

Tennessee State University
Board of Trustees



**Finance and Budget
Committee Report**

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

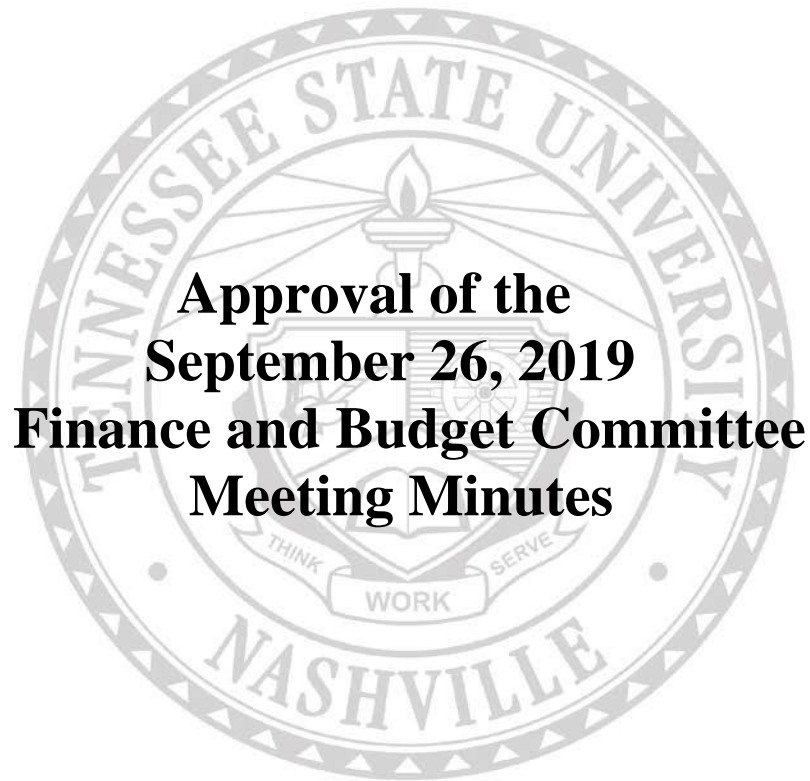
11 a.m. CST
Thursday, November 21, 2019

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 September 26, 2019, Finance and Budget Committee Meeting Minutes
- IV. Approval of the Institutional Revised Budget
- V. Finance and Budget Committee Report
- VI. Report on Enrollment
- VII. Update on Enrollment, Marketing and Student Recruitment Plan
- VIII. Report on University’s Electrical Grid and Power Outage Incidents and Related Issues

**Tennessee State University
Board of Trustees**



**Approval of the
September 26, 2019
Finance and Budget Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the September 26, 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 September 26, 2019, Finance and Budget Committee meeting is included in the November 21, 2019, Board materials.

MOTION: To approve the minutes from the Board of Trustees' September 26, 2019, Finance and Budget Committee meeting, as contained in the Board materials for the Board's November 21, 2019, meeting.

**Tennessee State University Board of Trustees
Finance and Budget Committee Meeting.
September 26, 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, 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. John Cade, Vice President of Enrollment Management; Dr. Charlise Anderson, Director, Accreditation & Assessment; and Terrence Izzard, Associate Vice President of Enrollment Management.

Guests Present: Lauren Collier, Tennessee Higher Education Commission; and Dr. Joseph Silver, Consultant, Silver & Associates.

I. CALL TO ORDER

Trustee Corbeil called the meeting to order at 11:53 a.m. on September 26, 2019.

II. ROLL CALL/DECLARATION OF A QUORUM

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

III. APPROVAL OF THE JUNE 13, 2019, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

Trustee Corbeil proceeded to the approval of the June 13, 2019, Finance and Budget Committee meeting minutes, as included in the September 26, 2019, board materials. Trustee Corbeil moved to approve the minutes. Trustee Lewis seconded the motion, which carried unanimously.

IV. FINANCE AND BUDGET REPORT

Chair Corbeil announced the next item on the agenda is the Finance and Budget report. The materials for this agenda item were included in the September 26, 2019, Board meeting materials.

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

VP Chase shared the budget update for the FY20. He emphasized that the university made budget cuts of approximately \$6.1 million. He explained that \$4.6M came from vacant positions, while operations facilitated the other \$1.5M. These cuts eliminated 127 vacant positions. Mr. Chase also stated that \$9.3M was needed to adjust for FY21 and beyond. This is to ensure that we stay in line with our reoccurring expenditures and revenue.

VP Chase pointed out that the FY20 Fall revenue was consistent with the conservative revenue projections that were made in the Proposed Budget. He said that he considered the past 3-yr trend when making the projections.

Chair Corbeil asked VP Chase to expand on why the 3% enrollment growth was not reflected in the revenue, noting that revenue decreased even though enrollment increased.

VP Chase explained that with the introduction of the Coding Project, several employees, alumni and a number of students had their cost waived.

President Glover added that for dual enrollment the Tennessee Higher Education Commission (THEC) has a \$500 Cap on each dual enrolled student. Another factor was that FTE did not go up.

Chair Corbeil asked VP Chase for a summary of the count, (students, faculty, alumni) for the next meeting. He was concerned why the revenue was not following the student growth.

Trustee Sekmen stated that the information he had was that registration was up by 33.8% and FTE was up 11.3%. He said the problem he saw was that there were two types of students taking the Coding course: Degree seeking and Non-Degree seeking. He added that his concern was with the Non-Degree seeking students who were enrolled in the course TELC 5005. There were approximately 600 students who were primarily employees, faculty and alumni.

