



Board of Trustees Materials

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**Tennessee State University
Board of Trustees**



**Tennessee State University
Board of Trustees**



**Tennessee State University
Board of Trustees**



**ROLL CALL/
DECLARATION OF
A QUORUM**

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

2:00 p.m. CST
Thursday, March 12, 2020

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

ORDER OF BUSINESS

- I. Call to Order
- II. Welcome and Introductions
- III. Roll Call/Declaration of a Quorum
- IV. Action Items:
 - A. Approval of the November 21, 2019, Board Meeting Minutes
 - B. Approval of Trustee Richard Lewis to serve on Audit Committee
 - C. Audit Committee Report
 - i. Approval of the November 21, 2019, Audit Committee Meeting Minutes
 - ii. Report on Completed Internal Audit Reports
 - iii. Report on Outstanding Audit Issues
 - iv. Report on University's Risk Assessment Process
 - v. Executive Session – Discussion of Items Deemed Confidential under State Law
 - D. Finance and Budget Committee Report
 - i. Approval of November 21, 2019, Finance and Budget Committee Meeting Minutes
 - ii. Budget Update
 - iii. Finance and Budget Report
 - iv. Enrollment Report
 - v. Update on Enrollment, Marketing and Student Recruitment Plan
 - vi. Report on University's Strategic Plan Process
 - E. Academic Affairs and Student Affairs Committee Report
 - i. Approval of the November 21, 2019, Academic Affairs and Student Affairs Committee Meeting Minutes
 - ii. Report on Accreditation Matters
 - iii. Approval of Ph.D. in Agricultural Sciences and Natural Resources
 - iv. Nursing School Report
 - v. Academic Affairs Report
 - vi. Student Affairs Report

F. Executive Committee Report

- i. Approval of the November 21, 2019, Executive Committee Meeting Minutes
- ii. Report on President's Annual Performance Review
- iii. Approval of Board Self-Assessment Tool
- iv. Secretary's Report

V. Student Development and Success Report

VI. President's Report

VII. Board Chair's Report

VIII. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the
November 21, 2019
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Approval of the November 21, 2019, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Joseph Walker, III

The document reflecting the minutes from the November 21, 2019, Board meeting is included in the March 12, 2020, Board materials.

MOTION: To approve the minutes from the Board of Trustees' November 21, 2019, meeting as contained in the Board materials for the Board's March 12, 2020, meeting.

**Tennessee State University Board of Trustees
Regular Meeting – November 21, 2019
Tennessee State University – Main Campus – Hankal Hall.
3500 John A. Merritt Blvd., Nashville, Tennessee**

MINUTES

Board Members Present: Dr. Joseph Walker, III, Dr. Deborah Cole, Mr. Stephen Corbeil, Dr. Richard Lewis, Mr. William Freeman, Ms. Pam Martin, Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, Dr. Obie McKenzie (via phone), and Ms. Braxton Simpson.

University Board Staff Present: President Glenda Glover, General Counsel and Board Secretary, Laurence Pendleton, Arlene Nicholas-Phillips, Board Liaison.

Guests: Members of the President's Cabinet, Members of the Deans' Council, Representatives of the Tennessee Higher Education Commission (THEC), and university staff.

I. CALL TO ORDER

Chair Walker called the Board of Trustees meeting to order at 2:06 p.m., CST on November 21, 2019.

II. WELCOME AND INTRODUCTIONS

The Board Chair welcomed the attendees. Chair Walker recognized AD Teresa Lawrence-Phillips as the soon-to-be retired Athletics Director and thanked her for serving TSU for 30 ½ years. Trustee Braxton Simpson gave the invocation.

III. ROLL CALL/DECLARATION OF A QUORUM

Chair Walker asked the Board Secretary, Laurence Pendleton, to call the roll. The following Trustees were present during roll call: Dr. Deborah Cole, Mr. Stephen Corbeil, Dr. Obie McKenzie (via phone), Dr. Richard Lewis, Mr. William Freeman, Ms. Pam Martin, Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, Dr. Joseph Walker, III, and Ms. Braxton Simpson. Board Secretary Pendleton announced the presence of a quorum.

IV. ACTION ITEMS

A. APPROVAL OF THE SEPTEMBER 26, 2019, BOARD MEETING MINUTES

Chair Walker introduced the first action item – the approval of the minutes of the September 26, 2019, board meeting. Trustee Lewis moved to approve the September 26, 2019 board meeting minutes and Trustee Mitchell seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

B. AUDIT COMMITTEE REPORT

Trustee Cole informed the board that the audit committee met to take action on one item, received a report on one other item, and voted to go into executive session to discuss items deemed confidential under state law.

Trustee Cole said that the Audit Committee voted to recommend to the full Board the approval of the September 26, 2019, Audit Committee meeting minutes. The Committee also received a report on the completed Internal Audits from Internal Audit Director Davis.

I. APPROVAL OF THE SEPTEMBER 26, 2019, AUDIT COMMITTEE MEETING MINUTES

Trustee Cole moved to approve the minutes of September 26, 2019, audit committee meeting as contained in the board materials for the November 21, 2019, board meeting. Trustee Mitchell seconded the motion, which carried unanimously by roll call vote.

Trustee Cole concluded the Audit Committee report.

C. FINANCE AND BUDGET COMMITTEE REPORT

Trustee Corbeil stated that the Finance and Budget Committee met today to take action on two items and receive reports on four items. The Finance and Budget Committee voted to recommend to the full Board the approval of the September 26, 2019, Finance and Budget Committee meeting minutes, and the approval of the Institutional Revised Budget.

The Finance and Budget Committee heard reports from President Glover and her team on the TSU's finances and budget, enrollment, an update on the institution's enrollment, marketing and student recruitment plan, and a report on the University's electrical grid and power outage incidents.

I. APPROVAL OF SEPTEMBER 26, 2019, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

On behalf of the Finance and Budget committee, Trustee Corbeil moved to approve the minutes of the September 26, 2019, Finance and Budget Committee meeting, as contained in the Board materials for the November 21, 2019, Board meeting.

Trustee Lewis seconded and the motion was carried by a roll call vote.

II. APPROVAL OF THE INSTITUTIONAL REVISED BUDGET

On behalf of the Finance and Budget committee, Trustee Corbeil moved to recommend to the full Board, the approval of the FY 2019-20 Institutional Revised Budget as contained in the November 21, 2019, Board materials. Trustee Mitchell seconded the motion, which carried unanimously by a roll call vote.

Trustee Corbeil concluded the Finance and Budget Committee report.

D. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT

Trustee Martin reported that the academic affairs and student affairs committee met to consider and vote on four agenda items and received information on three other agenda items.

Trustee Martin stated that the Academic Affairs and Student Affairs Committee voted to recommend to the full Board the approval of the September 26, 2019, Academic Affairs and Student Affairs Committee meeting minutes, the approval of the Discontinuance of Two-Year

Associates of Nursing Degree, the approval of Bachelor of Business Administration in Hospitality and Tourism degree, and the approval of Online Delivery of the Master of Science in Nursing Program.

Trustee Martin added that the Academic Affairs and Student Affairs Committee received reports on the SACSCOC accreditation matters, academic affairs, and student affairs.

I. APPROVAL OF THE SEPTEMBER 26, 2019, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the minutes of the September 26, 2019, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Lewis seconded and the motion carried with a roll call vote.

II. APPROVAL OF THE DISCONTINUANCE OF THE TWO-YEAR ASSOCIATES OF NURSING DEGREE

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the discontinuance of the two-year associates of nursing degree, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Lewis seconded and the motion was carried with a roll call vote.

III. APPROVAL OF THE BACHELOR OF BUSINESS ADMINISTRATION IN HOSPITALITY AND TOURISM DEGREE

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the bachelor of business administration in hospitality and tourism degree, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Lewis seconded and the motion was approved with a roll call vote.

IV. APPROVAL OF THE ONLINE DELIVERY OF THE MASTER OF SCIENCE IN NURSING PROGRAM

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved for the approval of the online delivery of the master of science in nursing program, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Cole seconded and the motion was approved with a roll call vote.

E. EXECUTIVE COMMITTEE REPORT

Chair Walker stated that the Executive Committee met today to discuss and vote on one committee agenda item. The Committee voted to recommend to the full Board the approval of the September 26, 2019, Executive Committee meeting minutes.

Chair Walker also stated that the Executive Committee heard an update on the President's Annual Performance Review, the Board's self-assessment process, and heard a report from Secretary Pendleton.

I. APPROVAL OF THE SEPTEMBER 26, 2019, EXECUTIVE COMMITTEE MEETING MINUTES

On behalf of the Executive Committee, Chair Walker moved to approve the minutes of the September 26, 2019, Executive Committee meeting, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Cole seconded the motion and it was approved with a roll call vote.

V. REPORT ON THE UNIVERSITY'S ELECTRICAL GRID AND POWER OUTAGE INCIDENTS AND RELATED ISSUES

Chair Walker asked President Glover to present the report on the electrical grid and power outage incidents and any other related issues.

President Glover called on VP Horace Chase to report on this item.

VP Chase explained that the campus experienced two power outages; first one was on September 1, 2019. The second outage was on October 6, 2019, and was believed to have been caused by a lightning strike.

VP Chase stated that the electrical contractor was called out and repairs were made. He rallied together with Dr. Curtis Johnson and the Emergency Management team. Working together as a team, the repairs were made and within 1 week, by September 6, 2019 power was restored to all buildings with the exception of the LRC building.

During the period of power interruption, Dr. Mosley worked closely with the Deans and faculty to provide accommodation to students so as to limit any disruption. Dean Stevenson helped by communicating the needs of the students. Together with the facilities department, we worked on the hot water systems for the dorms. We relocated others from the LRC building while we removed the existing electrical cables and purchased replacement cables. By 'sacrificing' the LRC building we were able to power the other buildings and get everything up and running by September 6, 2019. By September 13, 2019, the LRC was up making all buildings fully powered.

On October 6, 2019, the campus suffered a similar fate when due to a lightning strike onto one of the panels, we experienced another power failure.

VP Chase explained the procedures taken to repair and accommodate the students a second time. Since this was affecting the entire electrical loop, a resolution and repair lasted much longer than before. He purchased several generators for the dorms and other buildings, while the electrical contractor along with an engineering company worked to resolve the matter. THEC was able to secure \$5M in funding for the electrical repairs. This will only cover a portion of the entire cost. An electrical loop assessment and infrastructure review, along with a master plan, are being conducted. The target date for completion was set as June 1, 2020.

Chair Walker thanked Dr. Glover, and VP Chase, along with others who assisted in this report.

VI. PRESIDENT'S REPORT

President Glover provided an update on SACSCOC. She stated that the Fifth Year monitoring report was going to be due on March 2, 2020. The SACSCOC visit is scheduled for March 31 through April 2, 2020. She reminded everyone that the Ten Year report will be due in September 2020 and the SACSCOC visit will be during March 22-25, 2021.

She again assured everyone that “we will get this done”. She stated that we were 100% confident that TSU will do all that is required to be removed from probation.

President Glover continued to share the excitement of the APPLE, Inc. partnership. She commented how wonderful it was for TSU to be the one selected to train others with coding. She again shared a ‘tweet’ from APPLE, Inc. CEO, Mr. Tim Cook, *”Anything is possible when people come together with a shared vision, Thank you to @TSUedu for your leadership and enthusiasm in bringing coding to you community and HBCUs nationwide”*.

