

**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 AGENDA**

8:30 a.m. CST  
Thursday, September 24, 2020

Tennessee State University – Board Committee  
Meetings: Via Zoom Link:

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 18, 2020, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of Updated TSU Mission Statement
- V. Approval of the TSU 2020 Strategic Plan
- VI. Approval of Off-Campus Academic Program Site: Bachelor of Science (BS) in Applied Industrial Technologies at the Motlow State Community College - McMinnville Campus
- VII. Approval of Discontinuance of Master of Science in Professional Science
- VIII. Approval of the FOCUS Act required Institutional Mission Profile for THEC
- IX. Report on SACSCOC Accreditation Review Matters
- X. Academic Affairs Report
- XI. Report on Research Funding
- XII. Student Affairs Report

**Tennessee State University  
Board of Trustees**

**Approval of June 18, 2020,  
Academic Affairs and Student  
Affairs Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the June 18, 2020, 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 June 18, 2020, Academic Affairs and Student Affairs Committee meeting is included in the September 24, 2020 Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 18, 2020, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's September 24, 2020, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee Meeting  
June 18, 2020  
Tennessee State University – Electronic**

**MINUTES**

**Committee Members Present:** Voting Members: Trustees Pam Martin, Andre Johnson, Ali Sekmen, and Non-voting Member: Braxton Simpson.

**Other Board Members Present:** Trustees Steve Corbeil, Obie McKenzie, Tiara Thomas, Deborah Cole, Richard Lewis; Joseph Walker III

**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; Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Jerri Hayes, Dean of Department of Education; and Dr. Charlise Anderson, Director, Accreditation & Assessment; Carolyn Davis; Michael Harris; Kelli Sharpe; Robbie Melton.

**Guests Present:**

**I. CALL TO ORDER**

Trustee Johnson called the meeting to order at 8:38 a.m. on June 18, 2020. Trustee Martin moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. The Committee is set to take up important matters. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to limit face-to-face contact whenever possible. Electronic participation for the Committee meeting is necessary for the safety of Board members, staff, and guests. Trustee Sekman seconded and the motion carried by roll call vote- Trustee Martin, Trustee Johnson, and Trustee Sekman.

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

Board Secretary Pendleton called the roll at the committee chair’s request. Trustees Pam Martin, Andre Johnson, Ali Sekmen, and Braxton Simpson were present. Secretary Pendleton announced the presence of a quorum.

**III. APPROVAL OF THE MARCH 12, 2020, COMMITTEE MEETING MINUTES**

Trustee Johnson proceeded to the approval of the March 12, 2020, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Johnson moved to recommend to the full Board the approval of the March 12, 2020, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board

materials for the June 18, 2020, Board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call.

#### **IV. REPORT ON COVID-19 CORONAVIRUS PANDEMIC ACADEMIC AND STUDENT ISSUES**

Trustee Martin asked President Glover and her designees to provide pertinent information related to this agenda item. President Glover recognized Dr. Mosley.

Dr. Mosley spoke about the two primary areas of concern related to health and safety of the students. She stated that students were moved off campus in mid-March and moved to online courses. The help desks were set-up to ensure no students or faculty was left behind. TSU extended the withdrawal date, executed a modified grading policy to allow pass/fail after survey, there are current on-line summer offerings, and TSU used e-rate "discount" to support students taking those on-line courses. She reported that nearly 200 faculty engaged in professional development to further the online instruction.

Dean Stevenson discussed online supports provided to students. He said that TSU kept some students on campus, including accommodations for homeless students; the community was instrumental in helping to support those students; TSU moved medical withdrawals to complete online process; and provided electronic devices to some students.

Trustee Simpson discussed how students responded well to the pass/fail option. She said that the Student Government Association was able to continue programming and kept students engaged and helped with mental health of students.

Trustee Johnson thanked President Glover and staff for all the work during this unprecedented time. He said that leadership and students stepped up in a difficult time.