Trustee Sekmen pointed out that from the faculty perspective, the TELC 5005 course should have been designed as a Continuing Education activity rather than a course. President Glover objected to that suggestion. Trustee Sekmen added that a graduate student must take 12 hrs and since this class was the only one being taken by many of the enrolled students, it had a negative effect on the FTE.

Chair Corbeil encouraged Trustee Sekmen to get together with VP Chase in order to reconcile the numbers regarding the Non-Degree seeking students. He asked that VP Chase present the reconciled numbers to the committee at the November meeting.

Trustee Sekmen stated that he is projecting a \$5M student write-off this year. Chair Corbeil responded that although Trustee Sekmen has been correct with his projections in the past, he is hoping that he is incorrect with this one.

VP Chase stated that he always has a contra revenue line in the budget so as to anticipate what revenue is not received. The fact is he has an allowance in place for that adjustment.

Again, Chair Corbeil stressed that the numbers should be reconciled before the committee moves to the final budget. He said that the revised budget is due in November. He also reminded the committee that there will be no use of reserve funds unless for emergency.

VP Chase stated that there will need to be another \$9M / \$10M cut in the FY21 budget (next July). He stated that it was going to be announced early so that each department can better prepare for it.

Trustee McKenzie asked what percentage of projected revenue was federal funding, since economic analysts were predicting an impending recession and federal funding to institutions would be impacted. VP Chase replied that it was a small percentage and that the majority (approx.. 90%) of our funding came from tuition and fees, state appropriation funding.

Trustee Mitchell asked that a visual be provided of the projections and suggested a 5 yr comparison.

Trustee Lewis stated that he was very concerned about the elimination of 127 vacant positions, yet it seems as if we did not have enough qualified personnel. He added that numbers that are presented to the Board should be correct. He also reminded the committee that state appropriations were based on graduation rates.

VP Chase noted that for FY21 the university was going to utilize benchmarks. He stated that he was looking at other institutions, i.e. ETSU, APSU and TTU for the percentage benchmarks and attempt to adjust to those percentages here. He also stated that when there is a 10% budget cut, there is a good probability that it will involve people. He wanted to address that issue now so that we could be on a sound financial base.

Trustee Lewis asked if that 10% cut will mean eliminating faculty. President Glover stated that there will be no cut to faculty positions.

Trustee Sekmen reminded the committee that there was a \$6.1M already cut and \$3M cut was still needed. He stated that enrollment is not stabilized, it has been on the decline. Chair Corbeil agreed that tough decisions had to be made. Short-term or long-term basis.

VP Chase reiterated that FY20 budget: \$6.1M cut. He stated that the faculty/department did not have time to prepare for the hit. He made modifications of \$1.5M. The difference in FY21 is that we all will know in advance, starting July 1st.. therefore, we have 9months to make the decisions.

Trustee McKenzie said that we will have to do more with less and this will mean having to deal with many disgruntled people.

Chair Corbeil stated that the benchmark activities will help us to make informed decisions and that we should move forward with the consultant's report.

Trustee McKenzie reminded everyone that messaging is critical in a situation like this and it will have a direct affect on the Office of the President.. He suggested that we all follow the communications policy and set strict rules around what to say and who could say anything.

Chair Walker added that there should be talking points so that everyone would be saying the same thing. He reminded the committee that we should all be protecting the presidency.

V. AUTHORIZATION FOR PRESIDENT TO ACT TO FACILITATE TWO REAL ESTATE PROJECTS

Chair Corbeil introduced the next item on the agenda as the authorization for President Glover to facilitate two real estate projects. The materials for this agenda item are included in your September 26, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item and so Atty. Laurence Pendleton presented the information related to this item.

The two projects referenced can be found in the Board materials dated September 26, 2019 on page 58.

Trustee McKenzie pointed out that though we are able to work directly with the entities involved, we should select qualified individuals to represent the university. Trustee Lewis concurred and expressed his concern as to whether or not we had done our due diligence. He did not want a repeat of what transpired regarding the Titans Stadium issue.

President Glover assured the committee that the university will have counsel.

Trustee Lewis stressed that we needed to have ‘qualified’ people negotiating on behalf of the university. He was adamant that what happened in the past with regards to representation at the negotiating table was due to lack of due diligence. He wanted to go on record as having abstained from voting on this motion.

Chair Corbeil moved to recommend to the full Board the authorization for President Glover to act to facilitate project 1 and project 2 as referenced in the materials for the September 26, 2019 board meeting. Two members were in favor and one abstained.

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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 September 26, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designees Mr. Terrance Izzard and Dr. Cade, to provide the report for this item as it pertains to the agenda item. For this presentation, Dr. Cade deferred to Mr. Izzard.

Dr. Cade presented the report on enrollment and instructed that the information could be located at page 61 in the Board materials. He pointed out that the university gets paid based on tuition,

benchmarks and graduation numbers. He explained that the 8, 089 total headcount for Fall was including 800 students who were taking the Apple Coding class. President Glover noted that the institution always has students who take classes for free.

Recognizing that there was a discrepancy, Chair Corbeil suggested that updated information was needed by the next meeting.

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 September 26, 2019.

Chair Corbeil asked President Glover or her designees to provide the report for this item as it pertains to the agenda item. For this presentation, Dr. Cade deferred to Mr. Izzard.

Mr. Izzard directed the committee to pages 64 and 65 of the board materials dated September 26, 2019. He added that his strategic plan was working and then directed attention to the Results column of his report.