The average GPA of incoming freshman students was on the rise. It was revealed that the Fall 2019 avg. GPA was 3.14, while the ACT was 18.8. These numbers reflected an increase from previous years. There was also an increase in the number of applications received for Fall 2020. The increases may have been attributed to some new enrollment strategies being conducted by the Office of Enrollment Management. Some of the new strategies included an expansion of the targeted populations. Mr. Izzard was reaching “stopped out” students, veterans and other non-traditional students, along with students who had 3.0 or higher GPAs.

There was an emphasis on dual enrollment students, adult learners, workforce training, certificate programs and evening and weekends classes.

President Glover assured everyone that TSU remains in sound financial condition. She reminded everyone that she was paying close attention to customer service and that each division was going to be retrained during this academic year. Higher education was unique in the fact that our customer and our product was the same – Students.

She also shared that TSU had experienced an increase in ‘positive’ media coverage during 2019. We were highlighting more of our accomplishments and had also increased our social media presence.

President Glover excitedly announced the huge fund-raising campaign which was carded for Black History Month – February, 2020. The historic campaign was going to raise \$1 million in 1 month. Mr. Jamie Isabel was chairing this campaign. She said that this would fund approximately 500 scholarships to deserving students at approximately \$2,000.00 each.

In summary, President Glover thanked everyone for their continued support of TSU.

VII. BOARD CHAIR'S REPORT

Chair Walker thanked the President for her report and took the opportunity to congratulate her on being featured in the latest edition of Essence Magazine in the article “Woke 100”. This article

highlighted exceptional women in leadership roles who were change agents. He said that we were honored that she was able to take TSU into that space.

Chair Walker thanked the members of the Board for their work and stated that they were all moving the needle forward toward the manifestation of the vision for TSU.

VIII. ADJOURNMENT

The chair called for a motion to adjourn, which was made by Trustee Mitchell and seconded Trustee Martin. The motioned carried unanimously by roll call vote. The meeting was adjourned at 2:45 p.m. CST.

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Approval of Trustee Richard Lewis to serve on Audit Committee

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Joseph Walker, III

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

To ensure compliance with state law and the Board Audit Committee Charter, the Board must approve the Audit Committee members. The Chair is recommending the appointment of Trustee Richard Lewis to serve the remaining term of former Audit Committee member, Dr. Edith Mitchell.

MOTION: To approve the appointment of Trustee Richard Lewis to serve on the Audit Committee.

Tennessee State University
Board of Trustees



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

10:00 a.m. CST
Thursday, March 12, 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, Audit Committee Meeting Minutes
- IV. Report on Completed Internal Audit Reports
- V. Report on Outstanding Audit Issues
- VI. Report on University’s Risk Assessment Process
- VII. Executive Session -Discussion of Items Deemed Confidential Under State Law

**Tennessee State University
Board of Trustees**



**Approval of the
November 21, 2019,
Audit Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Audit Committee Report - Approval of the November 21, 2019, Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the November 21, 2019, Audit Committee meeting is included in the March 12, 2020, Board materials.

MOTION: To approve the minutes from the Board of Trustees' November 21, 2019, Audit Committee meeting, as contained in the Board materials for the Board's March 12, 2020, meeting.

**Meeting of the Tennessee State University Board of Trustees
Audit Committee Meeting
November 21, 2019
Tennessee State University – Main Campus –
McWherter Administration Building, President's Conference Room
3500 John A. Merritt Blvd., Nashville, Tennessee 37209**

MINUTES

Committee Members Present: Dr. Deborah Cole, Obie McKenzie (called in), and Dr. Edith Peterson Mitchell.

Other Board Members Present: Dr. Joseph Walker, III, Pam Martin, Dr. Ali Sekmen, Braxton Simpson, Mr. Bill Freeman, Dr. Richard Lewis and Mr. Stephen Corbeil,

University Staff Present: President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Dr. Curtis Johnson, Chief of Staff and Associate Vice President of Administration; Ms. Adrian Davis, Director of Internal Audit; Horace Chase, Vice President for Business and Finance, and Dr. John Cade, Vice President for Enrollment Management.

Guests: Ms. Lauren Collier, Tennessee Higher Education Commission, Director of Institution and Board Affairs.

I. CALL TO ORDER

Trustee Cole called the meeting to order at 10:25 a.m. on November 21, 2019.

II. ROLL CALL/DECLARATION OF A QUORUM

Trustee Cole asked the secretary to the board to call the role. Board Secretary Pendleton called the roll. Trustees Cole, McKenzie (via phone), and Mitchell were present. Secretary Pendleton announced the presence of a quorum.

III. APPROVAL OF THE SEPTEMBER 26, 2019, AUDIT COMMITTEE MEETING MINUTES

Trustee Cole moved to approve the minutes from the September 26, 2019, Audit committee meeting, as contained in the November 21, 2019, board materials. Trustee Mitchell seconded the motion, which carried unanimously.

IV. REVIEW OF AUDIT COMPLETED INTERNAL AUDITS

Trustee Cole asked President Glover and Director of Internal Audit, Ms. Adrian Davis, to provide pertinent information related to this agenda item. Ms. Davis proceeded to explain to the Board that results of the completed Audit.

Director Davis reviewed the Book Bundle summary with the Committee and pointed out that \$40,000 of the variance amount previously listed was due, in part, to University waivers relative to lab books.

Director Davis stated that there were no unusual or negative findings when reviewing the President's expense schedules for fiscal year July 1, 2018 to June 30, 2019.

Trustee Cole requested that Director Davis provide an updated report on the outstanding items which were listed on the Inventory Confirmation. She asked that this be presented at the next meeting of the Board.

Trustee Cole commented that it was unacceptable that the Bank Reconciliation had been out of balance for as long as it had been. Director Davis then revealed that the Accounting area was not fully staffed and that VP Chase was bringing in outside assistance. Trustee Cole recommended that the position be filled as soon as possible.

A discussed continued relevant to untimely reporting and the effects of same on the University and its students. Trustee Cole was adamant that the Committee needed to confirm the present position with the University and continue tracking its timeliness for next semester. Trustee Mitchell stated that the Foundation Board had asked for a meeting with the Board of Trustees. President Glover added that the Foundation Board was seeking to foster a closer relationship with the Board of Trustees.

After a short discussion, Chair Cole thanked President Glover and her team for the report.

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

Trustee Cole moved for the Audit Committee to go into Executive Session to discuss items deemed confidential under State law. Trustee Mitchell seconded the motion, which was carried unanimously. The committee then transitioned into the executive session.

VI. ADJOURNMENT

There was no further discussion. Trustee Cole moved to adjourn the meeting. Trustee Mitchell seconded the motion, which carried unanimously and the meeting was adjourned at 11:25.

**Tennessee State University
Board of Trustees**



**Report on Completed
Internal Audit Reports**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: March 12, 2020

ITEM: Audit Committee Report – Report on Completed Internal
Audit Reports

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The completed internal audit reports are included in the March 12, 2020, Board materials.



DEPARTMENT OF INTERNAL AUDIT

Audit of
Undergraduate Admissions
for
Fall 2019 Semester

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February 26, 2020

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

Dear Dr. Glover:

Enclosed is the internal audit report related to our audit of the university's adherence to state and institutional student admission policies and procedures. Our scope included newly admitted and readmitted undergraduate students during the fall 2019 semester. The audit was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

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

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

Sincerely,

Adrian R. Davis

Adrian R. Davis, CPA, CGFM
Director of Internal Audit
Tennessee State University

CC: Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair
Mr. Terrence Izzard, Associate Vice President of Admissions and Recruitment
Dr. John Cade, Vice President, Division of Enrollment Management and Student Success

**Tennessee State University
Department of Internal Audit
Audit of Admissions Fall 2019
Executive Summary**

Key Area	Enrollment Management and Student Success	Internal Auditor	Adrian R. Davis, <i>CPA, CGFM</i> Director of Internal Audit
Introduction	The Department of Admissions and Recruitment is one of the departments in the university's Division of Enrollment Management and Student Success. Attracting and attaining qualified students is an essential element of effective recruitment and admissions and university success. The Department of Admissions' primary functions is the processing of prospective student admissions applications and obtaining supporting documentation to support the admissions decisions made. In 2019, the "college admissions scandal" drew national attention as the nation became aware of a conspiracy to influence undergraduate admissions decisions at several top American universities. This scandal has prompted universities to be more transparent about their admissions process. University management ensures confidence in its admissions process by adhering to its admission policies, rules, regulations, and procedures.		
Objective	The objective of the audit was to determine if the university was in compliance with state and institutional policies and procedures related to student enrollment		
Scope	Undergraduate students (newly admitted and readmitted) during the fall 2019 semester		
Audit Finding Ranking	Audit findings are rated as high, medium, or low depending on auditor judgment. Some of the factors included in judging the seriousness of a finding include: (1) level of financial impact, (2) extent of violation of laws, regulations and restrictions, (3) lack of a university policy or noncompliance with an important matter, (4) lack of internal controls or ineffective controls and procedures, and (5) fraud, theft, conflicts of interest or serious waste of university resources.		
Findings	<p>Our testing of various samples of newly admitted and readmitted undergraduate students enrolled during the fall 2019 semester determined that:</p> <ol style="list-style-type: none"> 1. University policy allows for the admission of conditionally admitted (students not meeting all admissions requirements) first-time freshmen students. The number of these students is not to exceed 10% of the first-time freshmen students admitted during a given semester. During the fall 2019 semester, management accepted 21.5% of conditional admits, exceeding the 10% limit by 11.5%. [High] 2. Management in the Division of Enrollment Management and Student Success did not ensure that proper supporting documentation (final transcripts after high school graduation, test scores, etc). was obtained for all enrolled students. [High] 3. Management in the Division of Enrollment Management and Student Success did not ensure that admission policies addressed exceptions to admission requirements for all categories of students (e.g. Dual Enrollment and Readmitted students). [High] 4. Management did not ensure adherence to the state laws requiring newly admitted and readmitted full-time students and those who reside in student 		

	housing to provide valid proof of certain immunizations, or valid support for exemption, prior to residing in student housing or being enrolled full-time in a Tennessee higher education institution. [High]
Conclusion	The objective of our audit was met. It was determined that the university was in compliance with applicable state and university policies related to student enrollment, except for the findings included in this report.
Restriction on Use of Report	<i>This report is intended solely for the internal use of Tennessee State University (TSU) and the Tennessee State University Audit Committee, a standing committee of the Tennessee State University Board of Trustees. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the TSU Audit Committee and Tennessee State University Office of Internal Audit, and handled in accordance with institutional policies; however, this report is a matter of public record.</i>

Introduction

The Department of Admissions and Recruitment is one of the departments in the university's Division of Enrollment Management and Student Success. The mission of the Division of Enrollment Management and Student Success is to maximize the University's capacity to recruit, retain, and graduate students; and provide services and experiences that promote student success by integrating the out-of-classroom experience with the student's needs, expectations, goals, growth, and development.

Application

Prospective students complete an application for admission via paper application or online. The Admissions Associates then ensure that proper supporting documentation is received such as unofficial and official high school transcripts, college transcripts (for transferring students), and ACT or SAT scores. The information is scanned into the Banner Document Management System (BDMS). After a review of all supporting documentation, decision letters (acceptance/denial) are sent to the prospective students.

Conflict of Interests

We obtained signed statements from all employees employed in the Office of Admissions as of January 6, 2020, where the employees certified that they recused themselves from reviewing any applications submitted by applicants with whom they were acquainted during the fall 2019 semester.

Admissions and Enrollment Requirements

University admission requirements for undergraduate students include a minimum grade point average (GPA) and minimum test score (ACT or SAT). GED recipients must obtain a passing score in all tested areas. Readmitted and transfer students need a grade point average equal to the university's retention standards based on the number of attempted credit hours at all colleges.

