

**Tennessee State University  
Board of Trustees**



**FINANCE AND BUDGET  
COMMITTEE REPORT**

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

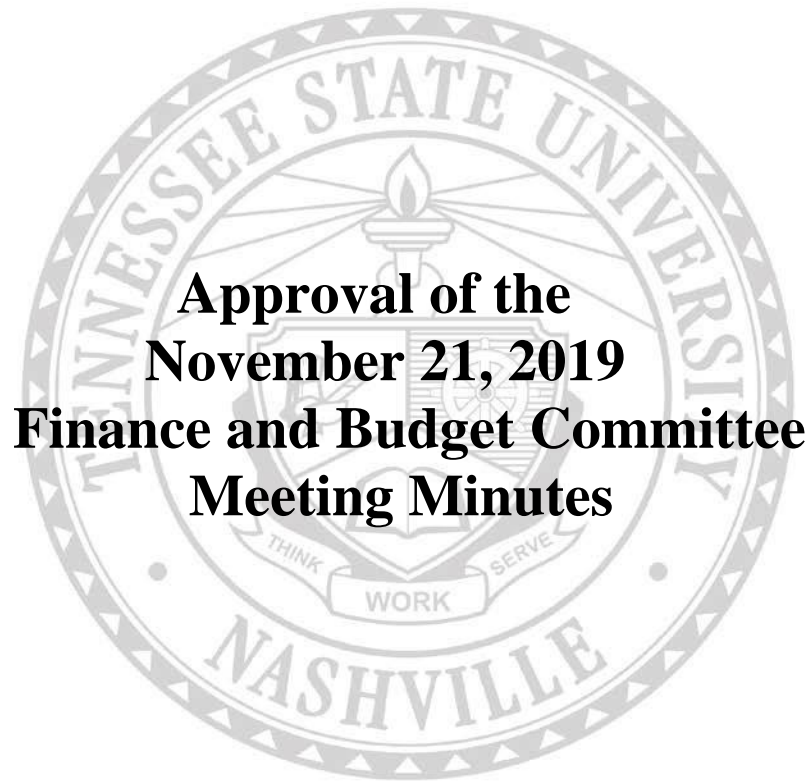
11 a.m. CST  
Thursday, March 12, 2020

Tennessee State University – Main Campus  
McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd. Nashville, TN 37209

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 21, 2019, Finance and Budget Committee Meeting Minutes
- IV. 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.

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

Mr. Izzard continued to present the report on enrollment and instructed that the information could be located at pages 68 through 71 in the Board materials. He guided the committee to the 'results' column of his report demonstrating that the increased efforts by the enrollment management department were resulting in increased numbers. Dual enrollment was playing a significant role in increasing enrollment, as well as the "Everyone can Code" courses. He explained that the new CRM (Customer Relationship Manager) and the Common Black College Application Portal provided additional support to students and the recruitment team.

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

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

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

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

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

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

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

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

## **IX. ADJOURNMENT**

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

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
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**

	<b>FY2020</b>						<b>FY2019</b>
	<b>BUDGET</b>	<b>FYTD</b>	<b>ENCUMBRANCES</b>	<b>TOTAL</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>Actual</b>
	Budget minus TotalTotal divided by Budget						
<b>REVENUES:</b>							
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
<b>TOTAL REVENUES:</b>	<b>\$ 124,054,800</b>	<b>\$ 102,482,707</b>	<b>\$ -</b>	<b>\$ 102,482,707</b>	<b>\$ 21,572,093</b>	<b>82.61%</b>	<b>\$ 124,589,934</b>
<b>EXPENDITURES:</b>							
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
<b>TOTAL EXPENDITURES:</b>	<b>\$ 130,500,900</b>	<b>\$ 72,603,543</b>	<b>\$ 12,708,393</b>	<b>\$ 85,311,936</b>	<b>\$ 45,188,964</b>	<b>65.37%</b>	<b>\$ 125,502,162</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ (6,446,100)</b>	<b>\$ 29,879,164</b>	<b>\$ (12,708,393)</b>	<b>\$ 17,170,771</b>	<b>\$ (23,616,871)</b>		<b>\$ (912,228)</b>
<b>TRANSFERS:</b>							
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)
<b>Total Transfers</b>	<b>\$ (6,936,600)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (6,936,600)</b>	<b>0.00%</b>	<b>\$ (1,699,808)</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS</b>	<b>\$ 490,500</b>	<b>\$ 29,879,164</b>	<b>\$ (12,708,393)</b>	<b>\$ 17,170,771</b>	<b>\$ (16,680,271)</b>		<b>\$ 787,580</b>

