

**Tennessee State University**  
**Board of Trustees**



**FINANCE AND BUDGET  
COMMITTEE REPORT**

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

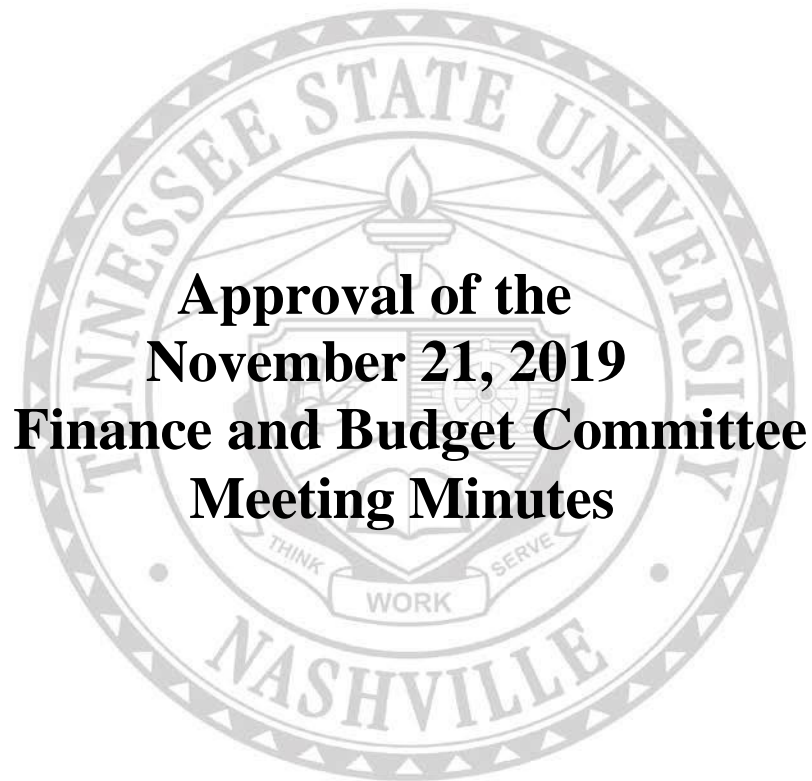
11 a.m. CST  
Thursday, June 18, 2020

Tennessee State University – Main Campus  
McWherter Administration Building,  
President’s Conference Room  
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 November 21, 2019, Finance and Budget Committee Meeting Minutes
- IV. Approval of the March 12, 2020, Finance and Budget Committee Meeting Minutes
- V. Report on COVID-19 Coronavirus Pandemic General Financial Issues
- VI. Report on CARES Act Funding related to the COVID-19 Coronavirus Pandemic
- VII. Approval of Fiscal Year 2020-2021 Non-mandatory Fee Increases [NEED INFO]
- VIII. Approval of Estimated and Proposed Institutional Budget [NEED INFO]
- IX. Report on Composite Financial Index
- X. Report on Voluntary Separation Plan
- XI. Finance and Budget Report
- XII. Approval of the Institution’s FY 2019-2020 Capital Construction Plan
- XIII. Report on Metro Nashville Davidson County Mitigation Plan
- XIV. Update on Enrollment, Marketing and Student Recruitment Plan

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 18, 2020

ITEM: Approval of the November 21, 2019, Finance and Budget Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The document reflecting the minutes from the November 21, 2019, Finance and Budget Committee meeting is included in the June 18, 2020, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 21, 2019, Finance and Budget Committee meeting, as contained in the Board materials for the Board's June 18, 2020, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting.  
November 21, 2019  
Tennessee State University. 3500 John A. Merritt Blvd. Nashville, Tennessee 37209  
McWherter Administration Building  
President's Conference Room**

**MINUTES**

**Committee Members Present:** Stephen Corbeil, Richard Lewis, and Bill Freeman.

**Other Board Members Present:** Joseph W. Walker, III, Dr. Deborah Cole, Pam Martin, Obie McKenzie (via phone), Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, and Braxton Simpson.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Alisa Mosley, Interim Vice President for Academic Affairs; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Horace Chase, Vice President of Business and Finance; Dr. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Dr. John Cade, Vice President of Enrollment Management; and Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Charlise Anderson, Director, Accreditation & Assessment; Mr. Al Hill, Director of Facilities Management; Mr. George Herring, Senior Project Manager; and Mr. David Smart, Executive Director of Design & Construction.

**Guests Present:** Lauren Collier, Tennessee Higher Education Commission.

**I. CALL TO ORDER**

Trustee Corbeil called the meeting to order at 11:32 a.m. on November 21, 2019.

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

Board Secretary Pendleton called the roll at the committee chair's request. Trustee Corbeil, Trustee Lewis and Trustee Freeman were present. Secretary Pendleton announced the presence of a quorum.

**III. APPROVAL OF THE SEPTEMBER 26, 2019, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil proceeded to the approval of the September 26, 2019, Finance and Budget Committee meeting minutes, as included in the November 21, 2019, Board materials. Trustee Corbeil moved to approve the minutes. Trustee Lewis seconded the motion, which carried unanimously.

#### **IV. APPROVAL OF THE INSTITUTIONAL REVISED BUDGET**

Chair Corbeil announced the next item on the agenda is the approval of the Institutional Revised Budget.

Chair Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item. President Glover designated VP Chase and AVP Bradley White to present information related to this item.

VP Chase explained that the Proposed Budget was presented in the spring and the Revised Budget is usually presented in the fall. He shared that Revised budget had the potential to require a transfer of \$9.3 million from Unexpended Plant Funds but steps were taken to reduce costs by freezing positions and reducing operational costs. Hence, the 2018-19 Estimated Budget reflected a projection of transferring \$4,972,100 of Unexpended Plant Funds and the actual amount needed for transfer at June 30, 2019 of Unexpended Plant Funds was \$4,175,000. This amounted to a reduction of \$6.1M.

VP Chase pointed out that the OPEB Expense, which was not included in the previous planning budget, had increased and so he was forced to increase the proposed expenses to a final amount of \$5.2M. The breakdown of this expense is outlined on page 53 of the November 21, 2019 Board meeting materials.

Trustee Lewis asked VP Chase what was the present amount being held in Reserve; to which he responded \$55M / \$60M.

VP Chase stated to the committee that the present practice of budgeting for positions needed to be changed to reflect closer the projected salaries.

Trustee Sekmen added that adjunct professors and temporary faculty were very hard to find. He stated while other institutions had 3-year contracts, we didn't and last year we even changed to one semester contracts. He asked VP Chase to advise on what was the financial benefit of changing the policy of temporary faculty from one year to 3 months.

Dr. Mosley addressed the question by stating that we did indeed have 3-year policy in place.

Chair Corbeil asked VP Chase and Dr. Mosley for a faculty recruitment plan. He suggested that they got together and make/review the policy.

VP Chase announced that he will be freezing positions, class sizes, etc. in an effort to minimize as much as we can for FY20. He added that we will not rely on our Reserves.

Chair Corbeil agreed that we should be building Reserves instead of depleting Reserves. He stated that the \$5.2M expense increase must be reduced or eliminated.

President Glover shared that the plan was to spread the risk over time.

Trustee Freeman added that we take an overview of how we look at next semester. He stated that we could cut expenses as much as we can but fixing the problem meant increasing enrollment.

Trustee Lewis inquired whether SACSCOC was requiring us to submit this financial budgeting as well. He asked if the \$55M in Reserve was just sitting at a Bank. How was it growing?

President Glover stated that it was not all cash money. She said that the plan was to break even and then restart contributing to the Reserves.

VP Chase added that cuts will be viewed positively by SACSCOC since it will show that we are taking the necessary steps to break even.

Chair Corbeil moved to recommend to the full Board the approval of the Institutional Revised Budget, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Lewis seconded the motion and it carried.

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

Chair Corbeil introduced the next item on the agenda as the finance and budget committee report. The materials for this agenda item are included in your November 21, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item and she proceeded to review the Sibson Consulting Agency Report which was included as Attachment A in the Board materials dated November 21, 2019.

Chair Corbeil commented on the confidentiality of the Sibson Report.

President Glover explained the use of Reserves over a period of time as recommended by the Report.

Trustee Sekmen pointed out a discrepancy stating that the student FTE was 6200FTE not 6500FTE as the Sibson Report stated.

Chair Corbeil asked for a financial projection from VP Chase and his team. He wanted to see the Revenue generation – the 3 year enrollment revenue.

VP Chase stated that he took a conservative approach to revenue, since the trend was showing a decrease.

Chair Corbeil insisted that VP Chase come back to the Committee showing revenue projection.

VP Chase added that his approach was to make the necessary cuts in this FY, so as to avoid having to make more cuts later.

Trustee Cole commended VP Chase for having a procedure mapped out before on the onset of the Sibson Report.

VP Chase announced that Sibson was willing to do a more indepth study for TSU (for a fee). He stated that we have already taken steps to avoid using Reserves. He noted that timing was everything and that we needed to move forward on the plan.

Trustee Sekmen advised that the faculty should be told sooner than later. He said that the announcement of cuts should not wait.

President Glover agreed that the ball should start rolling now instead of waiting to make all the changes at the same time.

Chair Corbeil stated that the course of action will be discussed in depth at the March meeting.

Trustee Freeman suggested that a closer look should be taken at the number of faculty.

Trustee Mitchell interjected asking what were we going to do about our declining enrollment. SACSCOC is reviewing us.

Chair Corbeil asked that a report be made on a meeting between VP Chase and Trustee Sekmen on enrollment, since there was an ongoing discussion about the two APPLE initiative courses (TELC 5005 & TELC 2011) and the enrollment discrepancy.

The discussion continued when President Glover added that free courses are being offered to students at other schools all the time and that their attendance is included. Trustee Sekmen suggested that next semester, the courses should be offered as Continuing Education classes instead of being 3-credit courses. President Glover apologized that these free classes were not being offered as Computer Science classes.

Chair Corbeil thanked President Glover for her presentation.

## **VI. REPORT ON ENROLLMENT**

Chair Corbeil introduced the next item on the agenda is the report on the enrollment. The materials for this agenda item are included in your November 21, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designee Mr. Terrance Izzard, to provide the report for this item as it pertains to the agenda item.

Mr. Izzard directed the committee to pages 65 of the board materials dated November 21, 2019. He added that total fall applications were already ahead of last year's number by 332 applications.

Trustee Mitchell suggested that we consider the National Guard of TN for added applicants. She suggested online course delivery to this population for those who were deployed from TN.

Dr. Mosley reminded the committee that TSU had just opened its TSU Veteran's Center and that we were targeting the veteran population.

Chair Corbeil suggested that Mr. Izzard get with Trustee Mitchell and discuss this possibility further.

Trustee Corbeil thanked President Glover and Mr. Izzard for the presentation.

## **VII.UPDATE ON ENROLLMENT, MARKETING AND STUDENT RECRUITMENT PLAN**

Chair Cobeil announced the next item on the agenda as the update on the Enrollment, Marketing, and Student Recruitment Plan. The information for this item was included in the Board meeting materials dated November 21, 2019.

Mr. Izzard continued to present the report on enrollment and instructed that the information could be located at pages 68 through 71 in the Board materials. He guided the committee to the 'results'



column of his report demonstrating that the increased efforts by the enrollment management department were resulting in increased numbers. Dual enrollment was playing a significant role in increasing enrollment, as well as the “Everyone can Code” courses. He explained that the new CRM (Customer Relationship Manager) and the Common Black College Application Portal provided additional support to students and the recruitment team.

Chair Corbeil thanked President Glover and her team for the report.

### **VIII. REPORT ON THE UNIVERSITY’S ELECTRICAL GRID AND POWER OUTAGE INCIDENTS AND RELATED ISSUES**

Chair Corbeil introduced the next item on the agenda as the report on the University’s electrical grid and power outage incidents and related issues and noted the inclusion of information in the board materials for the November 21, 2019, Board meeting.

Chair Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational discussion item, so no vote is required. President Glover deferred to VP Chase as her designee.

VP Chase guided the committee to pages 74 through 78 of the Board materials for the November 21, 2019 meeting, for a detailed chronological explanation of the events relevant to the agenda item listed.

VP Chase reiterated that there were two separate power outages that took place, September 1, 2019 – and then again on October 6, 2019 – which they confirmed was caused by a lightning strike. He explained that Dr. Mosley relocated classes so as to minimize any academic disruption.