Tennessee Code Annotated 49-7-110(a), *Curriculum – American history*, states:

“No person shall be granted a baccalaureate degree of any kind from any institution of higher learning supported or maintained by the state, or from any community college supported or maintained by the state, unless the person has earned credit in American history, consisting of six (6) semester hours or nine (9) quarter hours. Persons who pursue baccalaureate degrees in those areas of study exempted either by regulation of the board of regents or by regulations or delegated authority of the board of trustees of the University of Tennessee, are not required to meet the requirements of this section if they have successfully completed a course in American history in high school.”

The Tennessee Department of Health is responsible for immunization requirements for those who attend child care, pre-school, school and college. Tennessee Department of Health Rule 1200-14-01.29, *Communicable and Environmental Diseases*, requires all new full-time enrollees (minimum of 12 credit hours) who are not full-time online learning students (taking 100% of courses online) at an institution with an enrollment greater than two-hundred to provide proof of adequate immunization against certain diseases. Documentation must contain proof of 2 Measles, Mumps, and Rubella (MMR) and 2 Varicella (chicken pox) immunizations or proof of immunity. Students may be enrolled or registered after a single dose of all required vaccines provided that the second dose is obtained within 2 months of registration, and at least 28 days after the first dose, and provided, further, that the institution has a procedure for identifying students who have failed to obtain the necessary immunizations and for taking appropriate action to ensure compliance.

Students enrolled in a public Tennessee institution for the first time and under 22 years of age residing in on-campus housing must receive at a minimum of 1 dose of the meningitis vaccine, given at 16 years of age or greater.

Student-athletes

Initial Eligibility - Initial Eligibility is the first time a student-athlete is certified as eligible to compete for a Division I or Division II collegiate team. Prospective student-athletes who would like to participate in Division I or II athletics must register with the NCAA Eligibility Center and meet academic requirements while still in high school.

We obtained squad lists for all university sports for the fall 2019 semester. The squad lists included 269 student-athletes. Of these 269 student-athletes, 67 of these students were determined to be first-time freshmen. We obtained the NCAA Prospective Student-Athlete Details Report for each of these 67 students. Review of the NCAA report for these 67 students revealed:

- 58 of the 67 student-athletes were *Final Qualifiers*. Final Qualifiers are academically eligible to practice, compete and receive an athletics scholarship during the first year of full-time college enrollment.
- 6 of the 67 student-athletes had their *automatic waiver approved*. Automatic Waiver Approved status qualifies the student-athlete to be immediately eligible to receive an athletics scholarship, and practice and compete with their team during the first year of full-time college enrollment.
- 1 of the 67 student-athletes was listed as a *Final Nonqualifier*. As a Final Nonqualifier, student-athletes may not practice or compete with the team or receive an athletics scholarship during your first year of full-time college enrollment. We did not see any evidence that the student competed with the team during the fall semester. We also verified that the student did not receive an athletics scholarship.
- 2 of the 67 student-athletes were listed as *Final Academic Redshirt*. These student-athletes may practice with the team during the first semester of full-time college enrollment and receive an athletics scholarship but you may not compete during the first year of full-time college enrollment. We did not see any evidence that the two students competed with the team during the fall 2019 semester.

Audit Findings

Fall 2019 Student Head Count

We obtained a listing of the 8,081 students included in the university's headcount for the fall 2019 semester, as of the census date. This total included 5,877 undergraduate students and 2,204 graduate students. A breakdown of the undergraduate student population for the fall 2019 semester is included below.

Undergraduates Fall 2019

Student Type	Total
Continuing	3,475
Dual Enrollment	178
New First Time Freshmen	1,268
New Transfer	504
New Transient	7
New Special/Non-Degree	82
Readmitted	363
Undergraduate Student Total	5,877

We selected samples for testing from the new first-time freshmen, dual enrollment, readmitted and new transfer categories.

New First-Time Freshmen

A first-time freshmen is a student who has earned no college credit following high school graduation.

1. The university's policy states that 10% of the total number of first-time freshmen admitted in any given term can be conditionally admitted. Conditionally admitted students are those students that have completed all required high school units but did not meet the university's minimum grade point average (2.50) and/or minimum test score requirement (ACT 19/SAT 900). We identified 4,711 approved applications for prospective first-time freshmen. The total number of conditional admits should have been 471 students according to university policy. It was determined that 1,016 (or 21.5%) of the accepted students did not meet the university's admission requirements. The university exceeded the allowed acceptance limit for conditional admits by 545 students (or 11.5%). The average grade point average for the 1,016 students was determined to be 2.52.
 - 41 of the 1,016 students did not meet the university's GPA requirement
 - 910 of the 1,016 students did not meet the university's score requirement
 - 65 of the 1,016 students did not meet either requirement (GPA or score)

*The university implemented a new policy during the fall 2019 semester granting automatic admission to students with a GPA of 3.2 or higher. We excluded those students who did not meet the university's score requirements but held a 3.2 GPA or higher from the 1,016 total above.

2. We obtained the listing of 1,268 first-time freshmen students that attended the university during the fall 2019 semester. From this listing, we selected a sample of 40 students for review to determine if the university obtained the required documentation to support the student's acceptance and enrollment.

- A. It was determined that the university did not obtain the official transcript after high school graduation for 5 of the 40 students (12.5%) selected for testing
3. State law requires new and readmitted full-time students and those living in student housing to provide proof of certain immunizations or acceptable proof of exemption from receiving the immunization(s).
 - A. It was determined that the university did not obtain immunization support for 6 of the 40 students (15%) selected for testing.

Dual enrollment

The Dual Enrollment program allows enrolled high school juniors and seniors to complete entry-level college courses and have the credit hours count for both high school and college credit.

1. We obtained the listing of 178 students enrolled as dual enrollment students during the fall 2019 semester. We selected a sample of 40 students for review to determine if the university obtained the required documentation to support the student's acceptance and enrollment.
 - A. For 32 of the 40 students who were under the age of 18, we were not provided with supporting documentation to show that the university obtained supporting documentation of parental permission for the student to participate in the program.
 - B. For 2 of the 40 students (5%) selected for testing, it was determined that the students did not meet the minimum grade point average required for participation in the program. The two students' GPA was 1.82 and 1.83.
 - C. Participants are required to take the ACT or SAT test in order to participate in the program. For 11 of the 40 students (27.5%) selected for testing, it was determined that the university did not obtain proof that the students took either of the required tests.

Re-admitted Students

Re-admitted students include students that voluntarily leave the university and do not enroll for courses during one or more regular semester. Some of these former students attend other schools during the time prior to applying for re-admission to the university.

1. We obtained the listing of 363 students that were re-admitted to the university during the fall 2019 semester. We selected a sample of 25 students for review to determine if the student met the applicable criteria for re-admittance.
 - A. For 1 of 25 students (4%) selected for testing, it was determined that the student did not meet the minimum grade point average required for admission for the number of credit hours attempted.

Audit Recommendation 1:

Management in the Division of Enrollment Management and Success should:

- a. Develop procedures that help to ensure all personnel involved in the review and approval/denial of prospective student applications are obtaining required supporting documentation to support the decision;
- b. Ensure that admission exception thresholds are not exceeded, unless allowable per policy; and

- c. Ensure that criteria for any exceptions to the admissions policies are transparent and documented

Management's Response:

Many of the issues cited in this report were the result of inefficient admissions processing personnel, poor supervision of daily operations under the former Director of Admissions, coupled with several technical challenges with our Banner Document Management System (BDMS). To address the issues noted in this report:

- We have hired new management, and admissions processing personnel. Inefficient personnel in this area were relieved of their duties.
- The Office of Admissions has automated document management services for incoming supporting documents allowing them to be directly attached to the student record. This eliminates the previous manual practice of scanning and indexing.
- We have implemented a new "Quality Assurance" check process policy to prevent recurrence of several of the issues noted above
- For the students identified as not having an official final transcript on file, we have placed a hold on each student's account and have requested a copy of the final high school transcripts.

An exception to the ACT/SAT score requirement was given to dual enrollment students on the basis of their high GPA scores and pending schedules to take the ACT exam.

Audit Recommendation 2:

Per discussion with previous management personnel in charge of *First-Year Students* during the fall 2019 semester, the six students determined not to have provided health records were registered to attend a 2019 New Student Orientation summer session. They were registered for courses through a process called block scheduling prior to their New Student Orientation session. Block scheduling allows the university to mass register large amounts of students who attend the New Student Orientation sessions while ensuring they are registered for 15+ credit hours in the first semester to support student progression. The process also allows staff to override immunization requirements. Students attending the session are asked to complete the Fall 2019 Registration Agreement Form where they (and their guardian, if applicable) acknowledge that although they are registered for courses, required documentation (health records, final transcripts, etc.) is still due for submission by August 1st to maintain registration throughout the upcoming semester.

Current management of *First-Year Students* should ensure that they communicate with the university's Office of Student Health Services (responsible for collecting the forms) to ensure that these block scheduled students have a hold placed on their account until the appropriate health forms are obtained. The students should also be included in purge lists when required information is not provided.



DEPARTMENT OF INTERNAL AUDIT

Follow-up Review of
Federal Work-Study Timesheets
Fall 2019



February 21, 2020

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

Dear Dr. Glover:

We completed our review of a sample of timesheets submitted by students participating in the Federal Work-Study (FWS) program during the fall 2019 semester. The purpose of our review was to determine the status of management's implementation of the corrective action plan provided in response to our previous review of FWS expenses.

Our findings are included in the attached report.

Sincerely,

Adrian R. Davis

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

Attachment

Dr. Glenda Glover, President
Tennessee State University

Dr. John Cade, Vice President for Enrollment
Tennessee State University

**Tennessee State University
Follow-up of Review of
Federal Work-Study Timesheets
Fall 2019 Semester**

Key Staff: All university departments; Office of Financial Aid; Office of Payroll	Auditor: Adrian R. Davis, CPA, CGFM Director of Internal Audit
Introduction: The Federal Work-Study (FWS) Program is a federally-funded program that provides funds for part-time employment to help undergraduate and graduate students who have a financial need to finance the costs of postsecondary education. In order to qualify to receive FWS funds, students must file a <i>Free Application for Federal Student Aid (FAFSA)</i> . <i>Title 34, Code of Federal Regulations, Part 675</i> governs the FWS Program. The university's policies for the FWS Program are written and presented in the university's <i>Supervisor's Manual</i> .	
Objectives: <ol style="list-style-type: none"> 1) Determine if payments made to students participating in the federal work-study program are supported by properly approved timesheets 2) Determine if students participating in the federal work-study program are prevented from working during scheduled class times 3) Determine if students participating in the federal work-study program are not working more than 20 hours during weeks that classes are in session 4) Determine if students participating in the federal work-study program are allowed at least a 30-minute break when working more than six hours 	
Scope: Federal Work-Study wage payments made during the fall 2019 semester	
Total Fall 2019 Payments: \$299,331.04	Questioned Costs: \$0.00
Current Audit Results: The audit objectives were achieved. It was determined that: <ol style="list-style-type: none"> 1) For the 60 FWS payments under review, we obtained copies of the timesheets supporting the wage payments under review 2) For 14 of the 27 students whose timesheets we selected for detailed review, we determined that the students performed FWS duties during scheduled class hours for at least one day during the months under review 3) For 17 of the 60 timesheets under review, the students worked more than 20 hours a week for at least one week while classes were in session. 4) For 24 of the 60 timesheets reviewed, the student worked in excess of 6 hours for at least one day in the month. The 24 students were taking the required minimum 30-minute unpaid rest/meal break 	
Restriction on use of report: This report is intended solely for the internal use of the <i>Tennessee State University Board of Trustees' Audit Committee</i> and <i>Tennessee State University</i> . It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the Audit Committee and the university's Office of Internal Audit, and handled in accordance with institutional policies. However, this report is a matter of public record.	