**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**



**Enrollment Report**

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
<b>Undergraduate</b>	6121	5877	-4.0	5578.67	5306.27	-4.9
<b>Graduate</b>	1651	2204	33.2	985.17	1094.00	11.0
<b>Total</b>	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
<b>Undergraduate</b>	5056	4843	-4.0	4602	4387.2	-5.0
<b>Graduate</b>	1477	1262	-15.0	900.75	801.5	-11.0
<b>Total</b>	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																																	
<p><b>STRATEGIC OUTREACH</b></p> <ul style="list-style-type: none"> <li>▪ Increase high school visits and become more visible at events in Metro Nashville Public Schools, Shelby County Schools, Hamilton County Schools and Clarksville-Montgomery County and communities.</li> <li>▪ Increase recruitment outreach in the Birmingham, Montgomery, Mobile and Huntsville, Alabama area; Northern Mississippi area; Atlanta, GA area; St. Louis, MO area; Indianapolis, IN area; Louisville, KY areas through special events, mailers, emails and digital campaigns.</li> <li>▪ Conduct special recruitment receptions for high achieving high school seniors in primary markets.</li> <li>▪ Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.</li> <li>▪ Begin outreach to selected middle school populations to increase awareness and early brand loyalty.</li> <li>▪ Ensure that faculty, support staff, student organizations and auxiliary departments are involved in recruitment initiatives, i.e. <i>Chat with the Deans, Recruitment Receptions, Preview Days, Campus Town Halls/Recruitment Info Sessions.</i></li> <li>▪ Assign each student to a recruitment advisor who will be in continuous contact with prospective students throughout the recruitment cycle.</li> <li>▪ Increase dual enrollment courses with high school seniors</li> <li>▪ Coding camp partnership with Apple, Inc. and other technology partners</li> </ul>	<ul style="list-style-type: none"> <li>• Hired new Director of Admissions and Recruitment.</li> <li>• Hired three new full-time recruiters.</li> <li>• Hired two new full-time regional recruiters.</li> <li>• Launched aggressive high school visit and college fair schedule.</li> <li>• 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.</li> <li>• Added (3) new special events for Admitted Students – Admitted Students Days</li> <li>• Early launch of Summer Orientation Registration.</li> <li>• Partnered with the Aristocrat of Bands for two onsite admissions events in Atlanta and Nashville.</li> <li>• 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).</li> <li>• Expanded dual enrollment outreach and partnerships from (1) county to (10) counties. More counties are still being negotiated.</li> <li>• 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)</li> <li>• Expanded Apple Coding course offering with high schools. Also exploring new</li> </ul>	<p>Students who Applied for Fall 2020 as of 2/28/20</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Fall 2019</td> <td>7365</td> </tr> <tr> <td>Fall 2020</td> <td>7702</td> </tr> </tbody> </table> <p>Ahead by 335 applications</p> <p>Students Admitted for Fall 2020 as of 2/28/20</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Fall 2019</td> <td>3457</td> </tr> <tr> <td>Fall 2020</td> <td>3470</td> </tr> </tbody> </table> <p>High school visits completed Jan-Feb</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Fall 2019</td> <td>17</td> </tr> <tr> <td>Fall 2020</td> <td>67</td> </tr> </tbody> </table> <p>Dual Enrollment results</p> <table border="1" style="width: 100%;"> <thead> <tr> <th>Year</th> <th>County Partnerships</th> <th>Students</th> </tr> </thead> <tbody> <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> </tbody> </table> <p>Intent to Enroll results</p> <ul style="list-style-type: none"> <li>• 179 students have already completed their <i>Intent to Enroll</i> form compared to 0 students in spring 2019</li> </ul> <p>Orientation results</p> <ul style="list-style-type: none"> <li>• 117 students have completed their <i>Summer Orientation Registration</i> compared to 0 students in spring 2019</li> </ul>	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><b>SPRING EXPERIENCE TSU RECEPTIONS</b></p> <ul style="list-style-type: none"> <li>▪ Atlanta, GA – March 14</li> <li>▪ Birmingham, AL – March 21</li> <li>▪ Davidson Cty – March 19</li> <li>▪ Clarksville/Montgomery Cty – March 26</li> <li>▪ Hamilton Cty – March 24</li> </ul> <p><b>ADMITTED STUDENTS DAYS</b></p> <ul style="list-style-type: none"> <li>▪ Friday, March 27, 2020</li> <li>▪ Friday, April 17, 2020</li> <li>▪ Friday, April 24, 2020</li> </ul> <p><i>Admitted students will receive guidance with Financial Aid, Housing, Student Accounts and Academic Programs.</i></p> <ul style="list-style-type: none"> <li>• Continue the Intent to Enroll Campaign and enrollment support.</li> <li>• Recruitment trip planned to Brazil, Argentina and Uruguay in Late April 2020</li> </ul>