Trustee Corbeil was interested in knowing the yield number based on the 1489 intent to enroll number. Dr. Cade interjected stating that though he was still finalizing the numbers, it was 1200.

President Glover proceeded to explain the Black College Application that TSU was going to adopt. It will cost the student \$35.00 She stated that we would try this for 1 year.

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

VIII. ADJOURNMENT

Chair Corbeil moved to adjourn the meeting. Trustee Lewis and Trustee Mitchell seconded and the motion carried. The meeting adjourned at 1.

**Tennessee State University
Board of Trustees**



**Approval of the
Institutional Revised Budget**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the Institutional Revised Budget

RECOMMENDED ACTION: Approval – Roll call vote

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

The November 21, 2019, Board materials contain the Institutional Revised Budget for FY 2019-2020 and related information.

MOTION: To approve the Institutional Revised Budget, as contained in the Board materials for the Board's November 21, 2019, meeting.

Background Information:

The purpose of this agenda item is to consider for approval the *Revised Budget* for Fiscal Year 2019-20. The budget expenditures in the Revised Budget increased by \$5,217,100.

TSU/TBR 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 the Budget Control policy, the first budget – 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 late Summer/early fall Board meeting. The Proposed Budget for Fiscal Year 2019-20 was presented to the Board’s Finance and Budget Committee and reported to the Board and approved at the June 13, 2019, meeting.

The second budget – 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 third and 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 Fiscal Year 2018-19 Estimated Budget was approved at the June 13, 2019, Board meeting. The Fiscal Year 2018-19 Revised Budget had the potential to require a transfer of \$9.3 million from Unexpended Plant Funds. However, steps were taken to reduce costs by freezing positions and reducing operational costs. Therefore, the 2018-19 Estimated Budget reflected a projection of transferring \$4,972,100 of Unexpended Plant Funds. The actual transfer at June 30, 2019 of Unexpended Plant Funds \$4,175,000.

	OPEB Expense increase		\$ 1,620,000.00
*	2nd half of Governor's Scholarship Allocation		\$ 1,000,000.00
*	Facilities Emergencies		\$ 505,000.00
*	Student Need Assistance Scholarships		\$ 800,000.00
*	Facilities Electrical emergency		\$ 75,432.00
	Faculty promotions		\$ 480,000.00
	Other (New Hires, salary adjustments, etc)		\$ 736,668.00
	Total change from Proposed Exp to Revised Exp		\$ 5,217,100.00
*	Non-recurring Expenditures of \$2,380,432		
	Recurring Expenditures of \$2,836,668		

FORM I

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July 1 Budget 2019-20	October 31 Budget 2019-20	Percent Change Over Actual
Unrestricted Current Fund Balances				
at Beginning of Period:				
0505 Allocation for Encumbrances	4,233,292	24,800	4,225,400	-0.19%
0510 Allocation for Working Capital	5,910,700	75,000	4,252,900	-28.05%
0515 Special Allocations	6,296,242	5,301,400	6,489,100	3.06%
0520 Unallocated Balance	(11,232,428)	-	(9,759,600)	-13.11%
Total Balances	5,207,806	5,401,200	5,207,800	0.00%
Revenues				
A. Educational and General				
1005 Tuition and Fees	76,078,576	68,667,200	68,667,200	-9.74%
1015 State Appropriations	39,342,738	42,546,400	42,768,900	8.71%
1025 Federal Grants and Contracts	2,543,685	2,500,000	2,500,000	-1.72%
1030 State Grants and Contracts	27,769	33,000	33,000	18.84%
1035 Local Gifts, Grants and Contracts	-	-	-	0.00%
1040 Private Gifts, Grants and Contracts	45,895	47,000	47,000	2.41%
1045 Foundation Gifts	25,000	25,000	25,000	
1050 Sales & Services of Educ. Depts.	109,946	124,300	124,300	13.06%
1055 Sales & Services of Other Activities	4,829,156	5,157,200	5,157,200	6.79%
1060 Other Sources	1,587,167	4,730,000	4,732,200	198.15%
Total Educ. & General	124,589,932	123,830,100	124,054,800	-0.43%
B. Sales/Svs Aux Enterprises				
1505 B. Sales/Svs Aux Enterprises	26,240,206	26,420,300	26,420,300	0.69%
Total Revenues	150,830,138	150,250,400	150,475,100	-0.24%

FORM I

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual	July 1	October 31	Percent
	2018-19	Budget	Budget	Change Over
		2019-20	2019-20	Actual
Expenditures				
A. Education & General Expenditures				
2000 Instruction	57,565,688	59,631,100	61,271,300	6.44%
2500 Research	2,191,593	2,622,300	2,564,300	17.01%
3000 Public Service	1,347,667	1,350,200	1,368,200	1.52%
3500 Academic Support	9,324,348	10,565,100	11,051,200	18.52%
4000 Student Services	17,016,285	16,269,200	16,374,400	-3.77%
4500 Institutional Support	12,710,012	11,369,300	12,329,000	-3.00%
5000 Operation & Maint. of Plant	16,600,941	13,794,400	14,193,800	-14.50%
5500 Scholarships & Fellowships	9,533,206	9,682,200	11,348,700	19.04%
Educ. & Gen. Expenditures	126,289,739	125,283,800	130,500,900	3.33%
Mandatory Transfers				
6005 Principal & Interest	2,474,017	1,368,900	1,368,900	-44.67%
Total Mandatory Transfers	2,474,017	1,368,900	1,368,900	-44.67%
Non-Mandatory Transfers for:				
6505 Transfers to Unexpended Plant Fund	(4,174,991)	-	(5,305,500)	27.08%
6507 Transfers to Renewal and Replacement	110,000	-		-100.00%
6510 Other Transfers	(108,833)	(3,000,000)	(3,000,000)	2656.52%
Total Non-Mandatory Transfers	(4,173,824)	(3,000,000)	(8,305,500)	98.99%
Total Education and General	124,589,932	123,652,700	123,564,300	-0.82%