Prior Year Findings and Management's Response

Prior Year's Findings:

1. For 22 of the 38 timesheets (57.9%) selected for review, the students worked more than 20 hours a week for at least one week while classes were in session.
 - 6 of these 22 timesheets include one week in the month where the student worked in excess of 20 hours
 - 6 of these 22 timesheets include two weeks in the month where the student worked in excess of 20 hours each week
 - 8 of these 22 timesheets include three weeks in the month where the student worked in excess of 20 hours each week
 - 2 of these 22 timesheets include four weeks in the month where the student worked in excess of 20 hours each week
2. For 12 of the 19 students included in our sample, we noted several instances where students and related supervisors certified the student as performing work-study assignments during a scheduled class time.

Prior-Year Management's Response:

In an effort to prevent future infractions related to FWS regulations, we are planning to implement several processes listed below. Additionally, in order for any area to be assigned a student worker paid by Federal Work Study Funds, the supervisor will be required to attend a formal training session hosted by the Financial Aid Office each year prior to the fall term. They will receive updated manuals, and we will review the information included in the manuals. Future failure to adhere to the regulations associated with these funds will result in loss of student workers for the identified area(s).

1. Timesheets will include a statement that will have to be acknowledged by the supervisor verifying students were not allowed to work during any scheduled class time.
2. Monthly reports will be sent to supervisors notifying them of the amount of hours remaining for their student workers.
3. Supervisors who allow students to work 6 or more hours should be ensuring the students are taking a 30 minute unpaid break.
4. The "20 hour per week minimum" is not a federal rule, but a Tennessee State University rule. We want to ensure students are focused first on their academic pursuits. The only exception that should be allowed is for weeks that class is not in session (holiday breaks between fall and spring terms, fall or spring break). During the summer, if FWS funds are available, students may work even if they are not enrolled as long as they plan to return in the fall of the upcoming term. This is also a time when students could work beyond the 20-hour week.

Current Status

We obtained a listing of payments made to students participating in the Federal Work-Study (FWS) program during the fall 2019 semester. The listing included 865 payments to 325 students totaling \$299,331.04. We selected a sample of 60 payments to 46 students totaling \$37,870.57.

Objective 1 – No issues noted

For the 60 monthly timesheets selected for review, personnel in the Office of Payroll provided copies of the related timesheets supporting the FWS wage payments to the related students.

Objective 2 – Not corrected

We randomly selected 35 timesheets included in our sample for detailed review to determine if the students' supervisors certified them performing work study duties during a scheduled class time. These 35 payments were made to 27 students.

- A. For the 27 students selected for detailed timesheet review, we found that 14 of these 27 students (52%) performed FWS duties during scheduled class hours for at least one day during the months under review. (We also found sporadic overlapping for several students that range from 5 to 15 minutes that are not included in these results.)
- B. In its prior-year response, management indicated that the Office of Payroll would only accept the newly formatted timesheets which require applicable supervisors to certify that the student has not worked during any scheduled class time. We found that:
 - 32 of the 60 timesheets (53%) available for review and submitted to the Office of Payroll were not the updated timesheets.
 - 17 of the 35 timesheets submitted for the 14 students found to be working during class hours were not the updated forms

Objective 3 – Not corrected

For 17 of the 60 timesheets (28%) under review, the students worked more than 20 hours a week for at least one week while classes were in session. The 17 students worked from 0.5 to 8.0 hours (average 3.80 hours) in excess of the 20-hour limit.

- ❖ 8 of these 17 timesheets include one week in the month where the student worked in excess of 20 hours
- ❖ 6 of these 17 timesheets include two weeks in the month where the student worked in excess of 20 hours each week
- ❖ 3 of these 17 timesheets include three weeks in the month where the student worked in excess of 20 hours each week

Objective 4 – No issues noted

For 24 of the 60 timesheets reviewed, the student worked in excess of 6 hours for at least one day in the month. We found where the 24 students were taking the required minimum 30-minute unpaid rest/meal break.

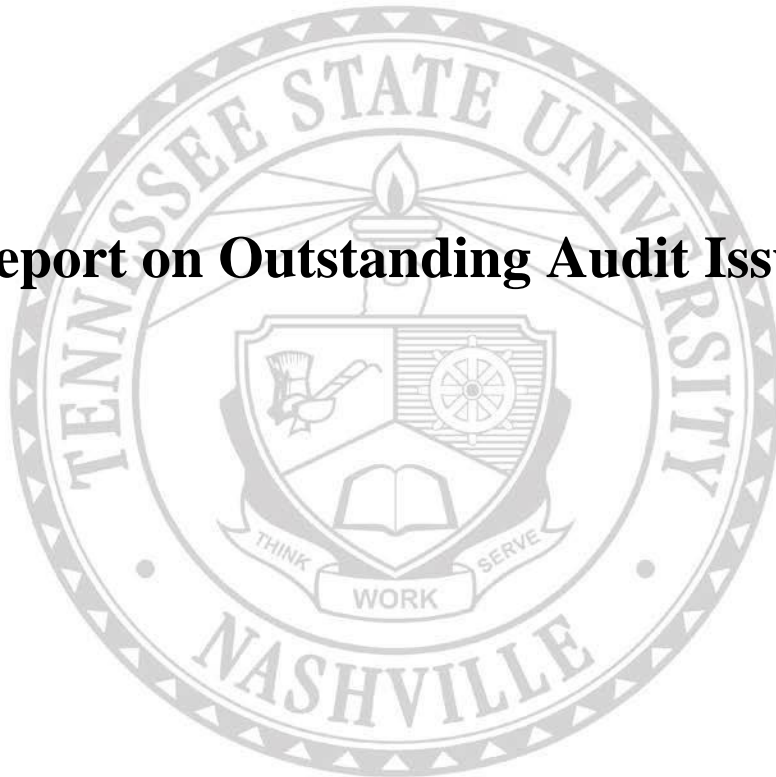
Audit Recommendation:

As indicated in the response to our prior audit findings, management in the Office of Financial Aid should ensure that the appropriate consequences are enacted for those supervisors who received training on the university's policies related to carrying out the FWS program and then were found to be in violation of the university's policies related to: (1) not allowing students to perform work-

study duties during scheduled class hours and (2) preventing students from working in excess of 20 hours per week when classes are in session.

**Tennessee State University
Board of Trustees**

Report on Outstanding Audit Issues



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: March 12, 2020

ITEM: Audit Committee Report – Report on Outstanding Audit Issues

RECOMMENDED ACTION: Discussion

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Information pertaining to this report item is included in the March 12, 2020, Board materials.

Tennessee State University
Department of Internal Audit
Audit Issues Outstanding at February 27, 2020

Report Date	Report Title	Observations	Status of Management Implementation of Corrective Actions
2/26/2020	Audit of Undergraduate Admissions for Fall 2019	1. Management exceeded the 10% limit for conditionally admitted first-time freshmen students 2. Management did not ensure that supporting documentation (final high school transcript, test scores, etc.) was obtained for all enrolled students 3. Management did not ensure that required immunization support was obtained for all enrolled students 4. Management did not ensure that all exceptions to admission criteria were properly documented	Ongoing
2/24/2020	Follow-up Review of Federal Work-Study (FWS) Timesheets	1. For the 14 of 27 students, we determined that the students performed FWS duties during scheduled class hours for at least one day during the months under review 2. For 17 of the 60 timesheets selected for review, the students worked more than 20 hours a week for at least one week while classes were in session.	In progress
1/24/2020	Follow-up to Audit of Federal Grant: Promoting Best Management Practices in the Nursery Production Systems for the Mid-South United States by Providing Planning and Technical Assistance	1. Management was not timely in submitting required federal reports - financial and performance reports 2. Time and effort certifications were not prepared for all time charged to the grant during the budget period	1. In progress 2. In progress
1/24/2020	Follow-up to Audit of Federal Grant: Career Commitment and Retention in STEM: The Intersection of Professional Identity and Career Management Skills in Minority and Women STEM Students	1. Time and effort certifications were not prepared for all time charged to the grant during the budget period	1. In progress
11/16/2019	Equipment Inventory Confirmation	1. For 22 of 50 items selected for physical inspection, the related custodian did not ensure that the location of the item was updated on the equipment listing 2. For 8 of 50 items selected for physical inspection, the related custodian did not ensure that the equipment listing correctly displayed the item's serial number	Ongoing
2/14/2019	Division of State Audit, Financial and Compliance Audit of Tennessee State University for the Year Ended June 30, 2017	1. TSU and TSU Foundation's accounting records show \$246,000 more cash on hand than shown on the bank statements; this variance is unexplained 2. As noted in the prior three audits, Tennessee State University did not provide adequate internal controls in one area	1. Issue not corrected 2. Ongoing

**Tennessee State University
Board of Trustees**



**Report on University's
Risk Assessment
Process**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: March 12, 2020

ITEM: Audit Committee Report – Report on University’s Risk Assessment Process

RECOMMENDED ACTION: Discussion

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The report on the university’s risk assessment process is included in the March 12, 2020, Board materials.

Background Information:

The Financial Integrity Act of 2010 requires each agency of state government and institution of higher education to establish and maintain internal controls that provide reasonable assurance that:

- (1) Obligations and costs are in compliance with applicable law;
- (2) Funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; and
- (3) Revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accurate and reliable financial and statistical reports and to maintain accountability over the assets.

To document compliance, Tennessee State University must annually perform a management assessment of risk, incorporating the above-referenced internal controls into that assessment. The objectives of the annual risk assessment are to provide reasonable assurance of the following:

- (1) Accountability for meeting program objectives;
- (2) Promoting operational efficiency and effectiveness;
- (3) Improving reliability of financial statements;
- (4) Strengthening compliance with laws, regulations, rules, and contracts and grant agreements; and
- (5) Reducing the risk of financial or other asset losses due to fraud, waste and abuse.

The university’s risk assessment was provided to the Audit Committee for review in Executive Session during the November 21, 2019 board meeting.

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

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

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

MOTION: To approve going into Executive Session to discuss items deemed confidential under State law.

Tennessee State University
Board of Trustees



**FINANCE AND BUDGET
COMMITTEE REPORT**

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

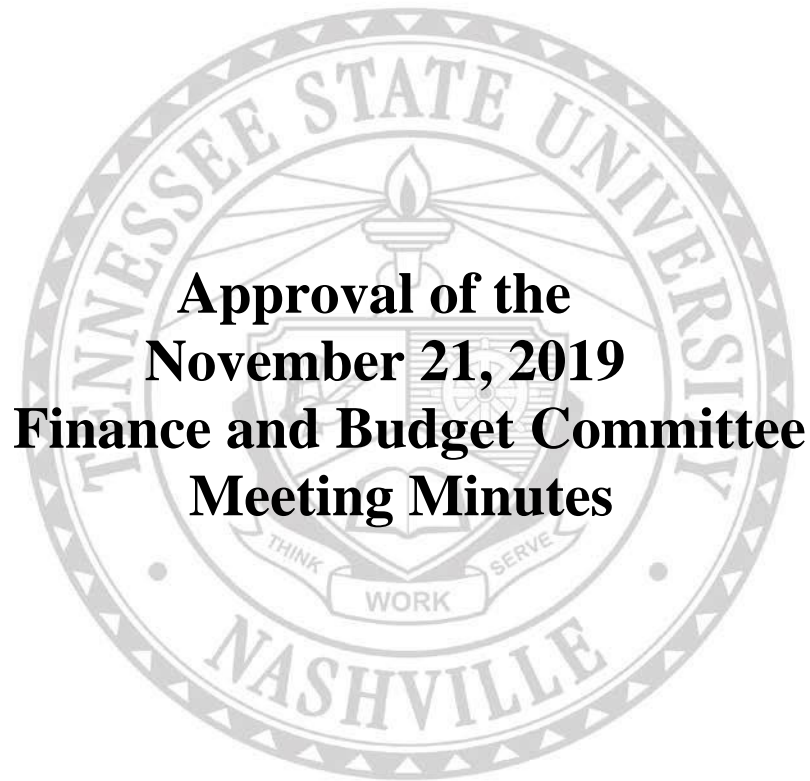
11 a.m. CST
Thursday, March 12, 2020

Tennessee State University – Main Campus
McWhorter 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. Budget Update for Fiscal Year 2019-2020
- V. Finance and Budget Report
- VI. Enrollment Report
- VII. Update on Enrollment, Marketing and Student Recruitment Plan
- VIII. Report on University’s Strategic Plan Process

**Tennessee State University
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 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 March 12, 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 March 12, 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.