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"> <li>Hosted over 400 middle school students for campus visits at TSU in January and February 2020.</li> </ul>		
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GOAL	EFFORTS – (Completed)	RESULTS	NEXT STEPS
<p><b>STRATEGIC COMMUNICATIONS</b></p> <ul style="list-style-type: none"> <li>Telephone campaigns to accepted freshmen, transfers, and readmit students (also to incomplete applicants and high school senior inquiries)</li> <li>Increase communication/follow-up with students via email, text, and direct mail</li> <li>Personalize communications with perspective students to build early connections as early as junior high school</li> </ul>	<ul style="list-style-type: none"> <li>Continued ongoing telephone, email and SMS text campaigns for admitted students and students with incomplete applications: <ul style="list-style-type: none"> <li>First time Freshmen</li> <li>Transfers</li> <li>Readmits</li> </ul> </li> <li>Sent personalized emails to incomplete applications on an ongoing basis.</li> <li>Sent traditional letters/notifications to home addresses</li> <li>Sent 3,209 personalized invitations to admitted students for Spring Preview Day via UPS.</li> </ul>	<ul style="list-style-type: none"> <li>Increased the number of admitted students</li> <li>Decreased the number incomplete applications</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing follow-up to pending/incomplete students</li> </ul>
<p><b>TECHNOLOGICAL INFRASTRUCTURE AND CAPTIAL IMPROVEMENTS</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>Identify all students who started an application but did not finish early and assist them in completing the application process.</li> <li>Create written admissions policies.</li> <li>Create written transcript scanning and tracking procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Realigned the First Year Experience to better support new students as they progress from admission to the university to the completion of the first year.</li> <li>Sent ongoing communication to students with missing documents via text, emails, and calls.</li> <li>Developed new policy and procedures manual for admissions and recruitment.</li> <li>Created procedure for electronically scanning documents into student records.</li> <li>Signed on as a member institution of the Common Black College Application.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> <li>Increased the number of admitted students</li> <li>Reduced the number of students with incomplete files</li> <li>Better management of student documents</li> <li>As student documents are received they are immediately indexed to student records allowing the Office of Admissions to make admissions decisions more timely.</li> </ul>	<ul style="list-style-type: none"> <li>Banner and CRM upgrades</li> <li>New First Year Experience program implementation Fall 2020</li> </ul>
<p><b>STRATEGIC FUNDING FOR SCHOLARSHIPS</b></p> <ul style="list-style-type: none"> <li>Provide more scholarship dollars to students</li> <li>Increase both need-based and merit-based funding</li> </ul>	<ul style="list-style-type: none"> <li>Successfully launched and completed the <i>Million in a Month</i> campaign.</li> <li>Secured unique partnership with the Nashville Predators.</li> <li>Secured funding support from the State of Tennessee.</li> <li>Secured additional USDA scholarship funds.</li> </ul>	<ul style="list-style-type: none"> <li>Generated scholarship funds to assist qualified students.</li> <li>Offered scholarship awards to high achieving first time freshmen.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor the TSU scholarship portal for qualified applicants.</li> <li>Continue to offer scholarship awards.</li> </ul>



**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.