The LRC student learning center was sacrificed in order to power the other buildings

VP Chase explained that THEC had approved \$5M in Capital Funding for this project. He stated that THEC brought this issue to the floor at the House Budget Hearings on behalf of TSU.

### **IX. ADJOURNMENT**

Chair Corbeil moved to adjourn the meeting. Trustee Freeman seconded and the motion carried with the meeting adjourning at 12:50 pm.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 18, 2020

ITEM: Approval of the March 12, 2020, Finance and Budget  
Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The document reflecting the minutes from the March 12, 2020, Finance and Budget  
Committee meeting is included in the June 18, 2020, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' March 12, 2020, Finance  
and Budget Committee meeting, as contained in the Board materials for the Board's June  
18, 2020, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting.  
March 12, 2020  
Tennessee State University. 3500 John A. Merritt Blvd. Nashville, Tennessee 37209  
McWherter Administration Building  
President's Conference Room**

**MINUTES**

**Committee Members Present:** Richard Lewis

**Other Board Members Present:** Joseph W. Walker, III, Dr. Deborah Cole, Pam Martin, Obie McKenzie (via phone), Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, and Braxton Simpson.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Alisa Mosley, Interim Vice President for Academic Affairs; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Horace Chase, Vice President of Business and Finance; Dr. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Dr. John Cade, Vice President of Enrollment Management; and Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Charlise Anderson, Director, Accreditation & Assessment; Mr. Al Hill, Director of Facilities Management; Mr. George Herring, Senior Project Manager; and Mr. David Smart, Executive Director of Design & Construction.

**X. CALL TO ORDER**

Trustee Lewis called the meeting to order at 10:57 a.m. on March 12, 2020.

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

Board Secretary Pendleton called the roll at the committee chair's request. Trustee Lewis is present. There is not a presence of a quorum. Secretary Pendleton explained that only informational items can be addressed and no votes are allowed.

**XII. BUDGET UPDATE**

Vice Chair Lewis announced the next item on the agenda is the budget update. This is an informational item and no vote is required.

Vice Chair Lewis asked President Glover or her designee to provide pertinent information related to this agenda item. Mr. Chase provided the update on the FY 2020 budget. The revised budget was completed in October 2019 and by June final budget and the proposed budget for FY 2021 will be ready. Mr. Chase reported that he expected to meet or exceed conservative projected revenue in tuition and fees. He explained that there is a \$4 million item in this year's budget that is still in progress as it has not come to fruition at this point in time, and there is \$3 million in auxiliary funds to balance this year's current budget. Mr. Chase explained that the focus for the proposed budget is to be balanced, without using any one time revenues and exclusive of auxiliary in June for upcoming fiscal year. He explained that TSU needs to reduce its operating expenses by \$15 million (about 11%).

Mr. Chase provided a general explanation of the budget process. He explained that the proposed budget is prepared in January and submitted to TBR at the beginning of May. The proposed budget comes to the Board in June for approval. October can see reviews once the fall enrollment is in.

Trustee Cole asked for clarification on where auxiliary funds are located in the board packet. Mr. Chase explained that the board material does not include auxiliary.

Trustee Lewis asked whether there was any information on when/if the \$4 million will be received. President Glover explained that one was related to a real estate situation that has gone away, and the deal downtown with a long-term lease was on hold as the Board was unwilling to give up interest/be minority interest.

Trustee Lewis asked whether or not the board should have auxiliary money information for budget in June. Mr. Chase said that the proposed budget will have unrestricted ENG and auxiliary dollars. He discussed one-time solutions but is preparing a sustainable budget with about 75% of the budget being in personnel.

Trustee Cole summarized that the June 30, 2020 budget was dependent on one time transactions and auxiliary funds and that the 2021 budget should be without one time transactions or auxiliary funds.

Secretary Pendleton explained THEC's involvement with the State Building Commission for downtown public-private partnerships and that multiple proposals are usually required. President Glover mentioned the UofM public-private partnership that was approved.

Trustee Cole stated that the Board previously gave authority to the President to look into the one-time transaction and bring information back to the board. She believes the Board is willing to help get information to the community.

Mr. Chase said that even this transaction if authorized would only impact the budget once, so he may use reserves this year but the transaction could happen in the future.

### **XIII. FINANCE AND BUDGET REPORT**

Vice Chair Lewis introduced the next item on the agenda as the finance and budget report. The materials for this agenda item are included in your March 12, 2020, Board meeting materials.

Vice Chair Lewis asked President Glover or her designee to provide pertinent information related to this agenda item. Mr. Chase updated on the electrical grid in that TSU is working with THEC, the State, and TBR, and developed the electrical grid assessment to be done June 1. He stated that the State approved \$5 million for the next fiscal year with assessment to improve electrical grid.

Trustee Cole asked whether the \$5 million was improved as a capital expenditure. Mr. Chase said that is was and that the cost is expected to exceed the \$5 million amount.

Mr. Chase then reported on the facility assessment which is to be done by July 1. He reported that all the LGIs have deferred maintenance. This will help determine deferred maintenance for facilities.

Trustee Johnson said to take into account recent events when conducting facility assessment and there is a need to develop plans for future needs. He also inquired as to the type of facility maintenance was going to be put toward tornado facility items that will be done by insurance. Trustee Johnson encouraged looking at how to use upgraded facilities as a potential income generator to offset expenses.

Mr. Chase said that those are being looked at on how to generate revenue and utilize this opportunity.

President Glover reported that the \$20 million in damages reported to press in relation to the tornado was not accurate. She stated that as TSU looks to rebuild the whole complex, it needs to look at current needs, not just replacing loss.

Trustee Lewis discussed the master plan and the governor's involvement in creation of this TSU administrative building. He stressed the importance of building relationships.

Mr. Chase then presented on the capital management and requested severance from TBR. He said that they are looking to sever in July 2020, but it has been delayed to July 1, 2021.

Vice Chair Lewis thanked President Glover for her presentation.

#### **XIV. REPORT ON ENROLLMENT**

Vice Chair Lewis introduced the next item on the agenda is the report on the enrollment. The materials for this agenda item are included in your March 12, 2020, Board meeting materials.

Vice Chair Lewis asked President Glover or her designee to provide the report for this item as it pertains to the agenda item.

Mr. Izzard referred to the materials in the board packet. He explained that he hired a new director of admissions and recruitment in December and additional recruitment hires. He is now launching the intent to enroll campaign which is proving very successful, as application totals are already 400 students ahead of this same time last year.

Mr. Izzard explained that the communications initiative is now underway. There are four items in technical structure and capital improvements, and the common application for black colleges is positive.

Mr. Izzard reported that over \$1.7 million was raised in the \$1million in a month campaign. He reported that the partnership with the USDA and the Predators were very positive. He said that numbers are trending upward in every area.

Mr. Izzard reviewed the enrollment update as contained in the board materials.

Trustee Lewis asked whether TSU had relationships with local community colleges. Mr. Izzard said there are 13 community colleges and TSU is aggressively going after that market. He got a list of graduating "seniors" for transfer Tuesday and has invited them to TSU. Mr. Izzard also explained that he is increasing personnel.

Trustee Sekmen said that the budget depends on enrollment and he expressed worry. He said that he has analyzed the data and the graduate school head count is down in the last 5 years. FTE enrollment for grad school is down 32.4%. The retention rate from fall to spring is accelerated.

Mr. Izzard said that since November the President has reorganized the whole recruitment and retention area. There is now new personnel and new benchmarks with additional supports.

Trustee Sekmen asked about graduate school decrease. President Glover stated that measures have been in place and enrollment has gone up. Ms. Mosley said the persistence rate is up and additional strategies were discussed.

Trustee Martin acknowledged that we have been discussing numbers in several meetings. She said that the report shows that President Glover and her staff are listening, have created a plan, and are employing a plan to address.

Trustee Cole encouraged taking an approach related to revenue and non-traditional approaches, and suggested getting a report on new ideas and results.

Trustee Lewis thanked President Glover for the presentation.

## **XV.UPDATE ON ENROLLMENT, MARKETING AND STUDENT RECRUITMENT PLAN**

Vice Chair Lewis acknowledged that this agenda item had already been covered.

## **XVI. REPORT ON THE UNIVERSITY'S STRATEGIC PLAN PROCESS**

Vice Chair Lewis introduced the next item on the agenda as the report on the University's strategic plan process and related issues and noted the inclusion of information in the board materials for the March 12, 2020, Board meeting.

Chair Lewis asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational discussion item, so no vote is required.

President Glover recognized Jerri Haynes, as chair of strategic plan process. Dr. Haynes explained that the University has taken on momentum to move on plan. The process started in October with the leadership team. They met with the consultant and established internal and external committees with various subcommittees. Dr. Haynes said they plan to meet again to review analysis and committee work. They are currently working on the mission and vision statements. Dr. Haynes reported that by Fall 2020 they should have the strategic plan in place.

Trustee Sekmen asked a question about financial reporting to governmental agencies. Mr. Chase had to step out, so Trustee Cole said that Mr. Chase had addressed this in the audit meeting earlier. Trustee Cole said Mr. Chase addressed the fact that there was 75% turnover and he now has hired new individuals, and that the President is to provide a report.

## **XVII. ADJOURNMENT**

Vice Chair Lewis moved to adjourn the meeting. Meeting adjourned at 12:07 pm.

**Tennessee State University**  
**Board of Trustees**



**Report on COVID-19**  
**Financial Issues**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 18, 2020

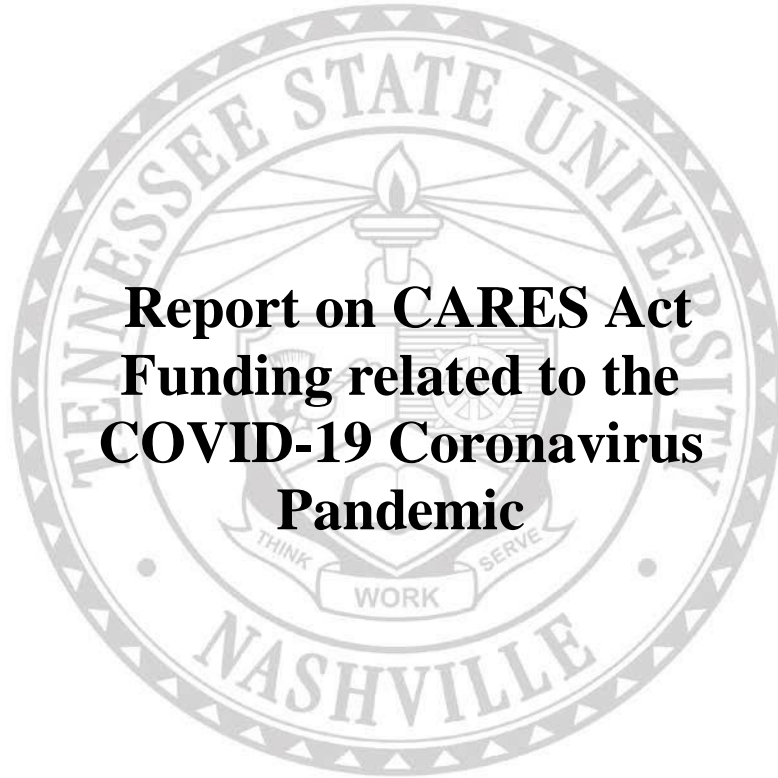
ITEM: Report on COVID-19 Financial Issues

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The President and/or her designee will provide a report on COVID-19 Financial Issues.

**Tennessee State University  
Board of Trustees**



**Report on CARES Act  
Funding related to the  
COVID-19 Coronavirus  
Pandemic**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 18, 2020

ITEM: Report on CARES Act Funding related to the  
COVID-19 Pandemic

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The President and/or her designee will provide a report on CARES Act Funding related to the COVID-19 Pandemic.

**Tennessee State University  
Board of Trustees**



**Approval of the  
Fiscal Year 2020-21  
Non-Mandatory Fee  
Increases**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 18, 2020

ITEM: Approval of FY 2020-2021 New/Increases Non-Mandatory Fees

RECOMMENDED ACTION: Vote to Approve FY 2020-2021 New/Increases Non-Mandatory Fees

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Stephen Corbeil

The purpose of this agenda item is to request approval for FY 2020-2021 non-mandatory fee recommendations.