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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
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Budget Update for Fiscal Year 2019-2020

RECOMMENDED ACTION: Information Item

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

The March 12, 2020, Board materials contain the Budget update for FY 2019-2020 and related information.

Agenda Item:

Date: March 12, 2020

Subject: Budget Update - Fiscal Year 2019-2020

Background Information:

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

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

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

The purpose of this agenda item is provide an update on actual revenues and expenditures to budget. Tuition and Fee revenue, which represents approximately 55% of Unrestricted E&G revenue, is above the projected revenues by \$2.2 million or 3%. Other Sources revenue is lower than projected revenue by \$4 million. The administration is in ongoing talks to complete the transaction that was previously presented to the Board designed to generate the \$4 million.

Expenditure lines reflect year-to-date expenditures in addition to operational encumbrances. The administration continues to monitor and control expenses as efficiently as possible for the FY2020 Budget. The primary focus is on developing a long-term sustainable solution to control expenditures for FY2021 Budget.

Item Details: See attachment.

Tennessee State University
Comparative Statements of Revenues, Expenditures and Changes in Fund Balance - Budget and Actual
Fiscal Year to Date as of January 31, 2020

	FY2020						FY2019
	BUDGET	FYTD	ENCUMBRANCES	TOTAL	VARIANCE	% VARIANCE	Actual
	Budget minus TotalTotal divided by Budget						
REVENUES:							
Tuition and Fees	\$ 68,667,200	\$ 70,913,330	\$ -	\$ 70,913,330	\$ (2,246,130)	103.27%	\$ 76,078,574
State Appropriation	42,768,900	26,051,200	-	26,051,200	16,717,700	60.91%	39,342,738
Federal Grants and Contracts	2,500,000	1,529,499	-	1,529,499	970,501	61.18%	2,543,685
State Grants and Contracts	33,000	167	-	167	32,833	0.51%	27,769
Private Grants and Contracts	72,000	37,109	-	37,109	34,891	51.54%	70,895
Sales and Services of Educ Depts	124,300	26,779	-	26,779	97,521	21.54%	109,946
Sales and Services of Other Activities	5,157,200	3,927,369	-	3,927,369	1,229,831	76.15%	4,884,035
Other Sources	4,732,200	(2,746)	-	(2,746)	4,734,946	-0.06%	1,532,292
TOTAL REVENUES:	\$ 124,054,800	\$ 102,482,707	\$ -	\$ 102,482,707	\$ 21,572,093	82.61%	\$ 124,589,934
EXPENDITURES:							
Instruction	\$ 61,271,300	\$ 29,613,383	\$ 2,171,068	\$ 31,784,451	\$ 29,486,849	51.87%	\$ 57,169,724
Research	2,564,300	980,615	71,155	1,051,770	\$ 1,512,530	41.02%	2,191,590
Public Service	1,368,200	743,910	116,311	860,221	\$ 507,979	62.87%	1,347,668
Academic Support	11,051,200	6,268,408	303,455	6,571,863	\$ 4,479,337	59.47%	9,324,341
Student Services	16,374,400	10,027,181	1,466,888	11,494,069	\$ 4,880,331	70.20%	16,620,333
Institutional Support	12,329,000	7,795,624	1,611,015	9,406,639	\$ 2,922,361	76.30%	12,714,367
Physical Plant	14,193,800	7,939,319	6,968,501	14,907,820	\$ (714,020)	105.03%	16,600,933
Scholarships and Fellowships	11,348,700	9,235,103	-	9,235,103	\$ 2,113,597	81.38%	9,533,206
TOTAL EXPENDITURES:	\$ 130,500,900	\$ 72,603,543	\$ 12,708,393	\$ 85,311,936	\$ 45,188,964	65.37%	\$ 125,502,162
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	\$ (6,446,100)	\$ 29,879,164	\$ (12,708,393)	\$ 17,170,771	\$ (23,616,871)		\$ (912,228)
TRANSFERS:							
Mandatory Transfers	\$ 1,368,900	\$ -			\$ 1,368,900	0.00%	\$ 2,474,016
Nonmandatory Transfers	(8,305,500)	-			(8,305,500)	0.00%	(4,173,824)
Total Transfers	\$ (6,936,600)	\$ -	\$ -	\$ -	\$ (6,936,600)	0.00%	\$ (1,699,808)
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS	\$ 490,500	\$ 29,879,164	\$ (12,708,393)	\$ 17,170,771	\$ (16,680,271)		\$ 787,580

**Tennessee State University
Board of Trustees**



Finance and Budget Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 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 March 12, 2020, Board materials.

Finance and Budget Report

March 12, 2020

Update on Electrical Grid Issues

The electrical grid assessment is underway and is expected to be completed by June 1, 2020. The university experienced two electrical outages that raised the awareness of repairs need in the electrical grid. During the assessment, any repairs that require immediate attention and are safety concerns will be 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.

Facility Assessment

The university is also contracting 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.

Capital Project - Severance

The university will postpone the plans for Capital Severance from July 1, 2020 to July 1, 2021. The university administration is reviewing various units' organizational structures, which will allow the Facilities and Construction Planning and Design departments to become more adequately staffed.

Tennessee State University

Board of Trustees



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020
ITEM: Enrollment Report
RECOMMENDED ACTION: None
PRESENTED BY: President Glover

President Glover or her designee will provide a report on enrollment.

ENROLLMENT DATA UPDATE

Fall 2020 Admission Funnel Analysis

Semester	As of Date	Admitted	Denied	Incomplete	Cancel	Grand Total
Fall Term 2019	5-Mar-19	3563	305	3647	14	7529
Fall Term 2020	5-Mar-20	3594	655	3609	23	7881

Fall 2019 Comparative Enrollment Figures

	Headcount			FTE		
	Fall 2018	Fall 2019	% Difference	Fall 2018	Fall 2019	% Difference
Undergraduate	6121	5877	-4.0	5578.67	5306.27	-4.9
Graduate	1651	2204	33.2	985.17	1094.00	11.0
Total	7772	8081	3.9	6563.84	6400.27	-2.5

Spring 2020 Comparative Enrollment Figures

	Headcount			FTE		
	Spring 2019	Spring 2020	% Difference	Spring 2019	Spring 2020	% Difference
Undergraduate	5056	4843	-4.0	4602	4387.2	-5.0
Graduate	1477	1262	-15.0	900.75	801.5	-11.0
Total	6533	6105	-7.0	5502.75	5188.7	-6.0

Tennessee State University

Board of Trustees



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

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 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 – MARCH 12, 2020

Efforts that have occurred November 21, 2019 - February 28, 2020

GOAL	EFFORTS – (COMPLETED)	RESULTS	NEXT STEPS																																	
STRATEGIC OUTREACH <ul style="list-style-type: none">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.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.Conduct special recruitment receptions for high achieving high school seniors in primary markets.Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.Begin outreach to selected middle school populations to increase awareness and early brand loyalty.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>.Assign each student to a recruitment advisor who will be in continuous contact with prospective students throughout the recruitment cycle.Increase dual enrollment courses with high school seniorsCoding camp partnership with Apple, Inc. and other technology partners	<ul style="list-style-type: none">Hired new Director of Admissions and Recruitment.Hired three new full-time recruiters.Hired two new full-time regional recruiters.Launched aggressive high school visit and college fair schedule.Scheduled (5) spring recruitment receptions for high achieving high school students in Atlanta, GA, Birmingham, AL, Metro Nashville, TN, Clarksville Montgomery County, and Hamilton County.Added (3) new special events for Admitted Students – Admitted Students DaysEarly launch of Summer Orientation Registration.Partnered with the Aristocrat of Bands for two onsite admissions events in Atlanta and Nashville.International Recruitment activities in Trinidad and Tobago (9 students identified), Colombia, South America (met with five universities, the Bahamas (met with over 200 students) and signed two MOUs), Ghana (10 students committed to applying, 1 accepted to date), South Africa (met 20 students).Expanded dual enrollment outreach and partnerships from (1) county to (10) counties. More counties are still being negotiated.Launched the <i>Intent to Enroll</i> campaign with the addition of (3) enrollment support advisors to assist admitted students with completing the enrollment process. (Housing, Orientation and Financial Aid)Expanded Apple Coding course offering with high schools. Also exploring new	<p>Students who Applied for Fall 2020 as of 2/28/20</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>7365</td></tr><tr><td>Fall 2020</td><td>7702</td></tr></table> <p>Ahead by 335 applications</p> <p>Students Admitted for Fall 2020 as of 2/28/20</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>3457</td></tr><tr><td>Fall 2020</td><td>3470</td></tr></table> <p>High school visits completed Jan-Feb</p> <table><tr><th>Year</th><th>Count</th></tr><tr><td>Fall 2019</td><td>17</td></tr><tr><td>Fall 2020</td><td>67</td></tr></table> <p>Dual Enrollment results</p> <table><tr><th>Year</th><th>County Partnerships</th><th>Students</th></tr><tr><td>Spring 2019</td><td>1</td><td>10</td></tr><tr><td>Fall 2019</td><td>7</td><td>131</td></tr><tr><td>Spring 2020</td><td>2</td><td>50</td></tr><tr><td>Fall 2020</td><td>10</td><td>TBD</td></tr></table> <p>Intent to Enroll results</p> <ul style="list-style-type: none">179 students have already completed their <i>Intent to Enroll</i> form compared to 0 students in spring 2019 <p>Orientation results</p> <ul style="list-style-type: none">117 students have completed their <i>Summer Orientation Registration</i> compared to 0 students in spring 2019	Year	Count	Fall 2019	7365	Fall 2020	7702	Year	Count	Fall 2019	3457	Fall 2020	3470	Year	Count	Fall 2019	17	Fall 2020	67	Year	County Partnerships	Students	Spring 2019	1	10	Fall 2019	7	131	Spring 2020	2	50	Fall 2020	10	TBD	<p>SPRING EXPERIENCE TSU RECEPTIONS</p> <ul style="list-style-type: none">Atlanta, GA – March 14Birmingham, AL – March 21Davidson Cty – March 19Clarksville/Montgomery Cty – March 26Hamilton Cty – March 24 <p>ADMITTED STUDENTS DAYS</p> <ul style="list-style-type: none">Friday, March 27, 2020Friday, April 17, 2020Friday, April 24, 2020 <p><i>Admitted students will receive guidance with Financial Aid, Housing, Student Accounts and Academic Programs.</i></p> <ul style="list-style-type: none">Continue the Intent to Enroll Campaign and enrollment support.Recruitment trip planned to Brazil, Argentina and Uruguay in Late April 2020
Year	Count																																			
Fall 2019	7365																																			
Fall 2020	7702																																			
Year	Count																																			
Fall 2019	3457																																			
Fall 2020	3470																																			
Year	Count																																			
Fall 2019	17																																			
Fall 2020	67																																			
Year	County Partnerships	Students																																		
Spring 2019	1	10																																		
Fall 2019	7	131																																		
Spring 2020	2	50																																		
Fall 2020	10	TBD																																		