FORM I

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July 1 Budget 2019-20	October 31 Budget 2019-20	Percent Change Over Actual
B. Auxiliary Enterprises Expenditures				
7005 Auxiliary Enterprises Expenditures	21,191,860	20,676,100	20,676,100	-2.43%
Mandatory Transfers for:				
7505 Principal and Interest	1,852,710	1,783,200	1,783,200	-3.75%
Total Mandatory Transfers	<u>1,852,710</u>	<u>1,783,200</u>	<u>1,783,200</u>	-3.75%
Non-Mandatory Transfers for:				
8005 Transfers to Unexpended Plant Fund	1,853,692	3,000,000	3,000,000	61.84%
8007 Transfers to Renewal and Replacement	1,341,944	961,000	961,000	-28.39%
Total Non-Mandatory Transfers	<u>3,195,636</u>	<u>3,961,000</u>	<u>3,961,000</u>	23.95%
Total Auxiliary Enterprises	<u>26,240,206</u>	<u>26,420,300</u>	<u>26,420,300</u>	0.69%
Total Expenditures & Transfers	<u>150,830,138</u>	<u>150,073,000</u>	<u>149,984,600</u>	-0.56%
8405 Prior Period Adjustments	<u>-</u>	<u>-</u>	<u>-</u>	0.00%
Unrestricted Current Fund Balances at End of Period:				
8505 Allocation for Encumbrances	4,225,382	26,000	27,500	-99.35%
8510 Allocation for Working Capital	4,252,897	80,000	83,700	-98.03%
8515 Special Allocations	6,489,125	5,472,600	5,587,100	-13.90%
8520 Unallocated Balance	<u>(9,759,598)</u>	<u>-</u>	<u>-</u>	-100.00%
Total Balances	<u>5,207,806</u>	<u>5,578,600</u>	<u>5,698,300</u>	9.42%

FORM I

McMINNVILLE NURSERY CROP RESEARCH STATION

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	102,076	75,400	124,200
0510 Allocation for Working Capital	-	40,000	-
0515 Special Allocations	18,246	24,800	18,600
0520 Unallocated Balance	558,304	-	556,900
Total Balances	678,626	140,200	699,700
Revenues			
A. Educational and General			
1015 State Appropriations	619,400	628,800	1,429,200
Total Revenues	619,400	628,800	1,429,200
Expenditures			
A. Education & General Expenditures			
2500 Research	598,324	627,700	1,983,000
Educ. & Gen. Expenditures	598,324	627,700	1,983,000
Mandatory Transfers			
6005 Principal & Interest	-	-	-
Total Mandatory Transfers	-	-	-
Non-Mandatory Transfers for:			
6505 Transfers to Unexpended Plant Fund	-	-	-
6507 Transfers to Renewal and Replacement	-	-	-
6510 Other Transfers	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-
6512 Transfers from Renewal and Replacement	-	-	-
6515 Transfers from Other Funds	-	-	-
Total Non-Mandatory Transfers	-	-	-
Total Education and General	598,324	627,700	1,983,000
Total Expenditures & Transfers	598,324	627,700	1,983,000
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	124,248	76,100	77,300
8510 Allocation for Working Capital	-	40,000	40,000
8515 Special Allocations	18,582	25,200	28,600
8520 Unallocated Balance	556,872	-	-
Total Balances	699,702	141,300	145,900

FORM I

INSTITUTE OF AGRICULTURAL AND ENVIRONMENTAL RESEARCH
SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	402,969	317,300	111,100
0510 Allocation for Working Capital	-	100,000	-
0515 Special Allocations	106,251	106,300	108,400
0520 Unallocated Balance	1,995,198	-	3,501,100
Total Balances	2,504,418	523,600	3,720,600
Revenues			
A. Educational and General			
1015 State Appropriations	3,613,700	3,607,200	4,771,800
Total Revenues	3,613,700	3,607,200	4,771,800
Expenditures			
A. Education & General Expenditures			
2500 Research	2,397,458	3,603,900	6,949,705
Educ. & Gen. Expenditures	2,397,458	3,603,900	6,949,705
Mandatory Transfers			
6005 Principal & Interest	-	-	-
6010 Renewals & Replacements	-	-	-
Total Mandatory Transfers	-	-	-
Non-Mandatory Transfers for:			
6505 Transfers to Unexpended Plant Fund	-	-	1,000,000
6507 Transfers to Renewal and Replacement	-	-	-
6510 Other Transfers	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-
Total Non-Mandatory Transfers	-	-	1,000,000
Total Education and General	2,397,458	3,603,900	7,949,705
Total Expenditures & Transfers	2,397,458	3,603,900	7,949,705
8405 Prior Period Adjustments	-	-	-
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	111,141	318,700	323,400
8510 Allocation for Working Capital	-	100,000	100,000
8515 Special Allocations	108,411	108,200	119,295
8520 Unallocated Balance	3,501,108	-	-
Total Balances	3,720,660	526,900	542,695