**Background Information:** Board Guideline B-060 (*Fees, Charges, Refunds, and Fee Adjustments*) requires the approval of the Board for all mandatory institutional fees and charges, unless specific exceptions are provided. Fees that are *non*-mandatory (i.e., not assessed to all students), may be approved by the President. Based on prior practice, TSU is presenting the attached increases in non-mandatory fees to the Board for final approval.

“**Maintenance**” is a fee assessed to students based on the number of credit hours for which they are registered and is commonly thought of as tuition, although for fee purposes “tuition” is separately defined and assessed as a premium paid by out-of-state students. “**Other**” represents various other fees related to student activities, athletics, specialized courses, certain services, etc. Maintenance/tuition recommendations will generally be considered at the regular June meeting of the Board. All other mandatory and non-mandatory fees may be presented at the regular March or June meeting of the Board.

**Proposed Implementation Date:** Fall Term 2020

**Item Details:** See attachment.

**MOTION:** To approve the Fiscal Year 2020-21 Non-mandatory fee increases, as contained in the Board materials for the Board’s June 18, 2020, meeting.

# TENNESSEE STATE UNIVERSITY

## Fee Increase/Change Request

FY 2020-2021

Name of Fee	Current Amount	Proposed Amount	Justification	Additional Revenue Generated	Comments	Responsible Department
<b>Academic Affairs</b>						
Dental Hygiene Clinic Fee	\$75/course	\$100/course	added PPE supply chain cost increases	\$ 10,400	Per applicable Dental Hygiene clinic course	Dental Hygiene
Dental Hygiene Lab Fee	\$30/course	\$55/course	product increase from supply chain	\$ 6,160	Per applicable Lab Fee Course	Dental Hygiene
Dental Hygiene Mannequin Rental Fee	\$50/student	\$75/student	off set product increase in supply chain	\$ 2,250	Per student	Dental Hygiene
Clinical Education Fee	-	\$250/student	Pays the clinical placement mgt system	\$ 9,000	Fee is per student taking the intro to clinical internship course	Physical Therapy
Cadaver Fee	-	\$450/student	Pays for cadavers used during human dissection	\$ 16,200	Fee is per student taking gross anatomy	Physical Therapy

# TENNESSEE STATE UNIVERSITY

## Fee Increase/Change Request

FY 2020-2021

Name of Fee	Current Amount	Proposed Amount	Justification	Additional Revenue Generated	Comments	Responsible Department
Speech Pathology Clinic Fee	\$60/student	\$409/sudent	The Department has implemented the use of online and virtual technology for its clinical program. The students must pay the following fees:	\$ 20,450	The department will admit 50 new students into its program in 2020-2021 (20 students in the 2020 Fall semester and 30 students in the 2021 Spring semester). The proposed amount of \$409 should be charged to the new students entering the program in the 2020-2021 year. The fees should be paid upfront for CALPSO, SimuCase and Clinic Note. The \$60 can be divided over three semesters (\$20 for Fall; \$20 for Spring; \$20 for Summer).	Speech Pathology
	-	-	1. CALPSO- \$100 one-time fee. This is a repository for clinical appraisals, clinical clock hours, documentation of skills and knowledge outcomes.	-		Speech Pathology
Speech Pathology Clinic Fee	-	-	2. SimuCase-\$99 Annual fee for students to engage in clinical simulations with virtual clients.	-		Speech Pathology
	-	-	3. Clinic Note-\$150 annual fee for students to create and store electronic lessons plans, SOAP notes, clinical reports and manage client files electronically.	-		Speech Pathology
	-	-	4. Clinic Fee- \$60 annually to defray the costs of clinical supplies (tests; clinical materials for intervention, etc)	-		Speech Pathology
	-	-		-		
Total E&G Projected Revenue from Fee Increase				\$ 64,460		

NOTE: Mandatory fee increases will be capped at 2% for FY 2020-21; **TSU 0%**

**Tennessee State University  
Board of Trustees**



**Approval of FY 2020-21  
Estimated and Proposed  
Institutional Budget**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 18, 2020

ITEM: Approval of FY 19 Estimated and FY 20 Proposed Institutional Budget

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The purpose of this agenda item is to consider for approval both the *Estimated Budget* for Fiscal Year 2019-20 and the *Proposed Budget* for Fiscal Year 2020-21.

**Background Information:**

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

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

**FY20 Estimated Budget:**

***Revenue:***

The FY20 Estimated Budget reflects a decrease in revenue from the FY20 October Revised Budget of approximately \$2.9 million.

The change is primarily due to:

- \$900K increase in Tuition and Fees revenue
- \$1.2 million increase in Federal Grants (Indirect Cost Recovery- Cares Act)

- \$1 million decrease in Sales & Services of Other Activities
- \$4 million decrease of Other Sources.

***Expenses:***

The FY20 Estimated budget also reflects an increase in expenditures of \$2.4 million.

The change is primarily due to:

- \$1.3 million increase in the Instruction function
- \$1.1 million increase in the Operations & Maintenance function.

***Mandatory Transfers (Debt Service):***

The FY20 Estimated Budget reflects an increase of \$1.1 million to Debt Service to fairly represent expected transfers.

***Net Effect:***

Therefore, the net effect of the decrease in revenue of \$2.9 million, increase in expenditures of \$2.4 million and increase to mandatory transfers of \$1.1 million, is a change of \$6.4 million from the FY20 October Revised budget to the FY20 Estimated Budget. A reimbursement of \$2.4 million from the CARES Act for institutions will reduce the change from \$6.4 million to **\$4 million**.

The approved Revised Budget carried an \$8.3 million transfer from Unexpended Plant and Auxiliary, with the addition of the \$4 million increase, the estimated total of transfer from Unexpended Plant is \$12.3 million for the FY20 Estimated Budget.

**FY21 Proposed Budget:**

***Budget Assumptions:***

- Decrease in tuition and fees revenue of 4.9%
- Zero Tuition and Mandatory Fee rate increase

***Primary changes to Revenue and Expenses:***

- Increase in Indirect Cost Recovery of \$4 million
- Decrease of \$3.3 million in tuition and fees revenue.
- Decrease of \$1.2 million in appropriations
- Decrease of \$11.7 million in expenditures; primarily due to reductions in operations, scholarships, travel and some vacant positions.

***Net Effect:***

The FY21 Proposed Budget projects revenues of \$119.9 million with budgeted expenditures and mandatory transfers of \$123.7 million, which results in a projected budget shortfall of \$3.8 million.

The University administration is considering the following to reduce or eliminate the shortfall:

- CARES Act funding
- Voluntary Separation Incentive Program
- Other operational costs

**Proposed Implementation Date:** July 1, 2020

**Item Details:** See attachment.

**MOTION: To approve Tennessee State University's Estimated Budget for Fiscal Year 2019-2020 and the Proposed Budget for Fiscal Year 2020-2021, as contained in the Board materials for the Board's June 18, 2020, meeting.**

**TENNESSEE STATE UNIVERSITY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**  
**JULY 2020-21 ORIGINAL BUDGET**

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Unrestricted Current Fund Balances at Beginning of Period:</b>				
0505 Allocation for Encumbrances	\$ 4,233,292	\$ 4,225,400	\$ 4,225,400	\$ 27,500
0510 Allocation for Working Capital	5,910,700	4,252,900	4,252,900	83,700
0515 Special Allocations	6,296,242	6,489,100	6,489,100	5,316,100
0520 Unallocated Balance	(11,232,428)	(9,759,600)	(9,759,600)	-
Total Balances	<u>5,207,806</u>	<u>5,207,800</u>	<u>5,207,800</u>	<u>5,427,300</u>
<b>Revenues</b>				
<b>A. Educational and General</b>				
1005 Tuition and Fees	76,078,576	68,667,200	69,545,700	66,242,200
1015 State Appropriations	39,342,738	42,768,900	42,768,900	41,594,700
1025 Federal Grants and Contracts	2,543,685	2,500,000	3,700,000	6,500,000
1030 State Grants and Contracts	27,769	33,000	33,000	33,000
1035 Local Gifts, Grants and Contracts	-	-	-	-
1040 Private Gifts, Grants and Contracts	45,895	47,000	47,000	47,000
1045 Foundation Gifts	25,000	25,000	25,000	25,000
1050 Sales & Services of Educ. Depts.	109,946	124,300	84,300	84,300
1055 Sales & Services of Other Activities	4,829,156	5,157,200	4,261,200	4,625,100
1060 Other Sources	<u>1,587,167</u>	<u>4,732,200</u>	<u>730,000</u>	<u>730,000</u>
Total Educ. & General	<u>124,589,932</u>	<u>124,054,800</u>	<u>121,195,100</u>	<u>119,881,300</u>
<b>B. Sales/Svs Aux Enterprises</b>				
1505 B. Sales/Svs Aux Enterprises	<u>26,240,206</u>	<u>26,420,300</u>	<u>24,023,800</u>	<u>24,199,100</u>
Total Revenues	<u>\$150,830,138</u>	<u>\$ 150,475,100</u>	<u>\$ 145,218,900</u>	<u>\$ 144,080,400</u>

## TENNESSEE STATE UNIVERSITY

## SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

## JULY 2020-21 ORIGINAL BUDGET

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Expenditures</b>				
<b>A. Education &amp; General Expenditures</b>				
2000 Instruction	\$ 57,565,688	\$ 61,271,300	\$ 62,550,600	\$ 61,787,000
2500 Research	2,191,593	2,564,300	2,635,600	2,247,600
3000 Public Service	1,347,667	1,368,200	1,525,200	1,433,300
3500 Academic Support	9,324,348	11,051,200	10,852,400	10,379,800
4000 Student Services	17,016,285	16,374,400	16,292,100	16,723,600
4500 Institutional Support	12,710,012	12,329,000	12,341,000	9,853,500
5000 Operation & Maint. of Plant	16,600,941	14,193,800	15,352,500	13,819,100
5500 Scholarships & Fellowships	9,533,206	11,348,700	11,348,700	4,982,200
Educ. & Gen. Expenditures	<u>126,289,739</u>	<u>130,500,900</u>	<u>132,898,100</u>	<u>121,226,100</u>
<b>Mandatory Transfers</b>				
6005 Principal & Interest	<u>2,474,017</u>	<u>1,368,900</u>	<u>2,474,000</u>	<u>2,474,000</u>
Total Mandatory Transfers	<u>2,474,017</u>	<u>1,368,900</u>	<u>2,474,000</u>	<u>2,474,000</u>
<b>Non-Mandatory Transfers for:</b>				
6505 Transfers from Unexpended Plant Fund	(4,174,991)	(5,305,500)	(14,396,500)	(3,788,300)
6507 Transfers to Renewal and Replacement	110,000	-	-	-
6510 Other Transfers	(108,833)	(3,000,000)	-	-
6511 Transfers to Unexpended Plant Fund	-	-	-	-
6512 Transfers from Renewal and Replacement	-	-	-	-
Total Non-Mandatory Transfers	<u>(4,173,824)</u>	<u>(8,305,500)</u>	<u>(14,396,500)</u>	<u>(3,788,300)</u>
Total Education and General	<u>\$124,589,932</u>	<u>\$ 123,564,300</u>	<u>\$ 120,975,600</u>	<u>\$ 119,911,800</u>

**TENNESSEE STATE UNIVERSITY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**  
**JULY 2020-21 ORIGINAL BUDGET**

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>B. Auxiliary Enterprises Expenditures</b>				
7005 Auxiliary Enterprises Expenditures	\$ 21,191,860	\$ 20,676,100	\$ 21,445,700	\$ 20,859,900
<b>Mandatory Transfers for:</b>				
7505 Principal and Interest	1,852,710	1,783,200	1,783,200	1,783,200
Total Mandatory Transfers	<u>1,852,710</u>	<u>1,783,200</u>	<u>1,783,200</u>	<u>1,783,200</u>
<b>Non-Mandatory Transfers for:</b>				
8005 Transfers to Unexpended Plant Fund	1,853,692	3,000,000	-	706,000
8007 Transfers to Renewal and Replacement	1,341,944	961,000	794,900	850,000
8012 Transfers from Renewal and Replacement	-	-	-	-
8015 Transfers from Other Funds	-	-	-	-
Total Non-Mandatory Transfers	<u>3,195,636</u>	<u>3,961,000</u>	<u>794,900</u>	<u>1,556,000</u>
Total Auxiliary Enterprises	<u>26,240,206</u>	<u>26,420,300</u>	<u>24,023,800</u>	<u>24,199,100</u>
Total Expenditures & Transfers	<u>\$150,830,138</u>	<u>\$ 149,984,600</u>	<u>\$ 144,999,400</u>	<u>\$ 144,110,900</u>
<b>Unrestricted Current Fund Balances</b>				
<b>at End of Period:</b>				
8505 Allocation for Encumbrances	4,225,382	27,500	27,500	28,200
8510 Allocation for Working Capital	4,252,897	83,700	83,700	84,100
8515 Special Allocations	6,489,125	5,587,100	5,316,100	5,284,500
8520 Unallocated Balance	<u>(9,759,598)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Balances	<u>\$ 5,207,806</u>	<u>\$ 5,698,300</u>	<u>\$ 5,427,300</u>	<u>\$ 5,396,800</u>

## SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Unrestricted Current Fund Balances at Beginning of Period:</b>				
0505 Allocation for Encumbrances	\$ 102,076	\$ 124,200	\$ 124,200	\$ 79,700
0510 Allocation for Working Capital	-	-	-	40,000
0515 Special Allocations	18,246	18,600	18,600	28,600
0520 Unallocated Balance	558,304	556,900	556,900	-
Total Balances	<u>\$ 678,626</u>	<u>\$ 699,700</u>	<u>\$ 699,700</u>	<u>\$ 148,300</u>
<b>Revenues</b>				
<b>A. Educational and General</b>				
1015 State Appropriations	\$ 619,400	\$ 1,429,200	\$ 1,429,200	\$ 1,442,100
Total Revenues	<u>\$ 619,400</u>	<u>\$ 1,429,200</u>	<u>\$ 1,429,200</u>	<u>\$ 1,442,100</u>
<b>Expenditures</b>				
<b>A. Education &amp; General Expenditures</b>				
2500 Research	\$ 598,324	\$ 1,983,000	\$ 1,980,600	\$ 1,434,200
Educ. & Gen. Expenditures	<u>598,324</u>	<u>1,983,000</u>	<u>1,980,600</u>	<u>1,434,200</u>
Total Education and General	<u>\$ 598,324</u>	<u>\$ 1,983,000</u>	<u>\$ 1,980,600</u>	<u>\$ 1,434,200</u>
<b>Non-Mandatory Transfers for:</b>				
6505 Transfers to Unexpended Plant Fund	\$ -	\$ -	\$ -	\$ -
6507 Transfers to Renewal and Replacement				
6510 Other Transfers			-	-
6511 Transfers from Unexpended Plant Fund				
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Expenditures & Transfers	<u>\$ 598,324</u>	<u>\$ 1,983,000</u>	<u>\$ 1,980,600</u>	<u>\$ 1,434,200</u>
<b>Unrestricted Current Fund Balances at End of Period:</b>				
8505 Allocation for Encumbrances	\$ 124,248	\$ 77,300	\$ 79,700	\$ 80,100
8510 Allocation for Working Capital	-	40,000	40,000	40,000
8515 Special Allocations	18,582	28,600	28,600	36,100
8520 Unallocated Balance	556,872	-	-	-
Total Balances	<u>\$ 699,702</u>	<u>\$ 145,900</u>	<u>\$ 148,300</u>	<u>\$ 156,200</u>

**TENNESSEE STATE UNIVERSITY**  
**INSTITUTE OF AGRICULTURAL & ENVIRONMENTAL RESEARCH**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Unrestricted Current Fund Balances at Beginning of Period:</b>				
0505 Allocation for Encumbrances	\$ 402,969	\$ 111,100	\$ 111,100	\$ 325,300
0510 Allocation for Working Capital	-	-	-	100,000
0515 Special Allocations	106,251	108,400	108,400	143,200
0520 Unallocated Balance	<u>1,995,198</u>	<u>3,501,100</u>	<u>3,501,100</u>	<u>-</u>
Total Balances	<u>\$ 2,504,418</u>	<u>\$ 3,720,600</u>	<u>\$ 3,720,600</u>	<u>\$ 568,500</u>
<b>Revenues</b>				
<b>A. Educational and General</b>				
1015 State Appropriations	\$ 3,613,700	\$ 4,771,800	\$ 4,771,800	\$ 4,806,600
Total Revenues	<u>\$ 3,613,700</u>	<u>\$ 4,771,800</u>	<u>\$ 4,771,800</u>	<u>\$ 4,806,600</u>
<b>Expenditures</b>				
<b>A. Education &amp; General Expenditures</b>				
2500 Research	\$ 2,397,458	\$ 6,949,700	\$ 7,923,900	\$ 4,804,100
Educ. & Gen. Expenditures	<u>\$ 2,397,458</u>	<u>\$ 6,949,700</u>	<u>\$ 7,923,900</u>	<u>\$ 4,804,100</u>
<b>Non-Mandatory Transfers for:</b>				
6505 Transfers to Unexpended Plant Fund	\$ -	\$ 1,000,000	\$ -	\$ -
6507 Transfers to Renewal and Replacement	-	-	-	-
6510 Other Transfers	-	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-	-
6512 Transfers from Renewal and Replacement	-	-	-	-
6515 Transfers from Other Funds	-	-	-	-
Total Non-Mandatory Transfers	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>
Total Education and General	<u>2,397,458</u>	<u>7,949,700</u>	<u>7,923,900</u>	<u>4,804,100</u>
Total Expenditures & Transfers	<u>\$ 2,397,458</u>	<u>\$ 7,949,700</u>	<u>\$ 7,923,900</u>	<u>\$ 4,804,100</u>
8405 Prior Period Adjustments	-	-	-	-
<b>Unrestricted Current Fund Balances at End of Period:</b>				
8505 Allocation for Encumbrances	\$ 111,141	\$ 323,400	\$ 325,300	\$ 326,800
8510 Allocation for Working Capital	-	100,000	100,000	100,000
8515 Special Allocations	108,411	119,300	143,200	144,200
8520 Unallocated Balance	<u>3,501,108</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Balances	<u>\$ 3,720,660</u>	<u>\$ 542,700</u>	<u>\$ 568,500</u>	<u>\$ 571,000</u>



**TENNESSEE STATE UNIVERSITY**  
**INSTITUTE OF AGRICULTURAL & ENVIRONMENTAL RESEARCH**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Unrestricted Current Fund Balances at Beginning of Period:</b>				
0505 Allocation for Encumbrances	\$ 402,969	\$ 111,100	\$ 111,100	\$ 325,300
0510 Allocation for Working Capital	-	-	-	100,000
0515 Special Allocations	106,251	108,400	108,400	143,200
0520 Unallocated Balance	<u>1,995,198</u>	<u>3,501,100</u>	<u>3,501,100</u>	<u>-</u>
Total Balances	<u>\$ 2,504,418</u>	<u>\$ 3,720,600</u>	<u>\$ 3,720,600</u>	<u>\$ 568,500</u>
<b>Revenues</b>				
<b>A. Educational and General</b>				
1015 State Appropriations	\$ 3,613,700	\$ 4,771,800	\$ 4,771,800	\$ 4,806,600
Total Revenues	<u>\$ 3,613,700</u>	<u>\$ 4,771,800</u>	<u>\$ 4,771,800</u>	<u>\$ 4,806,600</u>
<b>Expenditures</b>				
<b>A. Education &amp; General Expenditures</b>				
2500 Research	\$ 2,397,458	\$ 6,949,700	\$ 7,923,900	\$ 4,804,100
Educ. & Gen. Expenditures	<u>\$ 2,397,458</u>	<u>\$ 6,949,700</u>	<u>\$ 7,923,900</u>	<u>\$ 4,804,100</u>
<b>Non-Mandatory Transfers for:</b>				
6505 Transfers to Unexpended Plant Fund	\$ -	\$ 1,000,000	\$ -	\$ -
6507 Transfers to Renewal and Replacement	-	-	-	-
6510 Other Transfers	-	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-	-
6512 Transfers from Renewal and Replacement	-	-	-	-
6515 Transfers from Other Funds	-	-	-	-
Total Non-Mandatory Transfers	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>
Total Education and General	<u>2,397,458</u>	<u>7,949,700</u>	<u>7,923,900</u>	<u>4,804,100</u>
Total Expenditures & Transfers	<u>\$ 2,397,458</u>	<u>\$ 7,949,700</u>	<u>\$ 7,923,900</u>	<u>\$ 4,804,100</u>
8405 Prior Period Adjustments	-	-	-	-
<b>Unrestricted Current Fund Balances at End of Period:</b>				
8505 Allocation for Encumbrances	\$ 111,141	\$ 323,400	\$ 325,300	\$ 326,800
8510 Allocation for Working Capital	-	100,000	100,000	100,000
8515 Special Allocations	108,411	119,300	143,200	144,200
8520 Unallocated Balance	<u>3,501,108</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Balances	<u>\$ 3,720,660</u>	<u>\$ 542,700</u>	<u>\$ 568,500</u>	<u>\$ 571,000</u>

**TENNESSEE STATE UNIVERSITY  
COOPERATIVE EXTENSION  
SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Unrestricted Current Fund Balances at Beginning of Period:</b>				
0505 Allocation for Encumbrances	\$ 305,440	\$ 248,600	\$ 248,600	\$ 312,100
0510 Allocation for Working Capital		-	-	171,000
0515 Special Allocations	105,300	108,300	108,300	113,000
0520 Unallocated Balance	<u>2,697,982</u>	<u>1,895,900</u>	<u>1,895,900</u>	<u>-</u>
Total Balances	<u>\$ 3,108,722</u>	<u>\$ 2,252,800</u>	<u>\$ 2,252,800</u>	<u>\$ 596,100</u>
<b>Revenues</b>				
<b>A. Educational and General</b>				
1015 State Appropriations	\$ 3,610,200	\$ 3,703,500	\$ 3,703,500	\$ 3,764,600
Total Revenues	<u>\$ 3,610,200</u>	<u>\$ 3,703,500</u>	<u>\$ 3,703,500</u>	<u>\$ 3,764,600</u>
<b>Expenditures</b>				
<b>A. Education &amp; General Expenditures</b>				
3000 Public Service	\$ 4,126,118	\$ 5,363,700	\$ 5,360,200	\$ 3,760,200
Educ. & Gen. Expenditures	<u>\$ 4,126,118</u>	<u>\$ 5,363,700</u>	<u>\$ 5,360,200</u>	<u>\$ 3,760,200</u>
<b>Non-Mandatory Transfers for:</b>				
6505 Transfers to Unexpended Plant Fund	\$ 340,000	\$ -	\$ -	\$ -
6507 Transfers to Renewal and Replacement	-	-	-	-
6510 Other Transfers	-	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-	-
6512 Transfers from Renewal and Replacement	-	-	-	-
6515 Transfers from Other Funds	-	-	-	-
Total Non-Mandatory Transfers	<u>340,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Education and General	<u>4,466,118</u>	<u>5,363,700</u>	<u>5,360,200</u>	<u>3,760,200</u>
Total Expenditures & Transfers	<u>\$ 4,466,118</u>	<u>\$ 5,363,700</u>	<u>\$ 5,360,200</u>	<u>\$ 3,760,200</u>
8405 Prior Period Adjustments	-	-	-	-
<b>Unrestricted Current Fund Balances at End of Period:</b>				
8505 Allocation for Encumbrances	\$ 248,625	\$ 311,300	\$ 312,100	\$ 313,400
8510 Allocation for Working Capital	-	170,200	171,000	172,300
8515 Special Allocations	108,306	111,100	113,000	114,800
8520 Unallocated Balance	<u>1,895,873</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Balances	<u>\$ 2,252,804</u>	<u>\$ 592,600</u>	<u>\$ 596,100</u>	<u>\$ 600,500</u>

**TENNESSEE STATE UNIVERSITY  
FORESTRY**

**SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED**

	Actual 2018-19	October Budget 2019-20	Estimated Budget 2019-20	July Budget 2020-21
<b>Unrestricted Current Fund Balances at Beginning of Period:</b>				
0505 Allocation for Encumbrances	\$ 2,832	\$ -	\$ -	\$ 5,000
0515 Special Allocations	5,799	5,900	5,900	7,000
0520 Unallocated Balance	696,394	724,300	724,300	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Balances	<u>\$ 705,025</u>	<u>\$ 730,200</u>	<u>\$ 730,200</u>	<u>\$ 12,000</u>
<b>Revenues</b>				
<b>A. Educational and General</b>				
1015 State Appropriations	\$ 196,200	\$ 198,900	\$ 198,900	\$ 202,100
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Revenues	<u>\$ 196,200</u>	<u>\$ 198,900</u>	<u>\$ 198,900</u>	<u>\$ 202,100</u>
<b>Expenditures</b>				
<b>A. Education &amp; General Expenditures</b>				
2500 Research	\$ 171,068	\$ 916,100	\$ 917,100	\$ 201,700
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Educ. & Gen. Expenditures	<u>171,068</u>	<u>916,100</u>	<u>917,100</u>	<u>201,700</u>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Education and General	<u>171,068</u>	<u>916,100</u>	<u>917,100</u>	<u>201,700</u>
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Expenditures & Transfers	<u>\$ 171,068</u>	<u>\$ 916,100</u>	<u>\$ 917,100</u>	<u>\$ 201,700</u>
8405 Prior Period Adjustments				
<b>Unrestricted Current Fund Balances at End of Period:</b>				
8505 Allocation for Encumbrances	\$ -	\$ 5,000	\$ 5,000	\$ 5,300
8515 Special Allocations	5,886	8,000	7,000	7,100
8520 Unallocated Balance	724,271	-	-	-
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
Total Balances	<u>\$ 730,157</u>	<u>\$ 13,000</u>	<u>\$ 12,000</u>	<u>\$ 12,400</u>

**Tennessee State University**

**Board of Trustees**



**Report on Composite  
Financial Index**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 18, 2020

ITEM: Finance and Budget Committee Report on Composite Financial Index

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Stephen Corbeil

The return on net assets ratio measures total economic return during the fiscal year. This measure is similar to the return on equity ratio used in examining for profit concerns and answers the questions, “Are they better off financially than they were a year ago” and “Does financial asset performance support the strategic direction of the institution?” While investments in plant, a capital campaign, or a poor stock market can all create year to year volatility in this measure, the trend over time should be positive.