	<p>tech opportunity with Best Buy.</p> <ul style="list-style-type: none"> Hosted over 400 middle school students for campus visits at TSU in January and February 2020. 		
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GOAL	EFFORTS – (Completed)	RESULTS	NEXT STEPS
STRATEGIC COMMUNICATIONS <ul style="list-style-type: none"> Telephone campaigns to accepted freshmen, transfers, and readmit students (also to incomplete applicants and high school senior inquiries) Increase communication/follow-up with students via email, text, and direct mail Personalize communications with perspective students to build early connections as early as junior high school 	<ul style="list-style-type: none"> Continued ongoing telephone, email and SMS text campaigns for admitted students and students with incomplete applications: <ul style="list-style-type: none"> First time Freshmen Transfers Readmits Sent personalized emails to incomplete applications on an ongoing basis. Sent traditional letters/notifications to home addresses Sent 3,209 personalized invitations to admitted students for Spring Preview Day via UPS. 	<ul style="list-style-type: none"> Increased the number of admitted students Decreased the number incomplete applications 	<ul style="list-style-type: none"> Ongoing follow-up to pending/incomplete students
TECHNOLOGICAL INFRASTRUCTURE AND CAPTIAL IMPROVEMENTS <ul style="list-style-type: none"> Rename Student Success Center to Center for First Year Programs creating learning communities modeling programs after student-centered practices to achieve first year enrollment goals. Identify all students who started an application but did not finish early and assist them in completing the application process. Create written admissions policies. Create written transcript scanning and tracking procedure. 	<ul style="list-style-type: none"> Realigned the First Year Experience to better support new students as they progress from admission to the university to the completion of the first year. Sent ongoing communication to students with missing documents via text, emails, and calls. Developed new policy and procedures manual for admissions and recruitment. Created procedure for electronically scanning documents into student records. Signed on as a member institution of the Common Black College Application. 	<ul style="list-style-type: none"> We now have new innovative programming for First Year students designed to engage and develop students academically and socially with the objective of improving retention and persistence rates. Increased the number of admitted students Reduced the number of students with incomplete files Better management of student documents As student documents are received they are immediately indexed to student records allowing the Office of Admissions to make admissions decisions more timely. 	<ul style="list-style-type: none"> Banner and CRM upgrades New First Year Experience program implementation Fall 2020
STRATEGIC FUNDING FOR SCHOLARSHIPS <ul style="list-style-type: none"> Provide more scholarship dollars to students Increase both need-based and merit-based funding 	<ul style="list-style-type: none"> Successfully launched and completed the <i>Million in a Month</i> campaign. Secured unique partnership with the Nashville Predators. Secured funding support from the State of Tennessee. Secured additional USDA scholarship funds. 	<ul style="list-style-type: none"> Generated scholarship funds to assist qualified students. Offered scholarship awards to high achieving first time freshmen. 	<ul style="list-style-type: none"> Continue to monitor the TSU scholarship portal for qualified applicants. Continue to offer scholarship awards.

Tennessee State University

Board of Trustees



**Report on University's
Strategic Plan Process**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Report on University's Strategic Plan Process

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on the Strategic Plan process.
Information pertaining to this agenda item is included in the March 12, 2020, board materials.

**Tennessee State University
Board of Trustees**



**ACADEMIC AFFAIRS
AND STUDENT AFFAIRS
COMMITTEE REPORT**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
ACADEMIC AFFAIRS AND STUDENT AFFAIRS
COMMITTEE MEETING AGENDA**

8:30 a.m. CST
Thursday, March 12, 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, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Report on Accreditation Matters
- V. Approval of Ph.D. in Agricultural Sciences and Natural Resources
- VI. Nursing School Report
- VII. Academic Affairs Report
- VIII. Student Affairs Report
- IX. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the November
21, 2019 Academic Affairs
and the Student Affairs
Committee Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Approval of the November 21, 2019, Academic Affairs and Student Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the November 21, 2019, Academic Affairs and Student Affairs Committee meeting is included in the March 12, 2020 Board materials.

MOTION: To approve the minutes from the Board of Trustees' November 21, 2019, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's March 12, 2020, meeting.

**Meeting of the Tennessee State University Board of Trustees
Academic Affairs and Student Affairs Committee Meeting
November 21, 2019
Tennessee State University – Main Campus –
McWherter Administration Building, President’s Conference Room
3500 John A. Merritt Blvd., Nashville, Tennessee 37209**

MINUTES

Committee Members Present: Trustees Pam Martin, Richard Lewis, Ali Sekmen, and Braxton Simpson

Other Board Members Present: Trustees Deborah Cole, Edith Peterson Mitchell, Bill Freeman, Joseph Walker, III, and Stephen Corbeil

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; Terrence Izzard, Assoc. Vice President of Enrollment Management; and Dr. Charlise Anderson, Director, Accreditation & Assessment.

Guests Present: Lauren Collier, Tennessee Higher Education Commission.

I. CALL TO ORDER

Trustee Martin called the meeting to order at 8:30 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. Trustees Martin, Sekmen, Lewis and Simpson were present. Secretary Pendleton announced the presence of a quorum.

III. APPROVAL OF THE SEPTEMBER 26, 2019, COMMITTEE MEETING MINUTES

Trustee Martin proceeded to the approval of the September 26, 2019, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the September 26, 2019, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Lewis seconded the motion, which carried unanimously.

IV. APPROVAL OF DISCONTINUANCE OF TWO-YEAR ASSOCIATES OF NURSING DEGREE

Chair Martin asked President Glover and her designees to provide pertinent information related to this agenda item. President Glover designated Dr. Mosley, Interim Vice President of Academic Affairs, to provide clarification of this agenda item.

A discussion then ensued among all the Trustees regarding the nursing program. Trustee Braxton inquired as to what options would the TSU students have once the discontinuance goes into effect. It was made clear that the Bachelor of Science in Nursing (BSN) would be their option. Trustee Corbeil commented that discontinuing the Associate of Applied Science in Nursing (AASN) was a good idea.

Chair Martin moved to recommend to the full Board the approval of the discontinuance of the two-year associates of nursing degree, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Sekmen seconded and the motion carried.

V. APPROVAL OF THE BACHELOR OF BUSINESS ADMINISTRATION IN HOSPITALITY AND TOURISM DEGREE

Chair Martin announced the next agenda item as the approval of the Bachelor of Business Administration in Hospitality and Tourism degree. She asked President Glover and her designee to provide pertinent information related to this agenda item.

President Glover designated Dr. Mosley, Interim Vice President of Academic Affairs, to provide the report for this item as her designee.

Dr. Mosley informed the committee that this new program supports the mission of the University. Trustee Martin concurred stating that Nashville was a Tourist City and that TSU was 'right on it'.

Chair Martin moved to recommend to the full Board the approval of the Bachelor of Business Administration in Hospitality and Tourism degree, as contained in the Board materials for the November 21, 2019. Trustee Lewis seconded and the motion carried.

VI. APPROVAL OF THE ONLINE DELIVERY OF MASTER OF SCIENCE IN NURSING PROGRAM

Chair Martin announced the next item on the agenda is the approval of the online delivery of the Master of Science in Nursing program. She then asked President Glover and her designees to provide pertinent information related to this agenda item.

Again, President Glover deferred to Dr. Mosley as her designee, who then informed the Committee that the University, on behalf of the College of Health Sciences, requested approval to proceed with expanding the delivery of its Master of Science in Nursing to encompass a face to face and online delivery of its MSN program, in preparation for the discontinuation of the TN eCampus program.

Chair Martin moved to recommend to the full Board the approval of the online delivery of the Master of Science in Nursing program, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Sekmen seconded and the motion carried.

VII. REPORT ON SACSCOC ACCREDITATION MATTERS

Chair Martin announced the next item on the agenda as is the Report on SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) accreditation matters. She noted that the materials for this agenda item are included in the materials for the November 15, 2018, Board meeting on pages 101 and 102.

Chair Martin asked President Glover or her designee to provide an update related to this agenda item.

President Glover deferred to Dr. Charlise Anderson to provide the update as her designee. Dr. Anderson indicated that a first draft of the required monitoring report had been prepared and submitted to the President. She also indicated that initial education program assessment reports with curriculum maps had been collected for two assessment periods. Dr. Anderson also noted that documentation is being collected as supporting evidence of assessment results.

President Glover then expressed thanks to THEC for retaining persons to assist TSU with this task, including Dr. Smith, who had experience with Standard 8.2.A and 8.2.B.

Trustee Sekmen reminded the committee that the area of concern was with ‘Concentrations’. He pointed out that it was the student learning outcomes that were missing.

Trustee Sekmen also expressed his concern regarding how the institution arrived at this point. He commented that in 2017, the institution submitted the 1st Monitoring report; in 2018, the institution submitted the 2nd Monitoring report; and the institution submitted a subsequent Interim Report. In June 2019, TSU was placed on probation. He asked, “How do we not let this happen again?”

Dr. Anderson emphasized the work being done to ensure the institution would no longer be in probation status. She said that the Assessment Reports that are being done was NOT the process but the product of the process. The reports were not only compliant but showed continuing assessment and sustainability. President Glover reiterated the work being done to address SACSCOC’s probation related issue and how serious the institution was taking this matter.

Chair Martin thanked President Glover and her team for this good news and added that THEC was excited about the work being done at TSU. She thanked Dr. Anderson for being here to assist with the assessment.

VIII. ACADEMIC AFFAIRS REPORT

Chair Martin introduced the next item on the agenda as the Academic Affairs Report.

Chair Martin asked President Glover and her designees to provide pertinent information related to this agenda item. President Glover designated Dr. Mosley, Interim Vice President of Academic Affairs, to provide the report for this item as her designee.

Dr. Mosley noted the numerous discipline specific accreditation efforts across the colleges. She also provided information regarding future academic program development. Dr. Mosley concluded the report with a discussion about the importance of internships and the efforts to increase student participation in internships. Dr. Mosley added that our students engaged in “high impact activities.” Our programs were also targeting the adult learners and our students were participating in many work-based initiatives/practicum.

Trustee Cole stated that it is important that we get this word out.

Chair Martin thanked President Glover for her team’s presentation.

IX. STUDENT AFFAIRS REPORT

Chair Martin introduced the next item on the agenda as a Student Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials dated November 21, 2019.

Chair Martin asked President Glover to provide pertinent information related to this agenda item. President Glover then designated Associate Vice President / Dean Frank Stevenson to provide the report.

Dean Stevenson noted that participation in student elections was up by 41 percent. He also noted that over eight hundred students had participated in anti-hazing prevention.

Dean Stevenson proceeded to highlight the fact that there was still a significant need for additional housing. The campus had to service 3,146 students on campus but only had a 2,900 capacity. He stated that a full assessment was being done on the dorms. At present we had no graduate housing and no family housing. This was causing us to miss major recruiting opportunities.

Dean Stevenson pointed out that as a result of our Code and Create initiative, a mobile app was created to help track the schedule of the TSU Shuttle buses. Belmont University was replicating our Tiger Patrol program on their campus.

Trustee Corbeil asked if the Committee could get an index or matrices in order to measure our improvement. He stated that he loved the activities but wanted to ensure that they were 'leading to something'. Dr. Mosley added that Navigate software would give the data for measuring improvements, degree completion, retention, etc.