Trustee Sekmen discussed conversion of courses to online. He expressed several questions about Fall 2020: 1) What are accommodations for faculty in high-risk categories and others who are taking care of elderly family members? 2) what are accommodations for students in high-risk categories? He said that TSU can't force faculty to teach unless they feel safe and asked about what procedures are in place.

President Glover stated that this is a fluid situation and that TSU is making plans for the fall and are working on several scenarios. She explained that she is meeting regularly with other LGIs, UT, and TBR and Governor's office. The plan is to start on time, if it is safe. She said that new safety protocols would be in place. If returning fall, smaller class sizes, longer times between classes to allow cleaning, screen students/faculty/staff, restrictions on residence halls/dining halls are all being considered. There are various scenarios being discussed: 1) Start on time but take online until ready to return. 2) delay on campus opening. 3) offer compressed semester 4) hybrid, 5) start classes early and end at Thanksgiving without break 6) wait until January with on-line in fall. She said that TSU is making arrangements for faculty to ensure safety of students/faculty/staff and working on answers in the next two months to ensure safety of all.

Dr. Mosley added that there is a plan that has been proposed based on the Pandemic Task Force. The other critical piece is that faculty should get into the professional development plan. She explained that the students worked with administration in the spring and expect higher engagement

in fall. Professional development supports with heightened instruction. She said that there are 22 programs that are fully on-line for fall 2020.

Trustee Sekmen thanked President Glover and asked whether TSU can reduce class sizes with financial restraints and time needed to hire new faculty.

President Glover said that there is a lot of work, but TSU is up for it. Dr. Mosley added that need for more space will be available as other pieces are virtual. Everything is to accommodate students and faculty to ensure no harm to students and faculty.

Trustee Sekmen said that everything has gone well and commended President and TSU on job well done so far. He said that department chairs can come up with plans to address their needs.

President Glover said that they are meeting with each Department to get plan. Dr. Johnson is an emergency management expert and is involved.

Trustee Johnson recognized that it is not all solved but is confident that we will get there with support of faculty and students.

## **V. APPROVAL OF ACADEMIC YEAR 2019-2020 TENURE AND PROMOTION RECOMMENDATIONS**

Trustee Johnson introduced the next item on the agenda as approval of academic 2019-2020 tenure and promotion recommendations. The material is included in the June 18, 2020, Board Meeting packet.

President Glover asked Dr. Mosley to present, but three names were inadvertently left off of list.

Dr. Mosley described the review of faculty tenure applications through peer driven process. She said that one name was inadvertently removed- Rakshit Sudipta in Agriculture and Environmental Science.

Secretary Pendleton provided suggestions on how to amend the motion to include additional names. Also, discussed letter from prior staff that provided additional information related to one person up for tenure. He explained the tenure review process to person who sent letter and no independent hearing on tenure recommendations. The Office of Equity and Inclusion has been involved. The tenure recommended person has met the conditions for tenure promotion.

Trustee Sekmen asked about the difference between research faculty tenure vs. regular faculty tenure. What tenure protection is provided for research faculty if based on research/grants? Dr. Mosley explained how those positions are contingent on their ability to provide continued funding. Tenure affords due process, not necessarily lifetime employment.

Trustee Johnson moved to recommend to the full Board the approval of the academic year 2019-2020 tenure and promotion recommendations, as contained in the June 18, 2020, board materials with the addition of Veronica Oates to full professor, Rakshit Sudipta receiving tenure and achieving Associate Professor; and Jeffrey Tackett earning tenure and promoted to Assistant Professor. Trustee Martin seconded the motion, which carried unanimously by roll-call vote.

## **VI. APPROVAL OF ACADEMIC PRORAMS**

### **a. APPROVAL OF THE M.S. IN ENVIRONMENTAL SCIENCES**

Trustee Johnson announced the next agenda item as the approval of the Master of Science in Environmental Sciences. She asked President Glover and her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

President Glover recognized Dr. Mosley. Dr. Mosley explained that this has been in the works.