The net operating revenues ratio indicates an operating surplus or deficit in the given fiscal year. A positive ratio indicates that the institution experienced an operating surplus for the year. This ratio is similar to a profit margin and answers the questions, “Did they balance operating expenses with available revenue” and “Do the operating results indicate that the institution is living within available resources?” Depreciation expense is included to reflect the use of physical assets in measuring operating performance.

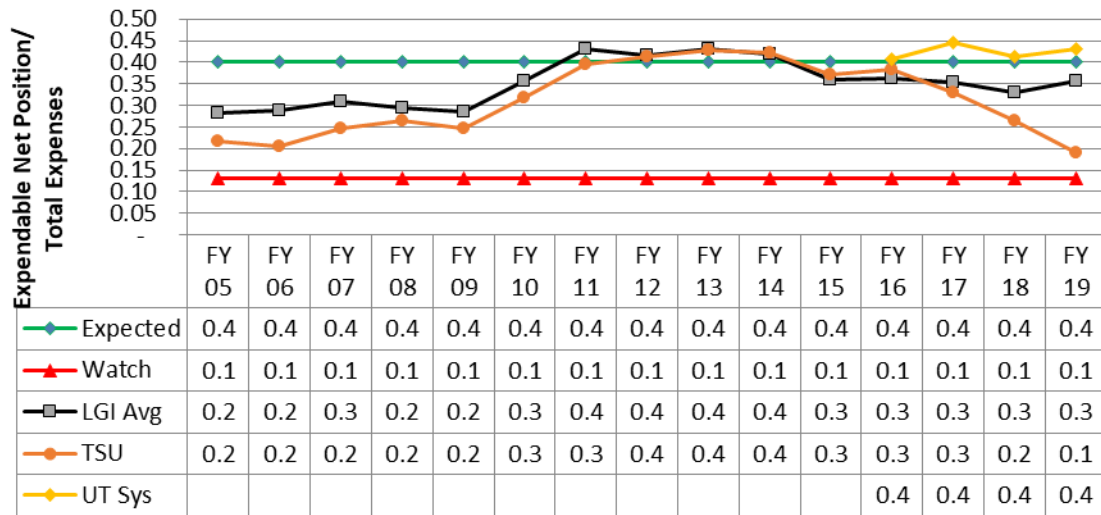
The primary reserve ratio measures financial strength and flexibility by comparing expendable net assets to total expenses. This measure answers the question, “How long can the institution survive without additional net assets generated by operating revenue?”

The viability ratio measures the financial health of the institution by comparing total expendable net assets to total current and non-current liabilities. This ratio is similar to a coverage ratio used in the private sector to indicate the ability of an organization to cover its long term debt from readily available resources and answers the questions, “How much of their debt can the institution pay off with existing resources” and “Is debt managed strategically to advance the institution's mission”.

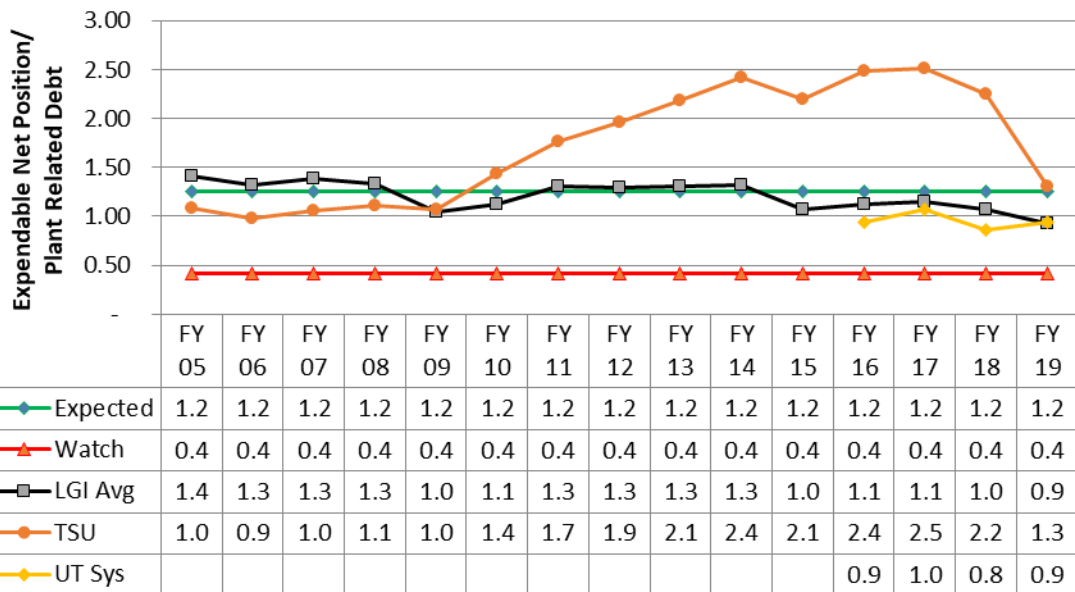
After their calculation, these four ratios are combined to deliver a single measure of the overall financial health of the institution. By blending these four core financial ratios into one metric, a more balanced view of the institution’s finances is provided since weakness in one measure can be offset by strength in another. Additionally, measuring the index over time provides a glimpse as to the progress institutions are making toward achieving financial goals.

**Item Details:** See attachment.

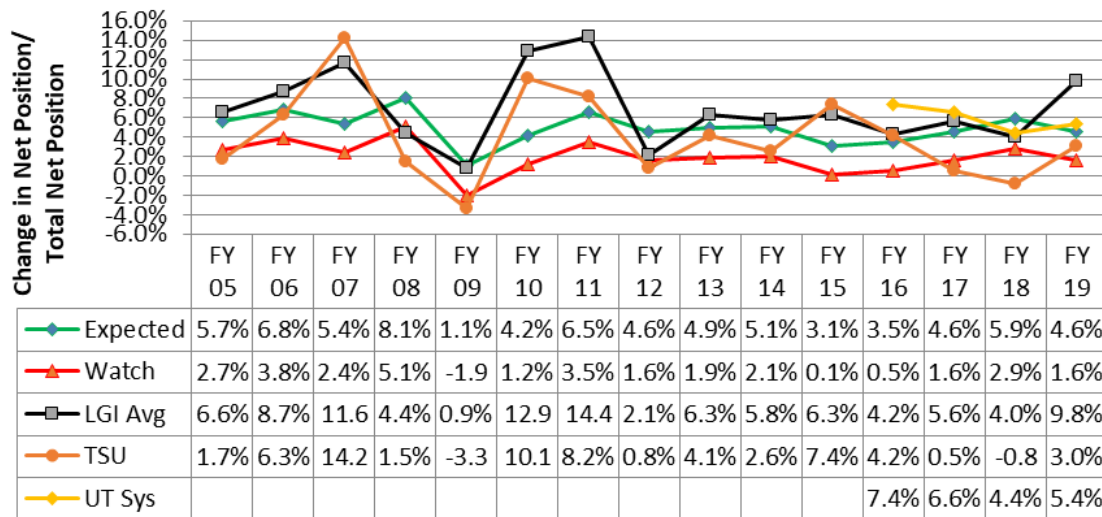
## Primary Reserve Ratio



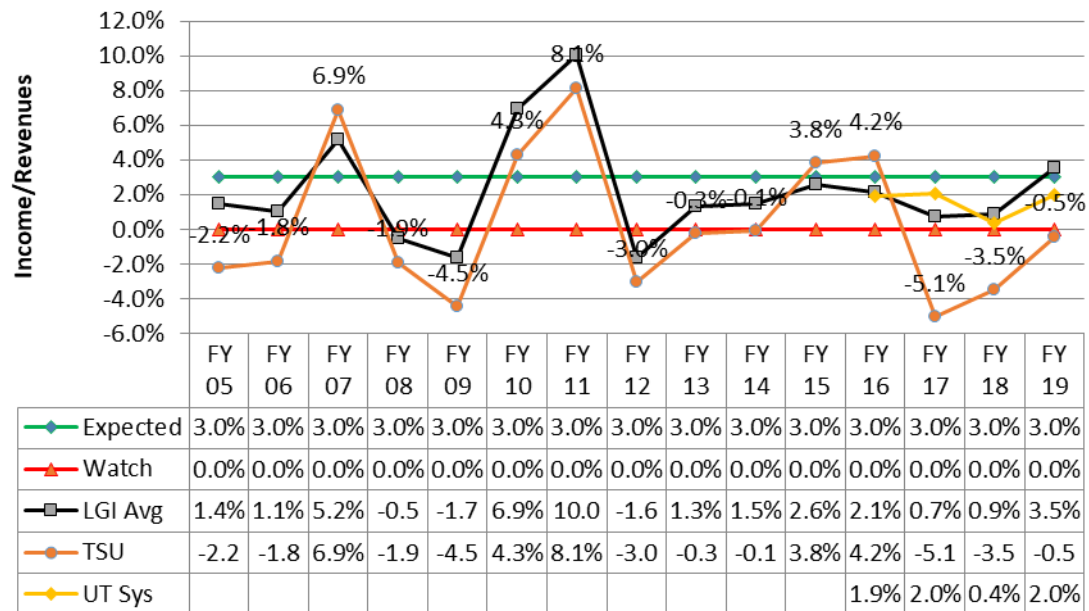
## Viability Ratio



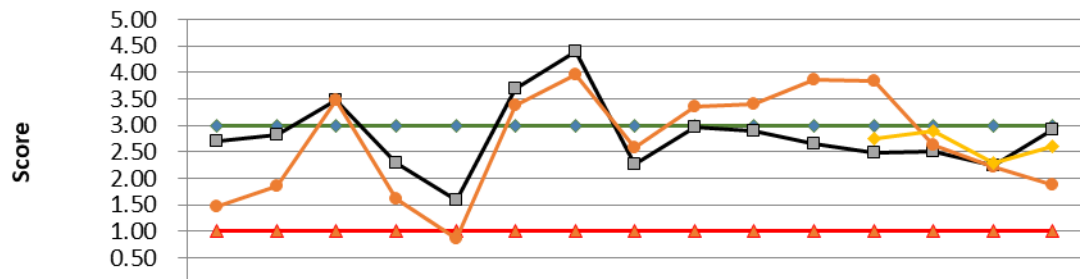
## Return on Net Assets Ratio



## Net Operating Revenues Ratio



## Composite Financial Index



	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
Expected	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Watch	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
LGI Avg	2.6	2.8	3.4	2.2	1.5	3.7	4.4	2.2	2.9	2.9	2.6	2.4	2.5	2.2	2.9
TSU	1.4	1.8	3.4	1.6	0.8	3.3	3.9	2.5	3.3	3.4	3.8	3.8	2.6	2.2	1.8
UT Sys												2.7	2.9	2.2	2.6



**Tennessee State University  
Board of Trustees**



**Report on Voluntary  
Separation Plan**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: June 18, 2020

ITEM: Report on Voluntary Separation Plan

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The President and/or designee will provide a report on the planned implementation of a voluntary separation plan.