Trustee Simpson added that there was an app available to show students RSVP to events, and help track attendance. President Glover then thanked Trustee Simpson and the SGA for their initiative and working with Dean Stevenson. She said that the student leaders were to be commended for the work they have been doing.

Following the discussion, Chair Martin thanked President Glover and her team for the presentation.

X. ADJOURNMENT

Chair Martin asked if there was any additional business? Seeing none, she then recommended a motion to adjourn the meeting. The motion was seconded by Trustee Lewis and the meeting was adjourned 9:30.

Tennessee State University

Board of Trustees



**Report on
Accreditation Matters**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Report on Accreditation Matters

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on accreditation matters. Information pertaining to this agenda item is included in the March 12, 2020, board materials.

SACSCOC ACCREDITATION UPDATE
Office of Assessment Accreditation

IMPLEMENTED MEASURES TO ENSURE COMPLIANCE WITH STANDARD 8.2.A. TO SACSCOC'S SATISFACTION

- December 13, 2019 – Third cycle (Fall 2019) of all educational program assessment reports with documented results and use of results submitted to Office of Assessment and Accreditation.
- December 16, 2019 – Assessment and Improvement Committee for Educational Programs and Student Learning completed the Assessment Report Evaluation Rubric for the Fall 2019 assessment reports.
- January 30, 2020 – Third Draft of Monitoring Report was submitted to Silver & Associates and President.
- February 7, 2020 – Assessment and Improvement Committee for Educational Programs and Student Learning and Assessment Coordinators completed the Use of Results Audit evaluating 3 cycles of assessment reports.
- February 27, 2020 – Final Monitoring Report with documentation, including 3 cycles of all educational program assessment reports and President's Good Cause Statement were mailed to SACSCOC.

BECOMING CAMPUS READY FOR SPECIAL COMMITTEE VISIT

- February 13-14, 2020 - Silver & Associates visited campus and conducted a Mock Site Visit designed to simulate the SACSCOC Special Committee visit scheduled for April.
- February 14-15, 2020 - President called a mandatory work session with Cabinet, Deans, Chairs, and Assessment Coordinators to (1) share the Institutional Effectiveness model and the Assessment model; and (2) edit in 'real time' the analysis of assessment results contained in the assessment reports for all 3 cycles.
- February 15, 2020 - Silver & Associates submitted Feedback Report on findings from the Mock Visit.
- February 17-20, 2020 - all academic program revised assessment reports were submitted to Office of Assessment and Accreditation and uploaded to the accreditation reporting software.

NEXT STEPS

- March 2020 – the campus will hold group meetings to discuss, rehearse, and get ready for the Special Committee Visit.

SACSCOC Review Process:

- April 1 – 3, 2020 - Special Committee Visit. Committee composed of experienced committee members will conduct the review of the Third Monitoring Report and

- Documentation. Committee members: Chair, two (2) Institutional Effectiveness (IE) evaluators, and our SACSCOC Vice President.
- Options of the Evaluators: (1) Exit conference with President with verbal report of findings (2) Special Committee will prepare Report of the Special Committee, a checking of errors of fact is completed by representatives who read the Report (3) University will then receive a copy of the Report with instructions on next steps (4) University has a brief period to respond to recommendations by the Committee and fix any errors for consideration of the SACSCOC Board of Trustees.

Tennessee State University

Board of Trustees



**Approval of Ph.D. in
Agricultural Sciences and
Natural Resources**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Approval of a Ph.D. in Agricultural Sciences and Natural Resources

RECOMMENDED ACTION: Approval

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

Pursuant to TSU's New Program Development policy, which includes revised programs, academic departments may seek the creation of a new academic program or the revision of an existing program by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the proposals.

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

The College of Agriculture requests approval to proceed with the development of a new Ph.D. program in Agricultural Sciences and Natural Resources.

Background

The Department of Agricultural and Environmental Sciences (DAES) at Tennessee State University (TSU) herewith submits to the Tennessee Higher Education Commission (THEC) a Letter of Notification (LON) for a Doctor of Philosophy (Ph.D.) Degree Program in Agricultural Sciences and Natural Resources with concentrations in Animal Science, Food Science, Plant Science, and Agricultural Education. The request to establish this degree program is timely, and based on solid evidence that the program will address the needs of the Tennessee labor market and exceeds the minimum threshold for degree requirements by the THEC for the following reasons.

1. The number of minority doctoral degree holders in the Agricultural Sciences and Natural Resources, especially in the State of Tennessee, is very low. TSU being an 1890 Land Grant institution has the history of producing a large number of minority Master's degree holders in Agricultural Sciences and the Natural Resources. Thus, the PhD degree in Agricultural Sciences and Natural Resources would also increase the number of minority doctoral graduates in the Agricultural Science and Natural Resources and at the same time enable TSU to enhance its Land Grant Programmatic thrust in teaching and research.
2. TSU, being an 1890 Land Grant institution has a very strong agricultural research program supported by more than 25 million dollars annual research funding primarily from the United States Department of Agriculture-National Institute of Food and Agriculture (USDA-NIFA), and the State of Tennessee, among other funding agencies.
3. The DAES has a strong cadre of faculty who earned their PhD degrees from prestigious universities throughout the nation. These faculty will support the Ph.D. degree in Agricultural Sciences and Natural Resources; they are already pursuing ground-breaking research and teaching in the DAES here at TSU.
4. Since 2015-2016 academic year, the DAES has graduated on average five Ph.D. students every year for 4 consecutive years through the Ph.D. degree program in Biological Sciences, which does not align with career aspirations of these graduates. As a result, the April 2019 graduate program review conducted by an independent reviewer (Dr. Mortimer Neufville) made the following recommendation: create a separate Ph.D. degree program in Agricultural Sciences and Natural Resources because the current Ph.D. degree in biological sciences does not fully reflect the agricultural research training received by these students.
5. In addition, the number of Ph.D. degree students with research focus on agricultural and environmental sciences mentored by Agricultural Sciences and Natural Resources faculty has remained constant (around 30) for the last five years.
6. United States Department of Agriculture (USDA) funds will support the proposed program by funding students annually through Graduate Research Assistantships
7. The proposed Ph.D. degree program in Agricultural Science and Natural Resources will provide a unique contribution to the State of Tennessee and will not duplicate existing programs.
8. The demand for graduates in the Agricultural science disciplines is high, and according to the Bureau of Labor Statistics (2016), is expected to increase by 11% between 2016 and 2026.
9. Agriculture and forestry account for 10.3% of the workforce in Tennessee (<https://www.tn.gov/agriculture/topic/educational/impact.html>). This degree program will produce graduates with skills that will contribute directly to these industries.

MOTION: To approve a Ph.D. in Agricultural Sciences and Natural Resources, as contained in the Board materials for the Board's March 12, 2020, meeting.

**Tennessee State University
Board of Trustees**



Nursing School Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Nursing School Report

RECOMMENDED ACTION: None

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

The nursing school report is included in the March 12, 2020, Board materials.

Nursing School Report

On February 27, 2020, the Tennessee Board of Nursing acted to lift suspension of admissions and grant full approval.

Changes to the Program

- Grade point average
- Pre-admission nursing entrance examination
- Completion of lower division prerequisite courses
- No repeated science courses
- No transfer students who failed at other institutions

Changes in Progression Requirements

- Change in grading scale
- Mentoring for all students
- Change in academic support

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Academic Affairs Report

RECOMMENDED ACTION: None

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

President Glover or her designee will provide a report on academic affairs.

**Academic Affairs Report
March 2020**

Report on Discipline-Specific Accreditation

Tennessee State University has the following update with respect to its discipline-specific accreditation efforts.

Discipline	Accrediting Agency	Status
Health Information Management	Commission on Accreditation for Health Informatics and Information Management (CAHIIM)	No negative findings (January 2020)

New Concentrations to be submitted to THEC (Launch date – Fall 2020)

College	Academic Area	Concentration
Engineering	Computer Science	Concentration of B.S. in Computer Science – Cybersecurity and Networking
Engineering	Computer Science	Concentration of M.S. in Computer Science – Data Science

Online Delivery of Degrees and Certificates (Launch date – Fall 2020)

College	Academic Area	Degree Offered	Proposal
Education	Educational Leadership	Ed.D.	To offer the Higher Educational Leadership and PreK-12 Administration Concentrations fully online
Education	Instructional Leadership	Ed.S.	To offer the Licensure and Non-licensure Concentrations fully online

Education	Curriculum and Instruction	M.Ed.	To offer the TELL, Educational Technology, Literacy in Education and Secondary School Instruction Concentrations fully online
Education	Instructional Leadership	M.Ed.	To offer the Licensure, Non-licensure, and Career and Technical Education Concentrations fully online
Education	Special Education	M.Ed.	To offer the degree fully online
Health Sciences	Health Information Management	B.S.	To offer degree fully online
Health Sciences	Nursing	B.S.	To offer the RN to BSN fully online
Liberal Arts	Criminal Justice	B.S.	To offer degree fully online
Public Service	Health Administration & Planning	Certificate	To offer certificate fully online
Public Service	Local Government Management	Certificate	To offer certificate fully online
Public Service	Public Policy	Certificate	To offer certificate fully online
Public Service	Social Work	B.S.W.	To offer degree fully online

**Tennessee State University
Board of Trustees**



Student Affairs Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Student Affairs Report

RECOMMENDED ACTION: None

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

President Glover or her designee will provide a report on student affairs.

Division of Student Affairs Report

Men's Initiative 2018(fall) - 2019(fall)

Mission Statement

Men's Initiative is a student service unit that supports undergraduate student persistence efforts. It specifically targets second-year male students who are enrolled in "good-standing" at Tennessee State University but could benefit from additional support. We strive to offer comprehensive mentor and mentor development models that introduce or improve public/professional speaking, financial literacy, social media etiquette, reading comprehension, global career exploration, and cultural competencies.

Programing – Reports

Rites of Passage Program

1. Approximately 60 undergraduate, Black male students registered for the first cohort of the Rites of Passage mentor development program at a student interest meeting held in fall 2018.
 - a. Pre-assessment yielded 52% of registrants were first-time, first-year students.
 - b. Nearly all registrants indicated wanting to join a fraternity, student government, or both.
 - i. Note: Student handbook policy prevents first-year students from joining student organizations, unless an institutionalized organization (class officers, band, athletics, etc.).
2. 23 of the 60 registrants completed an eight-week mentor development program during spring 2019.
 - a. Post-assessment yielded 100% of respondents indicated impact on their sense of belonging: 67% very positive; 33% positive.
 - b. All 23 students returned to Tennessee State University and are currently enrolled, in good-standing, for the 2019-2020 academic year.
 - c. On February 7, 2020, this cohort successfully petitioned to charter a registered student organization recognized by the Tennessee State University Office of Student Activities and institutionalized within the Men's Initiative.
3. Approximately 60 undergraduate, Black male students registered for the second cohort of the Rites of Passage mentor development program at a student interest meeting held in fall 2019.
 - a. Pre-assessment yielded 45% of registrants were first-time, first-year students.
 - b. Again, nearly all registrants indicated wanting to join a fraternity, student government, or both.
 - c. Approximately 30 students are currently participating in the Rites of Passage for spring 2020; the program is currently being facilitated by students from the first cohort.

Achievement Program Summer Institute

1. Implemented during the summer of 2019, from July 8-August 8, the G.A.P. Summer Institute is a five week skills training and enrichment program that helps young men

develop pro-social behavior and leadership skills by engaging them in critical dialogue, enrichment exercises, and experiential learning focused on academic achievement, career exploration, financial wellbeing and social-cultural mentorship. The program's ultimate goal is to aide students in closing enrollment gaps through effective planning and remediation so that they are able to successfully navigate their next year. All workshops with the exception of Saturday activities were held in the evenings to allow students the option to take a class to help close academic gaps, mostly S.A.P. related issues, or work during the day to earn money.