Trustee Johnson moved to recommend to the full Board the approval of the M.S. in Environmental Sciences, as contained in the Board materials for the June 18, 2020, board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

### **b. APPROVAL OF THE MASTER OF MUSIC**

Trustee Johnson announced the next agenda item as the approval of the Master of Science in Environmental Sciences. She asked President Glover and her designee to provide pertinent information related to this agenda item.

Dr. Mosley explained that this is requesting a stand-alone degree.

Trustee Johnson moved to recommend to the full Board the approval of the Master of Music, as contained in the Board materials for the June 18, 2020, board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

### **c. APPROVAL OF THE M.S. IN DATA SCIENCE**

Trustee Johnson announced the next agenda item as the approval of the Master of Science in Environmental Sciences. She asked President Glover and her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet in Appendix A.

Dr. Mosley said that this is a letter of notification to seek fully on-line program by Ali Sekmen.

Trustee Sekmen discussed the importance of data science, saying this will bring interdisciplinary program to on-line format. This program will be open to all majors at TSU with minimal prerequisite requirements. He hopes it will bring 300 students to TSU in next few years and get started in the fall of 2021. Dr. Mosely added that this is in line with THEC master plan.

Trustee Johnson moved to recommend to the full Board the approval of the M.S. in Data Sciences, as contained in the Board materials for the June 18, 2020, board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.



## **VII. APPROVAL OF OFF-CAMPUS ACADEMIC PROGRAM SITES**

Trustee Johnson announced the next agenda item as the approval of off-campus academic program sites. She asked President Glover and her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Dr. Mosley discussed the TSU Global Online move to build partnerships with district schools to provide college credit for access to students.

Trustee Johnson moved to recommend to the full Board the approval of the following Off-Campus Academic Program Sites: Clarksville County Schools, Hamilton County Schools, Hardeman County Schools, Haywood County Schools, Jackson Madison County Schools, Metro Nashville Public Schools, Robertson County Schools, Shelby County Schools, and Tifton County Schools, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

## **VIII. REPORT ON ACCREDITATION MATTERS**

Trustee Johnson announced the next agenda item as the report on accreditation matters. She asked President Glover and her designee to provide pertinent information related to this agenda item. Information pertaining to this agenda item is included in the June 18, 2020 board materials.

President Glover recognized Dr. Charlise Anderson. SACCOC committee came on Monday, June 15, 2020. The SACCOC Committee found that TSU is in compliance with the standard, and will forward their recommendation to their Board which meets on August 31, 2020. President Glover reported that they found no recommendations.

Trustee Sekmen said that as faculty he is extremely pleased and thanked President Glover and staff for team effort to make this happen.

Trustee Johnson thanked the President and designees and hopes that collaborate effort will continue.

## **IX. ACADEMIC AFFAIRS REPORT**

Trustee Johnson introduced the next item on the agenda as the Academic Affairs Report. Trustee Johnson asked President Glover and her designees to provide pertinent information related to this agenda item.

President Glover recognized Dr. Mosley. Dr. Mosley said that the number of bachelor degrees continues to increase. Online focus on delivery at beginning of the year has come in handy and continues to move to virtual instruction.

Trustee Johnson thanked President Glover for her team's presentation.

## **X. REPORT ON STRATEGIC PLAN UPDATE**

Trustee Johnson introduced the next item on the agenda as the strategic plan update. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your

board materials dated June 18, 2020. Trustee Johnson asked President Glover to provide pertinent information related to this agenda item.

President Glover recognized Dr. Mosley and Dr. Jerri Hayes. Dr. Mosley discussed continued engagement with campus on revised strategic plan. Dr. Hayes discussed her excitement with the strategic plan and the collaborative support. She said the internal and external committees met in May and presentations of data were provided/made. On June 1<sup>st</sup>, the strategic Planning Committee met to establish strategic plan priorities with 16 priorities and are now working to narrow it to 4 or 5.