**Tennessee State University**  
**Board of Trustees**



**Finance and Budget Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 18, 2020

ITEM: Finance and Budget Report

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a Financial and Budget report. The report is included in the June 18, 2020, Board materials.

**COVID-19 Impact:**

Due to the COVID-19 pandemic, the university decided, as a measure of safety, to have students return to their homes on March 21, 2020. The students that left campus received refunds for their room and board for the period of March 21<sup>st</sup> through May 1, 2020.

The university received \$3.6 million from the CARES Act to distribute to eligible students. Approximately \$3.1 million has been provided to undergraduate and graduate students. The remaining \$500,000 is available to eligible students that have experienced hardships. A second part of the CARES Act provided an additional \$3.6 million, which enables institutions to reimburse themselves for certain expenses incurred and revenue losses due to the Pandemic. The university is applying approximately \$2.4 million of those funds to reimburse itself for the room and board refunds paid to students.

The University was also awarded \$16.2 million to assist HBCUs as a result of COVID-19. A plan of how these funds will best utilized is in the process of being developed.

**Facilities Assessments:**

The electrical grid assessment is nearing completion and is expected to be completed by June 30, 2020. The university experienced two electrical outages that raised the awareness of repairs needed in the electrical grid. During the assessment any repairs that requires immediate attention and are safety concerns are being addressed immediately. All other items will be included in a report and assessed a dollar value so that proper repairs can be made at the appropriate time. The State is allocating \$5 million to assist with improvements. These dollars will be available for Fiscal year 2021 beginning July 1, 2020.

The university has contracted to have a comprehensive facility assessment of all buildings on campus. This assessment is for all residence halls, academic and administrative buildings. This will allow facilities management and the administration to establish strategic priorities related to the needs of facilities. This roadmap will create any opportunity to efficiently use limited resources and make more strategic funding requests.

**Financial Statements:**

Unaudited Financial Statements for the Fiscal Year Ending June 30, 2019 and Interim Statements for the Period Ending April 30, 2020 are attached for informational purposes. Statements included are the Statement of Revenues, Expenses and Changes in Net Position and the Statement of Net Position. (See attachments)

**TENNESSEE STATE UNIVERSITY**  
**Unaudited Comparative Statement of Net Position**

	<u>4/30/2020</u>	<u>6/30/2019</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 60,319,511.46	\$ 51,346,406.17
Investments	15,792,929.91	17,438,627.28
Receivables (net)	61,932,279.79	28,891,860.91
Inventories (at lower of cost or market)	34,885.88	34,885.88
Accrued interest receivable	1,595,922.96	1,595,922.96
Net pension asset	570,905.00	570,905.00
Capital assets (net)	171,256,068.32	170,069,314.36
<b>Total Assets</b>	<u>\$ 311,502,503.32</u>	<u>\$ 269,947,922.56</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Deferred loss on debt refunding	623,602.44	623,602.44
Deferred outflows related to pensions	9,785,148.10	9,785,148.10
Other deferred outflows of resources	2,973,348.00	2,973,348.00
<b>Total Deferred Outflows of Resources</b>	<u>\$ 13,382,098.54</u>	<u>\$ 13,382,098.54</u>
<b>LIABILITIES</b>		
Liabilities (AP, Accrued, Due To)	\$ 35,040,291.58	\$ 16,334,033.62
Unearned revenue	1,679,374.70	4,425,234.14
Compensated absences	7,058,867.68	7,058,867.68
Accrued interest payable	133,905.10	133,905.10
Deposits held in custody for others	712,093.90	683,447.13
Accounts payable	14,282,898.00	14,282,898.00
Net OPEB Obligation	18,912,435.00	18,912,435.00
Long term liabilities	29,723,064.91	29,723,064.91
Due to grantors	3,318,094.93	3,318,094.93
<b>Total Liabilities</b>	<u>\$ 110,861,025.80</u>	<u>\$ 94,871,980.51</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Deferred inflows related to pensions	1,486,904.00	1,486,904.00
Other deferred inflows of resources	966,480.00	966,480.00
<b>Total Deferred Inflows of Resources</b>	<u>\$ 2,453,384.00</u>	<u>\$ 2,453,384.00</u>

**TENNESSEE STATE UNIVERSITY**  
**Unaudited Comparative Statement of Net Position**

	<u>4/30/2020</u>	<u>6/30/2019</u>
<b>NET POSITION</b>		
Invested in capital assets net of related debt	\$ 142,156,605.85	\$ 140,969,851.89
Nonexpendable:		
Scholarships and fellowships	354,694.77	354,694.77
Total Nonexpendable	<u>354,694.77</u>	<u>354,694.77</u>
Expendable:		
Scholarships and fellowships	445,013.10	438,749.58
Research	819,192.31	819,232.31
Instructional department uses	1,395,781.12	1,369,779.57
Loans	796,805.70	785,261.98
Capital projects	1,024,889.81	1,024,889.81
Debt service	0.00	0.00
Pensions	570,905.00	570,905.00
Other	1,287,050.72	1,183,325.31
Total Expendable	<u>6,339,637.76</u>	<u>6,192,143.56</u>
Total Restricted	\$ 6,694,332.53	\$ 6,546,838.33
Agriculture Match Accounts	10,029,568.28	7,403,323.60
Other E & G	52,689,685.40	31,084,642.77
Total Unrestricted	<u>62,719,253.68</u>	<u>38,487,966.37</u>
<b>Total Net Position</b>	<b>\$ 211,570,192.06</b>	<b>\$ 186,004,656.59</b>

# TENNESSEE STATE UNIVERSITY

## Unaudited Statement of Revenues, Expenses, and Changes in Net Position For the Period Ended April 30, 2020, with comparative figures for the year ended June 30, 2019

REVENUES	2020	2019
Student tuition and fees (net of scholarship allowances)	51,150,859.09	51,158,510.37
State appropriations	46,669,888.85	54,342,427.73
Governmental grants and contracts	55,344,713.05	67,208,024.66
Non-governmental grants and contracts	1,408,627.10	1,458,853.90
Sales and services of educational departments	34,772.75	109,945.86
Sales and services of other activities	4,046,375.30	4,880,460.05
Interest earned on loans to students	26,449.55	(281,615.45)
Investment income (net of expenses)	333,851.69	1,569,310.82
Auxiliary Enterprises:		
Residential Life (net of scholarship allowances)	3,864,970.35	5,332,989.37
Bookstore	1,951,816.00	2,188,051.62
Food service	9,433,098.55	10,268,670.52
Other auxiliaries	879,198.89	1,195,788.80
Other operating revenues	4,232.88	0.00
<b>Total revenue</b>	<b>175,148,854.05</b>	<b>199,431,418.25</b>
 <b>EXPENSES</b>		
Salaries and wages	74,510,276.71	90,137,700.19
Benefits	25,334,310.50	31,479,667.74
Utilities, supplies and other services	43,096,087.53	60,760,769.89
Scholarships and fellowships	6,642,643.84	7,200,989.00
Interest on capital asset - related debt	0.00	776,940.72
Other non-operating revenues (expenses)	0.00	35,747.14
Depreciation expense	0.00	6,627,649.19
<b>Total expenses</b>	<b>149,583,318.58</b>	<b>197,019,463.87</b>
Increase (decrease) in net position	25,565,535.47	2,411,954.38
 Net position - beginning of year	186,004,656.59	184,604,745.02
Prior period adjustment	0.00	(1,012,042.81)
<b>Net Position - end of year</b>	<b>211,570,192.06</b>	<b>186,004,656.59</b>



**Tennessee State University  
Board of Trustees**



**Approval of the  
Institution's Capital  
Construction Plan**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: June 18, 2020

ITEM: Approval of the Institution's Capital Construction Plan  
(Capital Outlay, Maintenance, and Disclosure Funding Requests)

RECOMMENDED ACTION: Approval by Roll Call Vote

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Stephen Corbeil

**Background Information:**

**OUTLAY REQUEST**

Upon approval by each LGI governing board, each LGI must submit a request to THEC for capital outlay projects. The Commission's recommendations for projects to be funded will be based on a prioritization process/rubric that incorporates criteria detailed in the attachment.

**MAINTENANCE REQUEST**

Each governing board is allocated a proportion of the total higher education capital maintenance request based on a formula. Each governing board, through its institution, will submit a capital budget request that contains the capital maintenance projects to be requested for each of the four planning years through FY 2023-24.

**DISCLOSED REQUEST**

Each LGI, following approval by their respective governing boards, must submit a list of all anticipated capital projects to be funded from sources other than state appropriations, such as institutional funds, auxiliary funds, and reallocation of existing capital funds, Tennessee State School Bond Authority funds, or gift funds, for FY2020-21. All construction or erections of new buildings or structures in excess of \$100,000 must be disclosed to THEC. All major maintenance projects, in which "major maintenance" is defined by State Building Commission policy 2.01.A.2. as "the repair or renovation of any building or structure or any portion thereof," in excess of \$500,000 must be disclosed to THEC.

The purpose of this agenda item is to consider for approval the Capital Outlay, Maintenance, and Disclosure projects that will be presented to THEC in September 2020.

**Proposed Implementation Date:** July 1, 2020

**Item Details:** See attachment.

**MOTION:** To approve the Capital Construction Plan, as contained in the Board materials for the Board's June 18, 2020, meeting.

# OVERALL CAPITAL MAINTENNACE PROGRAM – FUNDED PROJECTS UNDERWAY AND PROPOSED / REQUESTED 2021 – 2022)

## Funded, 2016-2017 & 2017-2018

Project Name	Cost/ Budget	Project Description	Status
Migration Plan; Health Science related relocations	\$7,860,000	<ul style="list-style-type: none"> <li>Library Upgrades – WRITE Center</li> <li>Holland upgrades – International Students</li> <li>Crouch Upgrades – Natural Science Suite</li> <li>Jackson Industrial Arts Upgrades – TBD</li> <li>Humphries – Welcome Center, TSUPD, Parking Services, Internal Audit</li> <li>Queen Washington Upgrades – Dental Program</li> </ul>	Construction Completed  Construction Completed  Construction Completed  Programming  In Design  In Design
Rudolph Cafeteria Roof	\$200,000	<ul style="list-style-type: none"> <li>Roof re-bid</li> </ul>	Bidding
Ag - Lawson Lab Renovation	\$255,083	<ul style="list-style-type: none"> <li>Space renovation</li> </ul>	Completed
Ag – Horse barn Demo / New	\$240,000	<ul style="list-style-type: none"> <li>Replace existing building with new structure</li> </ul>	On Hold - Tornado
Housing – Apts Exterior Stairs	\$400,000	<ul style="list-style-type: none"> <li>Repair / replace stairs</li> </ul>	In Construction
		<ul style="list-style-type: none"> <li></li> </ul>	

<b>Project Name</b>	<b>Cost/ Budget</b>	<b>Project Description</b>	<b>Status</b>
Avon Williams Atrium Lights	\$80,000	Replace atrium light fixtures	Contract Negotiations
Utilities / MEP – Campus Wide	\$800,000	Infrastructure repairs	In design
Electrical Upgrades – Campus Loop	\$771,000	Campus electrical loop testing and repairs	In progress
Wilson Bathroom Ventilation	\$480,000	Improvements to the bathroom ventilation systems	In Construction
Campus Security – fencing / Gates / Guard boot	\$660,000	Fencing improvement, road gates guard booth installation, exterior lighting	Bidding - Construction
Hale Elevator re-bid	\$400,000	Elevator upgrades	Bidding
HVAC Upgrades – various buildings	\$1,100,000	HVAC Upgrades at Campus Center (DDC Controls) and Strange (Boiler)	Design Development
Safety Upgrades	\$200,000	Tunnel, lighting, communication, ladder access.	Construction Documents
Exterior Envelop Upgrades	\$1,900,000	FPCC building envelop upgrades	Design Development
Perimeter Road	\$500,000	Phase A – Tigerbell street closure	Construction Documents
McCord Fire Alarm Replacement	\$150,000	Fire alarm replacement	Construction