2. 25 students initially enrolled in the program, and 23 completed it.

Newly Implemented Program Initiatives 2020 (Spring)

Engagement Incentive Program

This will allow staff to assign point values to all Men's Initiative programing. Reaching a particular level within this Rewards Based program will allow us to increase our efforts with engaging a population of students who may not be as easily engaged as others.

Brotherhood Bonding

This is the Men's Initiative intentional way of monthly recognizing students who rarely are recognized. This will be based upon the completed requirements and accumulated points for the given month.

Ambassador Program

These are students who were in the program for one calendar year and completed specific requirements that has identified them as a potential candidate who will now serve as peer to peer mentors for the upcoming Cohort.

Book Club

To address African American Male literacy, we developed this club to engage an interest in reading fiction and non-fictions by authors of color. The goal is to help young African American men develop the skill to share their opinions, values, and feelings about books, friendship, family and life in general.

Men's Initiative Symposium

A Spring 2021 Initiative that will bring in national speakers from across America to discuss Black Male Retention Rates in Higher Education. Will allow our students to participate in dialogues with other HBCU students on strategies critical to engaging this generation of African American Males.

**Tennessee State University
Board of Trustees**



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

9:30 a.m. CST
Thursday, March 12, 2020

Tennessee State University – Main Campus
McWhorter 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, 2020, Executive Committee Meeting Minutes
- IV. Report on President’s Annual Performance Review
- V. Approval of Board Self-assessment Tool
- VI. Secretary’s Report
- VII. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the
November 21, 2019
Executive Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Approval of the November 21, 2019, Executive Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

The document reflecting the minutes from the November 21, 2019, Executive Committee meeting is included in the March 12, 2020, Board materials.

MOTION: To approve the minutes from the Board of Trustees' November 21, 2019, Executive Committee meeting, as contained in the Board materials for the Board's March 12, 2020, meeting.

**Tennessee State University Board of Trustees
Executive Committee Meeting – November 21, 2019
Tennessee State University – Main Campus – McWherter Administration Building,
President’s Conference Room – 3500 John A. Merritt Blvd., Nashville, Tennessee**

MINUTES

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

Other Board Members Present: Trustees Mitchell, Sekmen, Simpson, Lewis, and Freeman.

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

Guests Present: Lauren Collier, Tennessee Higher Education Commission.

I. CALL TO ORDER

Chair Walker called the meeting to order at 9:40 a.m. He then proceeded to the second item on the agenda.

II. ROLL CALL/DECLARATION OF A QUORUM

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

Secretary Pendleton announced the presence of a quorum.

III. APPROVAL OF THE SEPTEMBER 26, 2019, EXECUTIVE COMMITTEE MEETING MINUTES

Chair Walker introduced the first order of business — the approval of the September 26, 2019, Executive Committee meeting minutes. Chair Walker informed the Committee that the minutes for the Executive Committee’s September 26, 2019, meeting were included in the Board materials for the November 21, 2019, Board meeting.

Chair Walker moved to recommend to the full Board the approval of the September 26, 2019, Executive Committee meeting minutes, as contained in the Board materials for the November 21, 2019, Board meeting. Trustee Cole seconded the motion. With there being no discussion, Chair Walker called for a vote. The motion carried unanimously.

IV. UPDATE ON PRESIDENT'S ANNUAL PERFORMANCE REVIEW PROCESS

Chair Walker asked Vice Chair Cole to provide a report on the President's annual performance review process.

Vice Chair Cole provided information to the Committee on the performance evaluation procedures. She indicated that President Glover had developed her confidential written self-assessment statement, that the statement had been submitted to the board and others for the solicitation of input, and the comments would be due to her by November 28, 2019.

V. UPDATE ON BOARD SELF-ASSESSMENT PROCESS

Chair Walker asked Secretary Pendleton to provide an update on the Board self-assessment process.

Secretary Pendleton commented that under Board policy 005, the Board must conduct a self-assessment during this fiscal year. Secretary Pendleton indicated that he was working with Trustees Mitchell and Martin in developing a self-assessment tool for the board to utilize as part of the board self-assessment process.

VI. SECRETARY'S REPORT

Chair Walker asked Secretary Pendleton to provide a report to the Board. Secretary Pendleton addressed Board member terms. He indicated that Governor Lee has yet to make any announcements on board appointments or reappointments.

Secretary Pendleton noted he had met with Faculty Senate Chair Burks to follow up on the Faculty Senate Resolution calling upon the board and the institution to address the ongoing challenges presented by the tuition waiver and financing programs at TSU. Secretary Pendleton indicated that Chair Burks emphasized that the Faculty Senate only wanted to ensure that Board was aware of the faculty's interest and concern regarding students' ability to attend TSU if appropriate resources are not available to TSU students.

Secretary Pendleton also noted the Board Chair's receipt of a complaint from a parent regarding conditions on campus associated with the power outage and customer service issues. He indicated that University personnel were working to address the parent's concerns. Secretary Pendleton also indicated that President Glover attended budget hearings conducted the Governor's office.

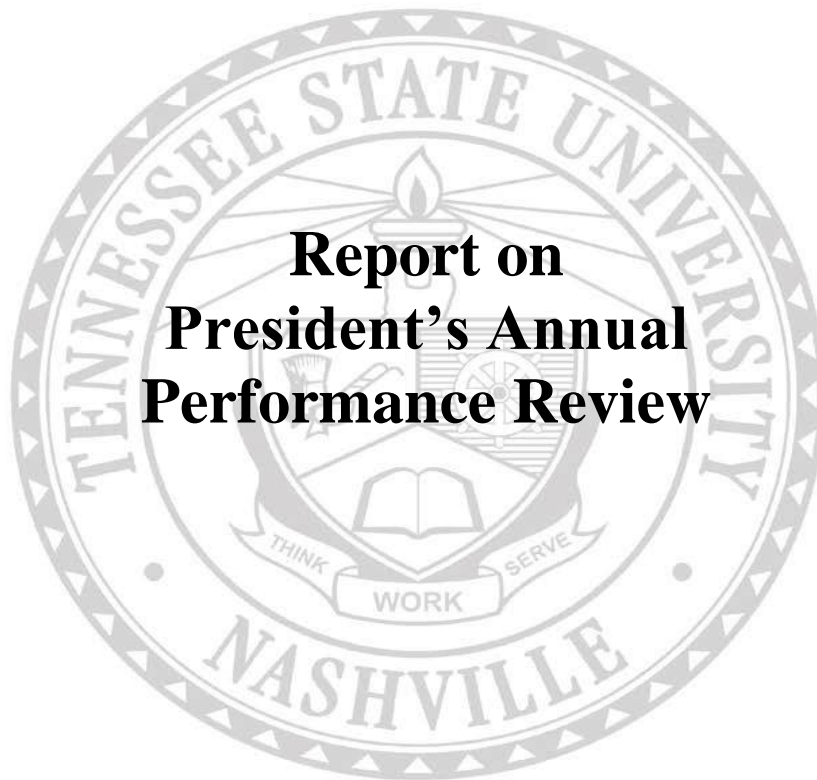
Secretary Pendleton concluded his report. Chair Walker thanked Secretary Pendleton for his report.

VII. ADJOURNMENT

Chair Walker opened the floor for any additional business. With no further business, Chair Walker moved for adjournment. Trustee Martin seconded the motion.

With there being no discussion, Chair Walker called for a vote. The motion carried unanimously. Chair Walker adjourned the meeting at 10:20 a.m.

**Tennessee State University
Board of Trustees**



**Report on
President's Annual
Performance Review**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Report on President's Annual Performance Review

RECOMMENDED ACTION: None

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

The Board Chair or his designee will provide a report on the President's Annual Performance Review.

**Tennessee State University
Board of Trustees**



**Approval of Board
Self-Assessment Tool**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
ACTION ITEM

DATE: March 12, 2020

ITEM: Approval of Board Self-Assessment Tool

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

MOTION: To approve the Board Self-Assessment Tool, as contained in the Board materials for the Board's March 12, 2020, meeting.

Board Self-assessment Tool Background

Under Board Policy 005, the Board is required to undergo a self-assessment, on a periodic basis, to evaluate its performance, responsibilities and expectations.

Former Board Trustee, Dr. Edith Mitchell, worked with Secretary Pendleton in developing a Board self-assessment tool. The self-assessment tool below provides a questionnaire format for the Board to conduct its first self-assessment.

With the Board's approval of the self-assessment tool, the full Board will be required to fill out the form and submit it to the Board Chair or designee prior to the June 18, 2020, Board meeting. The Board Chair shall share the results of the self-assessment with the Board.

Name: _____

Date: _____

Tennessee State University Board of Trustees Board Self-Assessment Tool

INSTRUCTIONS: For each of the following evaluative statements, please indicate your assessment by using the following five point rating scale.

Board Meetings:

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1. I assure appropriate time is spent preparing for each Board and committee meeting, reviewing the agenda, and reading the advance materials.					
2. I actively participate at Board Meetings. When I have a perspective different than one already articulated during the Board meeting, I share the perspective.					
3. Board meetings are conducted in an effective and efficient manner to accomplish the University's needs and purposes.					
4. Board Members have adequate information upon which to base decisions and reasonably takes into consideration the recommendations of the administration.					

Board Performance and Service:

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
5. I take regular steps to keep informed about important trends in the larger environment that might affect the organization.					
6. I participate in fundraising activities of the University through my own donations and/or identifying, cultivating, and soliciting donors.					
7. I have made monetary contributions to the University at a level consistent with my financial capacity.					
8. I clearly understand my role in setting policy, and through policy, appropriately defer executive management to the administration.					
9. I have a clear sense of my responsibilities as a Trustee.					
10. I participate on at least one standing committee or ad hoc task group.					
11. I contributed time in the past year at an occasion that served to support the school, faculty, staff, or students.					
12. The Board effectively helps promote the image of Tennessee State University.					

Conformity to Board Bylaws or Law

	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
13. I maintain confidentiality of Board deliberations.					
14. I have disclosed all actual or potentially misconstrued conflicts of interest.					
15. I do not become involved in staff or faculty disagreements, or the institution's daily affairs as an individual Trustee.					
16. Once a decision is made at the Board meeting, I actively support the decision, even though I may have voted against the decision.					
17. I understand the application of the Tennessee Open Records Act to Board meetings and Board member communications.					
18. I understand the Board's meeting obligations under the Tennessee Open Meetings Act.					
19. I believe that I am carrying out my fiduciary responsibility as a Trustee.					

**Tennessee State University
Board of Trustees**



Secretary's Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Secretary's Report

RECOMMENDED ACTION: None

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

Secretary Pendleton will provide a report.

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: March 12, 2020

ITEM: Student Development and Success Report

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Glenda Glover, President

President Glover or designee will provide report on student development and success.

Tennessee State University

Board of Trustees



BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 12, 2020

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

To be presented by President Glover at the March 12, 2020, Tennessee State University Board of Trustees meeting.

Tennessee State University
Board of Trustees



BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 12, 2020

ITEM: Board Chair's Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair Joseph Walker, III

To be presented by Board Chair Joseph Walker, III, at the March 12, 2020, Tennessee State University Board of Trustees meeting.

**Tennessee State University
Board of Trustees**



BOARD OF TRUSTEES

ACTION ITEM

DATE: March 12, 2020

ITEM: Adjournment

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair Joseph Walker, III

Board Chair, Joseph Walker, III, will move to adjourn the meeting.

Motion: To adjourn the March 12, 2020, Board of Trustees meeting.