FORM I

TENNESSEE STATE UNIVERSITY COOPERATIVE EXTENSION

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	305,440	307,300	248,600
0510 Allocation for Working Capital	-	150,000	-
0515 Special Allocations	105,300	110,100	108,300
0520 Unallocated Balance	2,697,982	-	1,895,900
Total Balances	3,108,722	567,400	2,252,800
Revenues			
A. Educational and General			
1015 State Appropriations	3,610,200	3,692,600	3,703,500
Total Revenues	3,610,200	3,692,600	3,703,500
Expenditures			
A. Education & General Expenditures			
3000 Public Service	4,466,118	3,674,000	5,363,695
Educ. & Gen. Expenditures	4,466,118	3,674,000	5,363,695
Mandatory Transfers			
6005 Principal & Interest	-	-	-
6010 Renewals & Replacements	-	-	-
Total Mandatory Transfers	-	-	-
Non-Mandatory Transfers for:			
6505 Transfers to Unexpended Plant Fund	-	-	-
6507 Transfers to Renewal and Replacement	-	-	-
6510 Other Transfers	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-
Total Non-Mandatory Transfers	-	-	-
Total Education and General	4,466,118	3,674,000	5,363,695
Total Expenditures & Transfers	4,466,118	3,674,000	5,363,695
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	248,625	308,400	311,300
8510 Allocation for Working Capital	-	165,000	170,200
8515 Special Allocations	108,306	112,600	111,105
8520 Unallocated Balance	1,895,873	-	-
Total Balances	2,252,804	586,000	592,605

FORM I

TENNESSEE STATE UNIVERSITY FORESTRY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	2,832	3,600	-
0515 Special Allocations	5,799	6,900	5,900
0520 Unallocated Balance	696,394	-	724,300
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Total Balances	705,025	10,500	730,200
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Revenues			
A. Educational and General			
1015 State Appropriations	196,200	198,800	198,900
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Total Revenues	196,200	198,800	198,900
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Expenditures			
A. Education & General Expenditures			
2500 Research	171,068	198,200	916,100
	<hr/>	<hr/>	<hr/>
Educ. & Gen. Expenditures	171,068	198,200	916,100
	<hr/>	<hr/>	<hr/>
Total Education and General	171,068	198,200	916,100
	<hr/>	<hr/>	<hr/>
Total Expenditures & Transfers	171,068	198,200	916,100
	<hr/>	<hr/>	<hr/>
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	-	4,100	5,000
8515 Special Allocations	5,886	7,000	8,000
8520 Unallocated Balance	724,271	-	-
	<hr/>	<hr/>	<hr/>
Total Balances	730,157	11,100	13,000
	<hr/>	<hr/>	<hr/>

**Tennessee State University
Board of Trustees**



Finance and Budget Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019
ITEM: Finance and Budget Report
RECOMMENDED ACTION: None
PRESENTED BY: President Glover

President Glover will provide a Financial and Budget report.

See Board Materials, Attachment A.

**Tennessee State University
Board of Trustees**



Report on Enrollment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

ITEM: Report on Enrollment

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover will provide a report on TSU's enrollment. Information pertaining to this agenda item follows.

ENROLLMENT REPORT

APPLICATIONS SUMMARY

Fall 2020 Apps Processed	3080
Fall 2020 Web Applications to be processed	98
Fall 2020 CBCA to be processed	727
Fall 2020 Paper Applications to be processed	274

Total Fall 2020 Applications	4179
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Total Fall 2019 Applications	3847
Difference of	332

FALL 2020 APPLICATIONS TO BE PROCESSED

Web Applications to be processed	98
CBCA to be processed	727
Paper Applications to be processed	274
Spring 2020 Applications to be processed	15
TOTAL APPS TO BE PROCCES	1114

Fall 2019 Comparative Enrollment Figures

	Headcount			FTE		
	Fall 2018	Fall 2019	% Diff	Fall 2018	Fall 2019	% Diff
Undergraduate	6,125	5,877	-4.0	5578.67	5306.27	-4.9
Graduate	1,655	2,204	33.2	985.17	1094.00	11.0
Total	7,780	8,081	3.9	6,563.84	6400.27	-2.5

Tennessee State University

Board of Trustees



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

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

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.

See Attachment.