<b>Project Name</b>	<b>Cost/ Budget</b>	<b>Project Description</b>	<b>Status</b>
McMinnville Roof / Electrical / Exterior Walls	\$550,000	Roof repairs, electrical upgrades	Construction Documents
Boswell Doors project	\$230,000	Door replacement project	In Design
Harned Hall HVAC	\$800,000	HVAC Upgrade and replacement	Design Development
Fire Alarm Upgrades – various buildings	\$705,000	Upgrade fire alarm system at Floy-Payne Campus Center, Crouch, Love	Bidding
Electrical Upgrades – various buildings	\$1,205,000	Electrical upgrades at Torrence, Love, Library, Humphries, Crouch, Clay, and Goodwill Manor.	In Design
Power Plant Upgrades	\$1,111,000	Cooling tower replacement	Construction
LRC Roof Replacement	\$56,000	West side roof replacement	Bidding
HPSS Grant / Gentry Upgrades	\$250,000	HPSS Lab Renovation	Schematic Design
ADA Upgrades	\$75,000	Pool upgrades, Gentry exterior	Construction Documents
New ADA Project	\$190,000	Kean Hall sidewalk, ADA parking, Signage, Pool lift, chair lift at Gentry Stage,	In Design

**Funded, 2020-2021**

<b>Project Name</b>	<b>Cost/ Budget</b>	<b>Project Description</b>	<b>Status</b>
Strange Roof Replacement	\$456,500	Roof replacement	Architect Selection
Electrical Upgrade – Campus Loop	\$5,000,000 (Supplemental Funding)	Continuation of the Campus Electrical System upgrades	Programming

**Funding Request - 2021-2022**

<b>Project Name</b>	<b>Cost/ Budget</b>	<b>Project Description</b>	<b>Status</b>
Building Envelop Upgrades – Phase II	\$1,900,00	Phase II – Upgrade Gentry Center Exterior Metal panels	Request
HVAC Upgrades – Phase II (Revised)	\$2,066,000	Phase II – Upgrade Gentry Center HVAC System	Request
Electrical Upgrade – Phase II	\$1,000,000	Phase II – Campus Electrical Loop Upgrade	Request
Boyd Roof Replacement	\$400,000	Replace existing roof	Request
Power Plant Equipment and Lighting Upgrades – Phase II (Revised)	\$2,000,000	Phase II – Pumps, Controls, VFD (Variable Frequency Drives), Lighting, etc.	Request

**PREVIOUS CAPITAL OUTLAY PROJECTS**

<b>Project Name</b>	<b>Cost/ Budget</b>	<b>Project Description</b>	<b>Status</b>
New Residence Hall	\$75,200,000	New 700 bead residence hall	In Construction
New Health center Facility	\$44,255,000	New facility to house Health Science Programs	In Construction
Ag. Food Science research Facility	\$10,000,000	New research facility to support Agriculture research	Bidding

**Tennessee State University  
Board of Trustees**



**Report on Metro Nashville  
Davidson County  
Mitigation Plan**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 18, 2020

ITEM: Report on Metro Nashville Davidson County Mitigation Plan

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Stephen Corbeil

The President and/or her designee will provide a report on the Metro Nashville Davidson County Mitigation Plan.

**Tennessee State University**

**Board of Trustees**



**Update on Enrollment,  
Marketing and Student  
Recruitment Plan**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 18, 2020

ITEM: Update on Enrollment, Marketing and Student  
Recruitment Plan

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

Commencing at the November 15, 2018, Board meeting, the University has presented a report on enrollment, marketing and student recruitment efforts related to its plan regarding the same. The attachment provides an update on the University's efforts with respect to the plan.

# Strategic Enrollment, Recruitment and Marketing Plan Update – JUNE 18, 2020

## *Efforts that have occurred March 12 – May 20, 2020*

GOAL	EFFORTS – (COMPLETED)	RESULTS	NEXT STEPS																																																
<b>STRATEGIC OUTREACH</b> <ul style="list-style-type: none"><li>▪ Increase high school visits and become more visible at events in Metro Nashville Public Schools, Shelby County Schools, Hamilton County Schools and Clarksville-Montgomery County and communities.</li><li>▪ Increase recruitment outreach in the Birmingham, Montgomery, Mobile and Huntsville, Alabama area; Northern Mississippi area; Atlanta, GA area; St. Louis, MO area; Indianapolis, IN area; Louisville, KY areas through special events, mailers, emails and digital campaigns.</li><li>▪ Conduct special recruitment receptions for high achieving high school seniors in primary markets.</li><li>▪ Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.</li><li>▪ Ensure that faculty, support staff, student organizations and auxiliary departments are involved in recruitment initiatives, i.e. <i>Chat with the Deans, Recruitment Receptions, Preview Days, Campus Town Halls/Recruitment Info Sessions.</i></li><li>▪ Improve Annual Preview Days and host new mini-preview days and general recruitment receptions</li><li>▪ Assign each student to a recruitment advisor who will be in continuous contact with prospective students throughout the recruitment cycle.</li><li>▪ Begin outreach to selected middle school populations to increase awareness and early brand loyalty.</li><li>▪ Increase dual enrollment courses with high school seniors</li><li>▪ Coding camp partnership with Apple, Inc. and other technology partners</li><li>▪ Increase the number of 2+2 programs offered by TSU.</li><li>▪ Unveil the new Dual Admissions campaign to the middle Tennessee community college campuses.</li><li>▪ Proactively communicate recruitment, outreach and admissions goals and strategies to the broader business and government communities in order to gain support for recruitment efforts.</li><li>○</li><li>▪ Initiate a marketing and communication campaign targeted to the Nashville Gulch community.</li></ul>	<ul style="list-style-type: none"><li>• Increased high school and college fair visits. We attended 144 events from January 2020 – current. Due to COVID 19, we completed 48 of the recruitment events virtually. Our virtual events were viewed globally and helped us continue our recruitment efforts during the pandemic. Some of the virtual events were private to target students who have already shown interest in TSU.</li><li>• Offered same day admission at in-person recruitment events and collected documents to quickly admit qualified candidates.</li><li>• President and Interim Vice President of Academic Affairs gave special presentation during Preview Day Live (a virtual open house) to share highlights, research, and recent developments among faculty and departments to enhance recruitment efforts (April 2020).</li><li>• Hosted all new TSU Signing Day events to celebrate admits for choosing TSU.</li><li>• Streamlined the receipt of documentation from counselors and school officials to timely process student records and admit students.</li><li>• Hosted fall 2020 admitted student conversations with the Deans, Tiger Tour Guides, Recruitment team, and Office of First Year Programs bi-weekly through social media and was able to create an organic student led admitted student Facebook group. The group is active and currently has over 800 members.</li><li>• Purchased leads from the College Board and uploaded them to timely process decisions. These leads are first time freshmen juniors and seniors that have completed their ACT/SAT.</li><li>• Hosted over 3000 potential students, families, and guests for on-campus tours. We created a new tour welcome area and tour route. We provided students with a link to simply register for tours on the admissions website. We implemented a policy to collect applications at the start of the tour so that attendees know that they have been admitted before they depart from the campus. We provided students with a virtual campus tour due to Covid and hosted information sessions after the tour to answer questions about the campus.</li><li>• Adjusted the campus tours schedule to make every Wednesday open to middle schools begin early engagement.</li><li>• Conducted a virtual recruitment appreciation event for Shelby County School Guidance Counselors.</li><li>• Assigned a recruitment advisor to each incoming student and each admitted</li></ul>	<p>The number of students admitted at Tennessee State University has increased by 18% for Fall 2020. We have 5857 admitted students YTD, an increase of 901 students. At this time last year, we had 4956 admitted students. This increase in admitted students is highest it has been in the last four years. Students who Applied for Fall 2020 as of 5/20/20.</p> <p>Number of Admits</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>4993</td></tr><tr><td>Fall 2020</td><td>5894</td></tr></table> <p>Number of Total Applications</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>9525</td></tr><tr><td>Fall 2020</td><td>10589</td></tr></table> <p>Number of New Students who paid Housing Deposit as of 5/20/20</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>619</td></tr><tr><td>Fall 2020</td><td>742</td></tr></table> <p>Number of New Students who Registered for Orientation as of 5/20/20</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>495</td></tr><tr><td>Fall 2020</td><td>875</td></tr></table> <p>Number of HS and College Visits</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>4946</td></tr><tr><td>Fall 2020</td><td>5856</td></tr></table> <p>Number of Signed Dual Enrollment MOUs</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>1</td></tr><tr><td>Fall 2020</td><td>4</td></tr></table> <p>Number of Dual Enrollment courses offered</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>3</td></tr><tr><td>Fall 2020</td><td>8</td></tr></table> <p>Number of 2 + 2 programs offered to Community Colleges</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>4</td></tr><tr><td>Fall 2020</td><td>5</td></tr></table> <ul style="list-style-type: none"><li>• Over 2500 Views for TSU Virtual Spring Preview Day</li><li>• Over 500 middle schoolers visited campus for tours and activities.</li><li>• We are in the final contract stages with NSCC on the Joint Admission agreement. Target date for contract signing- August 2020.</li><li>• More than 1500 prospective Adult Education students were engaged</li></ul>	Year	Count	Fall 2019	4993	Fall 2020	5894	Year	Count	Fall 2019	9525	Fall 2020	10589	Year	Count	Fall 2019	619	Fall 2020	742	Year	Count	Fall 2019	495	Fall 2020	875	Year	Count	Fall 2019	4946	Fall 2020	5856	Year	Count	Fall 2019	1	Fall 2020	4	Year	Count	Fall 2019	3	Fall 2020	8	Year	Count	Fall 2019	4	Fall 2020	5	<ul style="list-style-type: none"><li>• Continue to follow up with admitted students who have not completed Intent to Enroll.</li><li>• Continue work with students with incomplete files.</li><li>• Continue to engage students who have completed Intent to Enroll.</li><li>• Summer Virtual programming for admitted students</li><li>• Virtual programming and Outreach to High School Sophomores and Juniors.</li></ul>
Year	Count																																																		
Fall 2019	4993																																																		
Fall 2020	5894																																																		
Year	Count																																																		
Fall 2019	9525																																																		
Fall 2020	10589																																																		
Year	Count																																																		
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Fall 2020	875																																																		
Year	Count																																																		
Fall 2019	4946																																																		
Fall 2020	5856																																																		
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Fall 2020	5																																																		