## **XI. APPROVAL OF STUDENT CONDUCT RULE**

Trustee Johnson announced the next agenda item as the approval of the Student Conduct Rule. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials dated June 18, 2020. She asked President Glover and her designee to provide pertinent information related to this agenda item.

President Glover recognized Dean Stevenson. Dean Stevenson thanked Attorney Harkey for work in reviewing best processes throughout state and country on student conduct. He discussed three items/areas with new rule: 1) updated notice provision with various options for notice; 2) updated interim suspension process to limit number of review committee members to three; 3) updated appeals process and timeframes.

Secretary Pendleton added that UAPA requires Rulemaking process and explained that the Board is required to approve student Conduct Rule, and explained the process that will follow.

Trustee Sekmen asked about Academic Misconduct and where it goes for review. Dean Stevenson discussed that we have committees to review academic and student misconduct separately and encouraged faculty to fill out Maxient form immediately.

Trustee Johnson moved to recommend to the full Board the approval of the new Student Conduct Rule, as contained in the Board materials for the Board's June 18, 2020, meeting, including authorizing the President and her designees to make any technical corrections to these rules, including changes required by the Attorney General's Office after review. Trustee Sekmen seconded and the motion carried unanimously by roll call vote – Trustees Johnson, Martin, and Sekmen.

## **XII. STUDENT AFFAIRS REPORT**

Trustee Johnson 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 June 18, 2020.

Trustee Johnson 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 said that TSU had a good year.

Trustee Sekmen asked about TSU health insurance provided to students. Dean Stevenson explained that current plan is just for international students, but he is looking at expanded plans.

President Glover discussed beefed up counseling and health centers. Students take advantage of these services and the taboo over mental health concerns are gone.

Trustee Simpson said that help provided since pandemic and tensions in country have been huge for students.

VP Chase discussed that the fee increase was designated to that area to provide best services possible.

Following the discussion, Trustee Johnson thanked President Glover and her team for the presentation.

### **XIII. ADJOURNMENT**

Trustee Johnson asked if there was any additional business.

Trustee Martin thanked Trustee Johnson for stepping in today. Trustee Martin thanked Dr. Mosley for her work as she is leaving the institution. Trustee Cole thanked her as well.

He then moved to adjourn the meeting, and the motion was seconded by Trustee Martin which carried unanimously by roll call vote. The meeting was adjourned at 9:58 am.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on COVID-19 Coronavirus Pandemic Academic and Student Issues

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on COVID-19 academic and student issues.

CAMPUS RE-OPENING & RESPONSE TO COVID-19

The Office of the Provost and Vice President for Academic Affairs has responded rapidly to the academic needs related to the pandemic. We did more than respond to the academic needs, however. We have worked comprehensively to find innovative solutions and strategies to ensure academic security while focusing on retention and educational quality. We understand the stress and fear the pandemic has placed on our campus and we worked cooperatively and empathetically to plan for the fall 2020 semester. The list below is an overview of key components of that response and planning

- *Back to TSU for Fall 2020* – Given the current global pandemic and the significant impact it is having on student enrollment across the country, it was imperative that our Division create a targeted, intense effort to recruit and retain our students. The “Back to TSU for Fall 2020” campaign was born. All Colleges were provided a list of students who were registered in Fall 2019 but had not yet registered for Fall 2020. Faculty and staff called, emailed, and made virtual outreach to all students on the list to encourage them to return. This effort included advising, mentoring, and a review of holds and barriers to registration. Moreover, the Provost identified and obtained funding to provide some students who were not able to pay off small balances allowing them to register. This was a time-constrained team effort focused on building our student base and ensuring student access to education and instruction.
- *Access to Education* – Students needed to feel safe while learning while also receiving access to a highly functional academic setting and educational experience. To that end, we

worked to offer an academic plan that prioritizes health through the provision of courses in an online setting (see bullet below) while simultaneously designing and implementing an intense faculty training and peer-based mentoring. Moreover, our team addressed demanding needs related to clinical requirements in the College of Health Sciences which resulted in a safety plan for disciplines needing on-ground training the first two weeks of classes. In addition, the ongoing policy guidance on international students created an ongoing, shifting situation and we leapt into action- creating on-ground and hybrid courses to accommodate our international students.