Strategic Enrollment, Recruitment and Marketing Plan Update – NOVEMBER 2019

Efforts that have occurred since September 2019

GOAL	EFFORTS	RESULTS	NEXT STEPS
STRATEGIC OUTREACH <ul style="list-style-type: none"> • <i>Increase recruitment outreach to traditional high school populations within the state of Tennessee and within the 250 mile radius</i> • <i>Expand outreach to community colleges and transfer students</i> • <i>Expand outreach to International Students</i> • <i>Increase the number of 2 + 2 programs offered by TSU.</i> • <i>Unveil the new Dual Admissions campaign to middle Tennessee community college campuses.</i> • <i>Foster partnership agreements with school superintendents in Metro Nashville, Shelby County, Hamilton County Schools, and Clarksville-Montgomery County for greater brand exposure and access to prospective students.</i> • <i>Increase dual enrollment courses with high school seniors</i> • <i>Participate in duration fair events to recruit adult learner into degree programs.</i> 	<ul style="list-style-type: none"> • Hosted TSU Day in Memphis • Hosted TSU Day in Clarksville • Hosted Family and Group Campus Tours • Hosted Fall Preview Day • Hosted MNPS College Fair at TSU • Attended MNPS Latina Achievers Admissions Panels • Attended MNPS Hispanic College Fair Glen Cliff High School • Attended Shelby County College Fair/Southern Heritage Classic • Hosted Shelby County High Achievers Dinner • Hosted Shelby County Principals and Administrators Dinner • Attended TACRAO recruiting events, college fairs, and high school visits for Middle, East, and West TN including program in each of the major cities of Nashville, Memphis, Knoxville, and Chattanooga • Attended Transfer/College Fairs at Motlow State Community College - Smyrna Campus, Jackson State Community College, Nashville State Community College Main and SE Campuses, and Chattanooga State Community College • Enrolled students in three new Dual Enrollment 	<p>Made personal contact at these events with over 5,200 students</p> <p>Collected 2,200 contact cards completed by perspective students during events</p> <p>Total Applications Fall 2020 - 4179 Fall 2019 – 3847</p> <p>8% increase in the number of applications for Fall 2020</p> <p>Engaged an audience in movie theater reaching on average 96% of viewers with recruitment video or 50,000+ in targeted areas</p> <p>Engaged an audience on Spotify of 9,687 students 55% being the male population ages and 78% being age 13-24</p> <p>Reached over 96% of our targeted audience increasing awareness to counselors in all areas and principals in Shelby County</p> <p>Increased the dual enrollment of high school students attending TSU by 151 students for the Fall 2019 semester a 15% increase overall</p> <p>Dual Enrollment Results Clarksville, TN English 1010 (22 students) English 1010 (13 students) AITT 1001 (5 students) Apple Coding (25 students) Total Students 65</p> <p>Memphis, TN Apple Coding (49 students) Total Students: 49</p> <p>Dual Enrollment Total Fall 2019 114 Exceed exceed enrollment goal of 50 students</p>	<ul style="list-style-type: none"> • Update to current Strategic Recruitment Plan for 2019-2020 Academic School Year • Planning and implementation of several new Recruitment Initiatives and Special Events for International, Verona and Adult Student Learner • Monitor Movie Theater Commercial ROI for the 2019-2020 school year based upon regional and local information • Deploy more music streaming advertising to engage and meet student where they are (direct marketing) Continue text-blasts to incomplete student applications (missing test scores, fees, FAFSA etc.) • International students engage more online social media, "Live" Webinars catered to those students • Continue e-blasts to counselors and principles to remain engaged in all TSU has to offer for their students, creating familiarity and community awareness locally and nationally • Continue to promote the TSU & Apple Partnership to High Schools locally or Nashville Metropolitan area to increase dual enrollment numbers for Spring 2020 by 5% or more • Dual Enrollment Commitments Moving Forward to Fall 2020: Expand Dual Enrollment courses in Clarksville, Memphis, Jackson and Chattanooga.