<p>This campaign is focused on developing relationships within the Gulch community and increasing TSU / AWC Downtown Campus brand awareness.</p> <ul style="list-style-type: none"> <li>▪ Partner with local and state government agencies on adult prospective students who have stopped out before completing degree. It is important to align employer goals and needs with degree programming offered at TSU.</li> <li>▪ Partner with corporate entities in order to engage employees and facilitate a pathway for degree attainment. It is important to align employer goals and needs with degree programming offered at TSU.</li> <li>▪ Collaborate with the Army National Guard, Army Reserve, and Operation Stand Down to engage military and veteran prospects.</li> <li>▪ Initiate a marketing campaign in conjunction with personnel from THEC overseeing the Governors Drive to 55 and Tennessee Reconnect initiatives. This campaign focuses on developing partnerships with organizations that will allow the TSU Recruiter to network and recruit adult prospective students that are 25 years of age or older.</li> </ul>	<p>student to ensure that students are assisted throughout the matriculation process.</p> <ul style="list-style-type: none"> <li>• Office of Admissions and Recruitment partnered with Dual Enrollment, the Office of International Affairs, the Athletics Office, Student Services Directors, the Disabilities Office and other departments to streamline enrollment services and alert students of the services provided by TSU.</li> <li>• Dual Enrolment completed, signed and finalized MOUs with Hamilton County and Metro Nashville Public Schools for five-years. In addition, renewal contracts for Clarksville-Montgomery County and Shelby County are in progress.</li> <li>• Developed a “Triumph Tuesday” report that was sent to high school partners via email each week to remain in contact, informed and engaged.</li> <li>• TSU currently has five(5) 2+2 programs: Volunteer State CC - Criminal Justice and Elementary Education; Motlow State CC- Criminal Justice, Agricultural Sciences and Applied &amp; Industrial Technology</li> <li>• International Student Exchange and Visitors (SEVP) approval for the Undergraduate Pathways Program (UPP) has been received. Preparations for the upcoming academic year underway.</li> <li>• OIA will now directly assist the Office of Enrollment Management with the admission process for international students.</li> <li>• Hosted (2) OIA/IEC virtual open houses conducted for prospective students.</li> <li>• The IEC Director re-connected student recruitment agents and engaged with new agents.</li> <li>• OIA/IEC continues to work with current students who are assisting potential students from their home countries yielding an increase in international student inquiries.</li> <li>• OIA collaboration with Study Tennessee to bring EducationUSA advisors to Tennessee in October. TSU is one of three Universities that will host.</li> <li>• Adult learner signage, fairs, and campaigns varied from TSU introduction meetings, partnership discovery sessions, capacity building inquires, and employer support conversations with government agencies, national guard, army reserve, and community partners. (39) communications were extended, 19 meetings held.</li> </ul>	<p>through communications/fairs and outreach regarding both the hybrid and online courses.</p> <ul style="list-style-type: none"> <li>• Military Outreach - Operation Stand Down monthly events/meetings (120 participants)</li> <li>• Military Outreach - Recruitment fairs January – March (140 participants)</li> <li>• Marketing campaigns created to support Drive to 55 and Tennessee Reconnect are: <ul style="list-style-type: none"> <li>- 154 students inquired from <a href="mailto:ASK@TNReconnect.gov">ASK@TNReconnect.gov</a>.</li> <li>- Letters mailed to 171 former students - “TN State University wants to help you Return to School”</li> <li>- E-postcard emailed to E-postcard emailed to 150 former students “ Congratulations on taking the First Step”</li> </ul> </li> <li>• Administered the second of two adult learner student satisfaction surveys (2020) concerning services at TSU.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue yield activities with adult learners</li> <li>• Continue yield activities with Veterans</li> <li>• Continue working with adult learners with incomplete files.</li> </ul>
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GOAL	EFFORTS – (COMPLETED)	RESULTS	NEXT STEPS																																												
<b>STRATEGIC COMMUNICATIONS</b> <ul style="list-style-type: none"> <li>Host virtual live events and webinars for all prospective and accepted students.</li> <li>Utilize paid social media advertisement that to market admissions deadlines, campus life, new dormitories, scholarship information, new academic standards, and academic programs, etc.</li> <li>Continue to build admissions and university social media platforms featuring campaigns and contests to increase awareness, generate leads and create community among prospective students.</li> <li>Telephone campaigns to accepted freshmen, transfers, and readmit students (also to incomplete applicants and high school senior inquiries)</li> <li>Ensure that prospective student receives timely answers to their specific concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Overall increase in social media followers of a combined 513 from Instagram, Facebook, and Twitter. Our top posts garnered a reach of 2,021 views and engaged on average 500+ clicks, shares, and likes. We have also created a Facebook Group specifically targeting the class of 2024 since the impact of COVID-19 we are still researching the results and insights of the impact of this page.</li> <li>Continue to receive leads from international student.com.</li> <li>Created weekly Dual Enrollment Free Webinars for High School Partners, such as Engaging Students Online and Navigating Systems for Counselors K-12 Teaching Online (Best Practices).</li> <li>Developed and completed the Dual Enrollment website based on TSU Media Relations guidelines</li> <li>New technology platform, People Grove, was introduced to increase engagement and build relationship with prospective students to maintain better response times to their specific concerns (April 2020) garnering.</li> </ul>	<ul style="list-style-type: none"> <li>Overall average increase 18.84% in <i>Admissions</i> Social Media Channels</li> </ul> <table border="1"> <thead> <tr> <th>CH</th><th>Q2</th><th>Follows</th><th>% Increase</th></tr> </thead> <tbody> <tr> <td>IG</td><td>904</td><td>1,034</td><td>(+130) 14.38% ↑</td></tr> <tr> <td>FB</td><td>1,256</td><td>1,279</td><td>(+23) 1.83% ↑</td></tr> <tr> <td>YT</td><td>28</td><td>26</td><td>(-2) 7.14 ↓</td></tr> <tr> <td>TW</td><td>535</td><td>897</td><td>(+66) 14.07% ↑</td></tr> </tbody> </table> <ul style="list-style-type: none"> <li>Overall average increase 3.69% in <i>University</i> Social Media Channels</li> </ul> <table border="1"> <thead> <tr> <th>CH</th><th>Q2</th><th>Follows</th><th>% Increase</th></tr> </thead> <tbody> <tr> <td>IG</td><td>12,300</td><td>13,900</td><td>(+1,600) 13.01% ↑</td></tr> <tr> <td>FB</td><td>36,669</td><td>37,981</td><td>(+1,312) 3.58% ↑</td></tr> <tr> <td>YT</td><td>519</td><td>735</td><td>(+216) 41.62% ↑</td></tr> <tr> <td>TW</td><td>14,600</td><td>15,034</td><td>(+434) 3% ↑</td></tr> <tr> <td>LN</td><td>40,639</td><td>40,943</td><td>(+304) .75% ↑</td></tr> </tbody> </table> <ul style="list-style-type: none"> <li>Top posts garnered a reach or impressions of 1,073,701 million and engaged on average 71,000 + people with clicks, shares, mentions, and likes.</li> <li>Hosted 12 school district representatives/attendees to Dual Enrollment Webinars</li> <li>New People Grove Platform yielded 149 unique student interactions to date.</li> </ul>	CH	Q2	Follows	% Increase	IG	904	1,034	(+130) 14.38% ↑	FB	1,256	1,279	(+23) 1.83% ↑	YT	28	26	(-2) 7.14 ↓	TW	535	897	(+66) 14.07% ↑	CH	Q2	Follows	% Increase	IG	12,300	13,900	(+1,600) 13.01% ↑	FB	36,669	37,981	(+1,312) 3.58% ↑	YT	519	735	(+216) 41.62% ↑	TW	14,600	15,034	(+434) 3% ↑	LN	40,639	40,943	(+304) .75% ↑	<ul style="list-style-type: none"> <li>Aggressive digital marketing campaigns</li> <li>Marketing BSN program</li> <li>Marketing TSU Global</li> <li>Marketing new online programs</li> </ul>
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<b>TECHNOLOGICAL INFRASTRUCTURE AND CAPTIAL IMPROVEMENTS</b> <ul style="list-style-type: none"> <li>Migrate to the new Recruit Customer Relationship Management (CRM) database for prospect management and more user-friendly online application.</li> <li>Identify all students who started an application but did not finish early and assist them in completing the application process.</li> <li>Create written admissions policies.</li> <li>Create written transcript scanning and tracking procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Realigned/redesign of the First Year Experience to better support new students as they progress from admission to the university to the completion of the first year.</li> <li>New People Grove student engagement platform.</li> </ul>	<ul style="list-style-type: none"> <li>Realigned New Student Programs</li> <li>Increased the number of admitted students</li> <li>Reduced the number of students with incomplete files</li> <li>Streamlined electronic document management</li> </ul>	<ul style="list-style-type: none"> <li>Banner and CRM upgrades</li> <li>New First Year Experience program implementation Fall 2020</li> </ul>																																												
<b>STRATEGIC FUNDING FOR SCHOLARSHIPS</b> <ul style="list-style-type: none"> <li>Provide more scholarship dollars to students</li> <li>Increase both need-based and merit-based funding</li> </ul>	<ul style="list-style-type: none"> <li>Successfully launched and completed the <i>Million in a Month</i> campaign.</li> <li>Realigned Institutional Advancement office and operations to Division of Alumni Engagement and Corporate and Foundation Relations.</li> <li>Rediscover TSU Campaign</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the total number of grants</li> <li>Increase in total number of corporate gifts</li> <li>Increase in total number of alumni gifts</li> <li>Increase Alumni Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Continue to nurture alumni and corporate partnerships toward our goal of increased giving</li> <li>Continue to award foundation scholarships to qualified students</li> </ul>																																												

<p><b>GRADUATE SCHOOL</b></p> <ul style="list-style-type: none"> <li>• Increase Online Certificates and Degree Programs</li> <li>• Digital Marketing for Certificate and Graduate programs</li> <li>• Establishment of the new TSU Global Online Technology Innovation Center to aggressively advocate and implement ‘on and in demand’ global graduate programs, certificates, CEUs, and specialized professional development courses.</li> </ul>	<p><b><u>Updated list of Online Certificate Programs</u></b></p> <ul style="list-style-type: none"> <li>• Graduate Certificate in Applied Geospatial Information Systems</li> <li>• Graduate Certificate in Educational Leadership</li> <li>• Graduate Certificate in Educational Technology (new)</li> <li>• Graduate Certificate in Non-Profit Management (new)</li> <li>• Graduate Certificate in Public Administration Executive Leadership (Hybrid)</li> <li>• Graduate Certificate in Health Administration and Planning (new)</li> <li>• Graduate Certificate in Local Government Management (new)</li> <li>• Graduate Certificate in Public Policy (new)</li> </ul> <p><b><u>Updated list of Online Graduate Programs</u></b></p> <ul style="list-style-type: none"> <li>• Educational Doctoral Degree in Educational Leadership</li> <li>• Ph.D. in Public Service (Hybrid)</li> <li>• Executive Master of Business Administration (Hybrid)</li> <li>• Master of Science in Speech and Hearing Science</li> <li>• Master of Professional Studies with concentrations in Strategic Leadership, Human Resources Leadership or Training &amp; Development</li> <li>• Master of Professional Science (PSM) with a concentration in Applied Geospatial Sciences (Hybrid)</li> <li>• Master of Public Administration (new)</li> <li>• Master of Public Health (new)</li> <li>• Master of Social Work, MTC-MSW (Hybrid) Mid-Tennessee Collaborative</li> <li>• Master of Science in Nursing with concentrations in Family Nurse Practitioner (FNP) and Holistic Nursing</li> <li>• Master of Education in Instructional Leadership – Career &amp; Technical Education Teacher Leaders Concentration (Hybrid)</li> </ul> <p><b><u>Marketing and Outreach Efforts</u></b></p> <ul style="list-style-type: none"> <li>• Update Graduate School TSU Website (increase multimedia features in highlighted programs)</li> <li>• Conduct a survey of graduate programs graduate degree Partner with International Programs marketing and recruiting of graduate students from targeted countries. (Dr. Winn and Ms. Phillips recruitment in Trinidad) and possible cohort of India Students.</li> <li>• Increase social media and networks for direct marketing and recruiting: Implementation of LinkedIn for TSU Graduate School</li> <li>• Partner with Title III Graduate Program to market and recruit STEM Graduate students.</li> <li>• Offer graduate level CEUs, Certificates, Badges, professional development type activities that pathway into graduate degree programs. *Fall 2019: new Educational Technology Online Certificate to support and provide credit and CEUs for the TSU-HBCU Everyone Can Code and Everyone Can Create Initiative.</li> <li>• Increase marketing and recruiting of TSU Alumni population. (Application Fee Waiver for Alumni and Survey (June) regarding graduate professional development and graduate credit preferred courses, certificates, and degree programs.</li> <li>• Survey HBCUs that do not offer graduate programs and develop partnership for offering graduate degrees at those institutions (training and utilizing their faculty): Partnership with HBCU-C2</li> <li>• Conduct a survey of graduate programs graduate degree Partner with International Programs marketing and recruiting of graduate students from targeted countries. (Dr. Winn and Ms. Phillips recruitment in Trinidad) and possible cohort of India Students. Partner with other universities in joint offering of online degree programs (Lawson Community College – Birmingham, AL)</li> </ul>
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### Fall 2020 Undergraduate Admissions Funnel Analysis

Semester	As of Date	Admitted	Denied	Incomplete	Withdrawn/Canceled	Grand Total
Fall Term 2016	26-May-16	4947	435	4257	44	9683
Fall Term 2017	26-May-17	4893	651	4795	48	10387
Fall Term 2018	26-May-18	4880	697	3998	68	9643
Fall Term 2019	26-May-19	4993	1039	3453	40	9525
Fall Term 2020	26-May-20	5894	857	3730	108	10589

### Fall 2020 Graduate Admissions Funnel Analysis

Semester	As of Date	Admitted	Denied	Incomplete	Withdrawn/Canceled	Grand Total
Fall Term 2016	26-May-16	176	70	1113	8	1367
Fall Term 2017	26-May-17	265	279	608	48	1200
Fall Term 2018	26-May-18	277	205	714	55	1251
Fall Term 2019	26-May-19	211	17	47	9	284
Fall Term 2020	26-May-20	180	1	26	1	208