- *Course Scheduling* – In response to COVID-19, our units have worked diligently to address safety as it relates to course scheduling and innovative instructional excellence including the creation of eLearn modules, faculty training, and classroom distancing protocols.
- *Streamlined Advising* – our Office made the decision to transition all of the Success Coaches to the Student Success Center; thus, adding resources to advising, coaching, and mentoring for students. All advisors and coaches are available through virtual appointments and can work collaboratively to offer students a holistic approach to academic planning and the campus experience.
- *Technology and Access* – 1,800 laptops were purchased in preparation for the semester. The Office of Information Technology, in partnership with the Office of the Provost, prepared the laptops and began delivery to students August 15, 2020.
- *Virtual Events* – Colleges and units have transitioned smoothly to offering virtual orientations, ceremonies, advising, and drop-in question and answer sessions. The following list is a small overview of such events.
  - Virtual Commencement – our Office coordinated the Spring 2020 virtual commencement held on August 1, 2020.
  - New Faculty Orientation – the new faculty orientation was conducted virtually and redesigned to provide faculty with pertinent information related to TSU’s history and COVID-19 online delivery response. The orientation took place over three sessions and was attended by all new full-time faculty hires
  - Adjunct Faculty Orientation – a separate faculty orientation was held for adjuncts to provide an overview of academic policies and resources on campus.
  - Student Orientations – freshman, transfer, and adult learned students were able to attend orientations virtually and meet with advisors from the Student Success Center as well as the academic disciplines.
  - Discipline-Specific Orientations – many Colleges and Departments held orientations for their students.
  - FAFSA Drop-In – the Financial Aid Office has been hosting FAFSA drop-in hours where students can make appointments and/or come online to ask questions related to Financial Aid.

**Tennessee State University  
Board of Trustees**

**Approval of Updated  
TSU Mission  
Statement**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the Updated TSU Mission Statement

RECOMMENDED ACTION: Approval Item

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

The document reflecting the Updated TSU Mission Statement is included in the September 24, 2020, Board materials.

**MOTION: To approve the Updated TSU Mission Statement, as contained in the Board materials for the Board's September 24, 2020, meeting.**

## MISSION STATEMENT REVIEW AND DEVELOPMENT

As the University prepared to address its compliance with the *Principles of Accreditation* for its reaffirmation of accreditation, an internal institutional analysis was effectuated. One of the benefits derived from this internal assessment provided an opportunity for the University to examine its mission statement to determine whether it accurately reflected the University's values, aspirations, and commitments to constituent groups.

Pursuant to Core Accreditation Requirement 2.1: Institutional Mission, "The institution has a clearly defined, comprehensive, and published mission specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where applicable, research and public service."

To ensure compliance with this key accreditation standard, the University conducted a mission review and determined there was a need to revise the mission statement. Through the strategic planning process, and in consultation with TSU's accreditation consultant, the University endeavored to develop a new mission statement. The Strategic Planning Steering Committee, including senior administrators and faculty members, provided input on the updated mission statement.

### **Proposed Mission Statement**

Tennessee State University, through its legacy as an HBCU and land grant institution, transforms lives, prepares a diverse population of leaders, and contributes to economic and community development by providing affordable and accessible educational programs at various degree levels and promoting academic excellence through scholarly inquiry, teaching, research, lifelong learning, and public service.



**Tennessee State University  
Board of Trustees**

**Approval of the TSU 2020  
Strategic Plan**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the TSU 2020 Strategic Plan

RECOMMENDED ACTION: Approval Item

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

The document reflecting the TSU Strategic Plan is included in the September 24, 2020 Board materials.