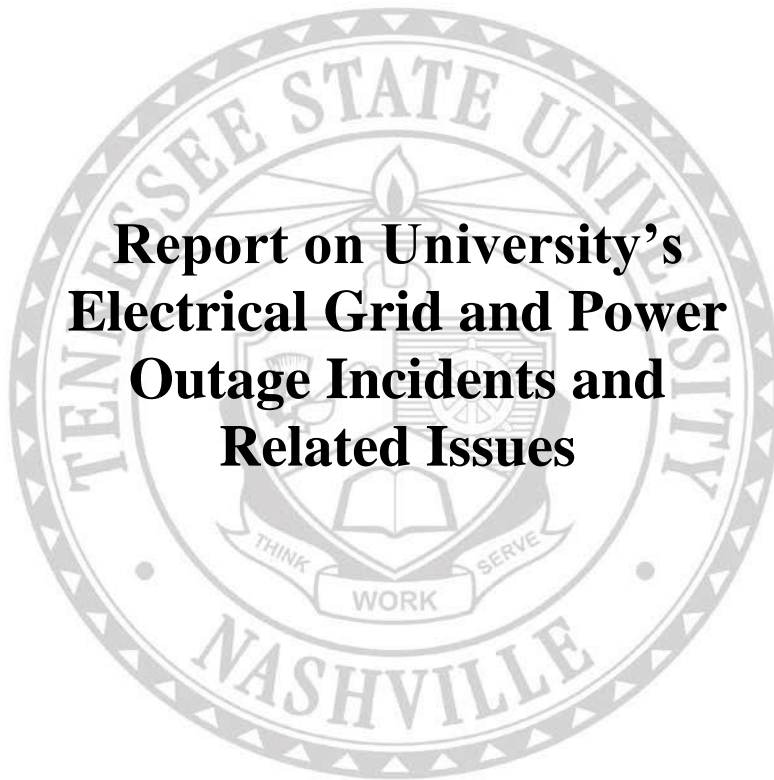
	<p>Courses: English 1010, AITT 1001, Apple Coding</p> <ul style="list-style-type: none"> • New 2+2 program in Applied and Industrial Technologies began with Motlow State Community College in fall 2019 at their McMinnville campus. • Joint Admissions program planning with Nashville State Community College nearing completion • Utilized the following communication mediums: - Movie Theaters :30 second commercial spots promoting the university - Top 10 recruitment areas; Spotify rollout: Push attendance to major semester recruitment event Fall Preview Day - Bulk Text-Blasts, E-Blasts, and Social Media • Expanded outreach to international areas via TSU is my university campaign and social media messenger to reach and answer questions from Foreign inquires • Eblasts to counselors in the Metro Nashville School system and counselors + principals in the Memphis school systems about upcoming events and resources such as Pizza with the President, Fall Preview Day, Dinner with the president, Common Black College App • Promoted Dual Enrollment opportunity, TSU and Apple Inc. partnership creating the National Smart Technology Innovation Center. Utilizing social media video and weekend programs for students "Every Girl Can Code and Create" and Weekday programs where students from Clarksville & Metro Nashville high schools participate in workshops on Robotics, coding and creativity Youth "Everyone Can Code Everyone Can Create" 		
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<p>STRATEGIC MARKETING AND SOCIAL MEDIA CAMPAIGNS</p> <ul style="list-style-type: none"> Update undergraduate and graduate websites and ensure they are inviting, easy to use, and displaying our brand personality to prospective students. Continue to build admissions and university social media platforms featuring promotional campaigns and contests to increase awareness, generate leads and create community among prospective students. 	<ul style="list-style-type: none"> Updated Admissions Homepage to include an event box to promote current event/promotional efforts currently showcasing Common Black College App (linking directly to apply to TSU) utilizing partnership. Also updated photos to use less stock photography, make pages more personalized and impactful Implemented new Marketing Drip campaign for Fall Preview Day to build awareness, generate new leads and create more community through all social media channels (University Channels and Admissions Channels) 	<ul style="list-style-type: none"> Increased site visit traffic and click through based upon google analytics Increase in number of followers on Admissions Social Media pages from October- November increased 2.94% with a bulk coming from Twitter where 38+% is our targeted market students 13-22 	<ul style="list-style-type: none"> Complete an Admissions Website page refresh for the 2020 Semester, school spirit blitz to keep potential and committed students engaged and excited about attending TSU in the Fall 2020. Continue to promote College App to increase applications into the pool by 15% Continue to build brand association, brand value, and overall branding of TSU showcasing new admissions standards and the High Standards/High Achievers
<p>STRATEGIC COMMUNICATIONS</p> <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 	<p>Utilized Text Blasts to communicate to with perspective students on special events and create early engagement overall of TSU</p> <p>Ongoing telephone, email and SMS text campaigns for admitted students and students with incomplete applications:</p> <ul style="list-style-type: none"> First time Freshmen Transfers Readmits 	<ul style="list-style-type: none"> Increase in the number of applications for admission 	<ul style="list-style-type: none"> Ongoing follow-up to pending/incomplete students
<p>TECHNOLOGICAL INFRASTRUCTURE AND CAPITAL IMPROVEMENTS</p> <ul style="list-style-type: none"> Identify students who enrolled previously but did not re-enroll Enhance the employment of technology throughout the student application process 	<ul style="list-style-type: none"> Joined the Common Black College Application portal Launched new customer relationship manager (Recruit CRM). 	<ul style="list-style-type: none"> Providing daily ongoing support to assist students in completing the application process for Fall 2020 Providing ongoing End-to-end training for admissions and recruitment team 	<ul style="list-style-type: none"> Outreach to perspective students for 2020-2021 academic year.

<p>STRATEGIC FUNDING FOR SCHOLARSHIPS</p> <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"> • Secured Scholarship partnership with Vulcan Materials • Secured Scholarship partnership with TMCF 	<ul style="list-style-type: none"> • Processed scholarship awards for new and returning students 	<ul style="list-style-type: none"> • Fundraising to increase scholarships for returning and perspective students.
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Tennessee State University

Board of Trustees



**Report on University's
Electrical Grid and Power
Outage Incidents and
Related Issues**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

ITEM: Report on Electrical Grid and Power Outage Incidents
and Related Issues

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on the electrical grid and power outage incidents and related issues. Information pertaining to this agenda item is included in the November 21, 2019, board materials.

TENNESSEE STATE UNIVERSITY

Power Outage Status Report

November 11, 2019

We experience two power outages on campus between September 1, 2019 and October 6, 2019.

The first power outage took place on September 1, 2019:

- Reason for the power outage was a tripped fuse, due to a bad conductor between switch 46 and the Student Success Center. The repairs have been successfully completed.
- Parts of campus were partially down, meaning that we only had Single Face power. Under single face, everything worked except any large motors such as elevators and some compressors, etc.
- Campus only had single face power for approximately for two weeks.
- The use of Generators was not needed during this power outage since all buildings had general power; however, all elevators in the affected buildings were not operational.

The second power outage took place on Monday October 6, 2019:

- Lost power due to a lightning strike that damaged a conductor between Hale Stadium and the Operations building.
- The conductor replacement and all repairs have been completed, and all buildings are now fully operational.
- Generators on Campus and impact to students:
 - Our team worked with CEC Electrical, LLC and I.C. Thomasson Associates, Inc. to identify the source of the problem. Initially we expected the outage to be resolved within a few hours, however the testing and the investigation took approximately three days (Through Wednesday, October 8th) to reveal that the problem and solutions will take longer time to be resolved.
 - All affected areas and immediate safety concerns identified by CEC have been addressed.
 - On Tuesday October 7th, small generators were installed at Wilson and Boyd Halls to give our students hot water.
 - On Wednesday, once the extent of the work to repair the power lines had been identified, the Facilities team researched and contacted three different generator supply companies and secured the rental of 10 to 12 generators.
 - All generators were on site by Thursday. Our team worked with CEC to make the necessary connections and install these generators, but CEC did not have the needed manpower to install all the generators on Thursday.
 - Campus Center and Wilson Hall were the first buildings to have the generators operational on Thursday. This allowed foodservice to have more flexibility to prepare a variety of meals for our students. Prior to Thursday (Monday – Wednesday) our students were served grilled hot meals, food trucks were brought on campus one day, and other food items were delivered to the affected student housing buildings.
 - The remaining affected building were connected to the generators by Friday.

