, and Senior Career Week
- Continued to improve residential life and housing on the campus
- Developed the Student Court Justices in an effort to provide peer leadership and input as it relates to minor conduct issues
- Recorded the highest number of students from any other university in Davidson County to participate in the Mayor's Office Opportunity NOW program
- Implemented initiatives pertaining to safe sex, healthy lifestyles, and bullying
- Implemented crime prevention and safety tips, including domestic violence
- Developed a campus wellness initiative that included group exercise classes, individual workout plans, and health and fitness seminars
- All 9 National Panhellenic organizations are active this year

With respect to Sports Activities, President Glover noted the following achievements:

- The overall student-athlete GPA was 3.10 which tied with TSU's best record
- 132 student-athletes achieved academic honors and 31 student-athletes made the OVC Honor Roll
- All teams met the NCAA Academic Progress Rate mandate of a 930 score and received the national award for APR advancement
- Softball student-athlete, Elisabeth Stansberry, graduated Spring 2017 with the highest GPA in class
- TSU qualified for a one-time NCAA distribution of \$393,800 for student-athlete development.
- Amber Hughes: Indoor Track/Field Athlete of the Year; Outdoor Track/Field Athlete of the Year; NCAA All-American; USA Track & Field Outdoor Champion; Ohio Valley Female Athlete of the Year

With respect to Emergency Management and Preparedness, President Glover noted the following:

- TSU regularly conducts Emergency Management and Preparedness training
- Over 100 TSU Faculty and Staff were trained in emergency preparedness
- TSU established the Campus Emergency Response Team (CERT) to improve campus readiness for emergencies
- TSU continued to hold Department of Homeland Security training sessions.

With respect to the Legislative Agenda, President Glover noted the following:

- Capital Match – TSU sought a reduction in the capital match funding formula from 25% to 10%. THEC will require a range of 5% to 15% for FY 2017-2018
- Land Grant Match – TSU now receives a 1:1 USDA federal funds match. TSU will be seeking legislation to receive a funding ratio no less than 3:1 (UT currently receives this minimum)
- Security Initiatives – TSU is currently seeking \$4 million to help fund its Security Plan

- Public-private Partnerships – TSU has sought and will continue to seek consideration of alternative financing and operations models to provide more flexibility in financing new construction
- Cumberland River Development Project – TSU is currently seeking \$10 million in seed money for the Cumberland Shores at TSU Initiative.

With respect to Public Relations, Communications and Outreach, President Glover noted the following:

- There should be a continued focus on expanding the TSU brand by marketing and promoting the University through a variety of platforms including news articles and features, and paid advertising
- Marketing with two major theater houses through Sept. 1
- Implemented a local and regional marketing initiative with media outlets for targeted recruitment of community college students across the state
- Created three 15 second videos and animations to market the university on various digital platforms for the EMBA program and general recruitment, including Facebook, and search engines like Bing and Yahoo
- TSU Day at the Capitol was the largest presence of all the state institutions
- Night with the Nashville Sounds was the largest collegiate night of all invited institutions.

With respect to the Challenges for 2017-2018, President Glover identified the following:

- Funding for student scholarships and other student needs
- Funding for faculty research and development
- Housing to meet student demand
- Aging infrastructure
- Preparing students for success on national and state examinations, such as NCLEX, CPA exams, etc.
- Making TSU the university of choice for academically talented and highly motivated students.

VI. ADJOURNMENT

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

With there being no discussion, Chairman Walker called for a vote. The motion carried unanimously (8 Ayes / 0 Nays). Chairman Walker adjourned the meeting at 2:17 p.m.