Between November 2019 to July 2020, committees conducted institution analysis of strengths, weaknesses, opportunities, and threats (SWOT) using supporting data to frame priorities. The entire campus community was engaged in providing feedback at several stages. Based on this effort, the mission, vision, and core values were revised, and five strategic goals were identified. This bold and transformative plan, "**The Pathway to Excellence 2025**," defines and addresses the challenges and opportunities facing higher education. Through its focus on student success, academic excellence and world-changing impact stand to position TSU for decades. After completion of the University's plan, academic Colleges and Administrative units will develop integrated plans that are mapped to the institution's priorities and scorecard.

**MOTION: To approve the TSU 2020 Strategic Plan, as contained in the Board materials for the Board's September 24, 2020, meeting.**

# **TENNESSEE STRATEGIC PLAN THE PATHWAY TO EXCELLENCE 2025**

## **MESSAGE FROM THE PRESIDENT**

Tennessee State University stands poised to redefine its legacy as a premier Historical Black Colleges and Universities (HBCU) Land Grant Institution. The University's location in a thriving and growing urban center provides the environment to maximize the educational experiences for students while addressing the needs of our region. With assistance from a 50-member committee from a cross-section of institutional stakeholders, the University completed a comprehensive strategic plan to guide our efforts.

Given the unpredictable times, shaping a forward-looking plan accentuates the importance of integrated thinking, cross-departmental exchange, and a flexible leadership team. The University's legacy as an HBCU land grant institution presents the opportunity to expand partnerships in new ways to address emerging needs. Also, our commitment to economic growth and community development in the region will help to shape and redefine our work moving forward. With input from a broad constituency, the level of dynamic engagement enhances the quality and produces plans that better align the institution to a standard set of priorities. Cultivating a climate of academic excellence is foundational to the University, and the strategic plan will help to ensure our long-term sustainability and growth.

## **STRATEGIC PLANNING COMMITTEE**

Glenda Glover, President	Nelson Modeste
Michael, Interim Provost	Sharon Peters
Calvin Riley, Consultant	Samantha Morgan-Curtis
Jerri A. Haynes, Chair	Ivan Mosley
Charlise Anderson	Landon Onyebueke
Millicent Lownes-Jackson	Samuel Nahason
S. Keith Hargrove	Pinky Noble-Britto
Robbie Melton	Veronica Oates
Lonnie Sharpe	Adebayo Oyebade
Gloria Johnson	Chandra Reddy
Glenda Alvin	Coreen Jackson
Ronald Barredo	Trinetia Respress
Robert Elliott	Cara Robinson
Deborah Burris-Kitchen	Ali Sekmen
Karen Coker	Stephen Shanklin
Sammy Comer	Jeffrey Siekpe
Chunxing Fan	Tina Smith
Kirmanj Gundi	Rodney Stanley
Christine Hamilton	Rosemary Theriot
James Heimdal	Rita, Troxtel
Carlyle Johnson	Abu Wahid
Terrance Johnson	Tameka Winston
Mohammad Karim	Young, Clara
Kiesa Kelly	Oscar Miller
Gary -Lee Lewis	Evelyn Nettles
Lin Lin	Pamela Burch-Sims

Nolan McMurray

John Robinson

**Strategic Planning Steering Committee**

Jerri A. Haynes, Chair	Charlise Anderson
Alisa Mosley, Interim Provost	Terrance Izzard
Frank Stevenson	John Cade
Curtis Johnson	Frances Williams
Laurence Pendleton	Horace Chase
Kelli Sharpe	Gregory Robinson
Millicent Lownes-Jackson	Chandra Reddy
Ronald Barredo	Gloria Johnson
Lonnie Sharpe	S. Keith Hargrove
Michael Harris	Robbie Melton
Glenda Alvin	Coreen Jackson

**Internal Strategic Planning Sub-Committees**

Michael Harris, Co-Chair  
Millicent Lownes-Jackson, Co-Chair  
Cheryl Seay  
Kristin Wilson

**Human Resources and Institutional Compliance**

Linda Spears, Co-Chair  
Laurence Pendleton, Co-Chair  
Patricia Crook  
Horace Chase  
Pam Burch-Sims  
S. Keith Hargrove  
John Robinson  
Rita Williams-Seay  
Britany Cosby