- All generators remain in use until the damaged conductors and switches were repaired and operational.
- During the power outage timeframe, elevators in the affected building were off line and not operational.

Next steps, work to be completed, and on-going work:

- Fall and Winter breaks:
 - Assess the entire campus electrical loop.
 - Repair conductors adjacent to each sub-stations.
 - Expect minimum down time with minimal impact on students (no students in buildings).
 - This work will impact the following facilities:
 - Eppse Hall
 - The Performance Art Center
 - Strange Music Center
 - Clement Hall
 - Rudolph Hall
 - Hale Hall
 - Possibly Watson Residence Center
 - We are currently coordinating the power shutdown with various teams on campus.
- Insurance claims for both outages – Are being finalized by TSU Director of Planning, Design and Construction, Steve Gillette. State electrical consultant has analyzed the damages and claims with the adjuster.
- Emergency project approval for the previously completed emergency electrical repairs and an increased budget for ongoing capital maintenance electrical project, are expected by SBC this week.
- CEC Electrical, LLC will be back on campus to assist during the power loop assessment, scheduled for fall and winter breaks. Any additional repairs or concerns identified by CEC during this assessment will be addressed and rectified at this time. They are also expected to assist during the Electrical master Plan study scheduled for completion by June 1, 2020.
- ICT is also expected to work closely with our team if additional testing is required during the electrical loop assessment and overall Campus Electrical master Plan.
- We will survey and assess the entire campus electrical loop and infrastructure (Electrical master plan) as a Capital maintenance project. This work is scheduled to be completed by June 1, 2020
- In addition to the electrical assessment and master plan, we will be conducting a comprehensive (architectural and building systems) assessment of all our Residence Halls to determine and identify the current overall buildings conditions.

Below you will find a day to day account of the work done during the second power outage:

- Sunday October 6, 2019
 - Notified of a power outage on campus.
- Monday 10/7/19
 - Contractor preliminary inspection determine a fuse had blown in the west substation. Need to determine why fuse blew.
- Tuesday 10/8/19
 - Testing wire to determine if there is an issue with the wire.
 - Installing temporary generators to support hot water system (showers) in Wilson and Boyd.
- Wednesday 10/9/19
 - Located damaged conductor between Hankal and Wilson.
 - Begin removal of existing damaged conductor.
 - Difficulty locating manhole in duct run.
 - Conductor breaks during removal.
- Thursday 10/10/19
 - Located manhole in electrical duct bank run.
 - Pull in new conductors from Hankal to Wilson
 - Brought in industrial size generators to bring Campus center to full power to provide a variety of meals for students. We brought additional generators (10-12) to provide power to the remaining buildings on campus.
- Friday 10/11/19
 - Testing new conductors cabling.
 - Energize new conductor.
 - West substation trips.
 - Install temporary generators in Kean Hall, Campus center.
- Saturday 10/12/19
 - Pull fuse, retesting conductors from west substation to Wilson Hall to locate cause of failure.
 - Located damaged arrestors at Agricultural Biotechnology Bldg.
 - Power is good to the operations building switch.
 - Install Temporary generators in the Agricultural complex. Preparing for Monday classes.

- Sunday 10/13/19
 - Delivering temporary generators across campus.
- Monday 10/14/19
 - CARP connected to generator.
 - Installer jumper across Ag Biotech building switch.
 - Goodwill manor, Harned and McWether on generator not sending power to buildings.
- Tuesday 10/15/19
 - Lawson Hall connected to generator.
 - Library connected to generator.
 - Goodwill manor, Harned and McWether reconnected to the electrical loop.
 - CARP reconnected to the electrical loop, generator disconnected.
- Wednesday 10/16/19
 - Lawson Reconnected to electrical loop, generator disconnected.
 - Daniel Brown Library reconnected to the electrical loop, generator disconnected.
 - Clement Hall reconnected to the electrical loop, generator disconnected.
- Thursday 10/17/19
 - Floyd Payne Campus Center reconnected to the electrical loop, generator disconnected.
 - Wilson Hall reconnected to the electrical loop, generator disconnected.
 - Boyd Hall reconnected to the electrical loop, generator disconnected.
 - Removed damaged conductor in manhole between operations building and football practice field.
 - Order new conductor.
- Friday 10/18/19
 - Complete removed damaged conductor in manhole between operations building and football practice field.
- Saturday 10/19/19
 - Install heater in Ag. Switch.
- Sunday 10/20/19
 - No Work.
- Monday 10/21/19
 - No work due to rain.
- Tuesday 10/22/19

- Pull in new conductor between operations building and switch at the football practice field.
- Wednesday 10/23/24
 - Secure door access to electrical rooms in the following buildings: Agriculture Biotechnology, McWherter Administration, Campus Center, Kean Hall, Humphries, Ag-IT, Clement, Rudolph, Boyd Hall, Daniel Brown Library, Watson Hall, Eppse Hall, Clay Education, Performing Arts, Hale Hall, Torrance Engineering, Holland, CARP, and Lawson.
- Thursday 10/24/24
 - Clean switch at Ag Biotechnology.
 - Install heater to mitigate moisture.
 - Demo damaged arrestors and Install new arrestors.
- Friday 10/25/19
 - Rain no work.