Gregory Robinson  
George Herring  
John Burgher  
Robbie Melton

**Physical and Technology Resources**

Al Hill Co-Chair  
Curtis Johnson, Co-Chair  
Tim Warren

**Fiscal and Budget Planning**

Horace Chase, Co-Chair  
Bradley White, Co-Chair

**Academic and Student Support**

Frank Stevenson, Co-Chair  
Alisa Mosley, Co-Chair  
Lonnie Sharpe  
Kimberly Triplett  
Terrance Izzard  
Alex Sekwat  
Sujata Guha

Marine Stanberry  
Sharon Peters  
Trina Jordan  
Antionette Hargrove Duke

**Structured Alignment, Systems, Processes**

Alisa Mosley, Co-Chair  
Charlise Anderson, Co-Chair  
Gloria Johnson  
Evelyn Nettles  
Coreen Jackson  
Kenneth Chilton  
John Tiller  
Tiffany Bellefonte-Steward  
Verontae Deams

**External Strategic Planning Sub-Committees**

Cassandra Griggs, Co-Chair  
Laurence Pendleton, Co-Chair  
Barbara Murrell  
Kelli Sharpe  
Chandra Reddy  
Deborah Chisom

**Enrollment Resources Management**

Johnnie Smith, Co-Chair  
Terrance Izzard, Co-Chair  
Trinetia Respress  
Sheila Riley  
Jewell Winn

**Government Affairs-Local, State, National**

Ronald Barredo, Co-Chair  
Leah Dupree Love, Co-Chair  
Tanaka Vercher  
Harold Love  
Glenda Alvin  
Brenda Gilmore  
Erica Gilmore  
Vivian Wilhoite  
Grant Winrow

**Alumni Affairs and Parents**

Cassandra Griggs, Co-Chair  
Anita McGaha, Co-Chair  
Phyllis Danner, Co-Chair  
Sandra Hunt  
Lalita Hodge  
Arlene Phillips, Co-Chair  
Carjamin Scott  
Barbara Murrell  
Carjamin Scott

**Business and Industry**

Millicent Lownes-Jackson, Co-Chair  
S. Keith Hargrove, Co-Chair  
Bradley White  
Achintya Ray  
Ruthie Reynolds

**Public Education, Peer and Aspirant Institution, Faculty Hiring, Accrediting Agencies, Funding Agencies**

Lonnie Sharpe, Co-Chair  
Frances Williams, Co-Chair

Ali Sekmen  
Heraldo Richards

Kirmanj Gundi  
Kiesa Kelly

Clara Young  
Tasha Andrews

### **Fiscal Resources (Extramural funding, gifts, and Donations, State Appropriations**

Iris Ramey, Co-Chair

Chandra Reddy, Co-Chair

Frances Williams

Betsy Jackson Mosley

Bradley White



### **Planning Overview**

Founded in 1912, Tennessee State University is Nashville's only public University and is a premier, historically black University and land-grant institution. Currently, the University consists of eight (8) academic colleges and schools. Through its eight colleges and schools, TSU offers two associate degrees, 40 bachelor's degrees, 24 master's degrees, one educational specialist, and seven doctoral degrees. The University is a comprehensive research-intensive institution with an R-2 Carnegie classification. It has a graduate school on its downtown Avon Williams Campus, along with the Otis Floyd Nursery Research Center in McMinnville, Tennessee. With a commitment to excellence, the University provides students with a quality education in a nurturing and innovative environment that prepares them as alumni to be global leaders in every facet of society. In the University's second century of academic excellence and service, President Glenda Baskin Glover has challenged the university community to craft a plan that articulates its commitment to providing a world-class education. Continuing to provide access to a high quality and affordable education will rest in its ability to redefine and leverage the HBCU land grant legacy.

Between November 2019 to July 2020, committees conducted institution analysis of strengths, weaknesses, opportunities, and threats (SWOT) using supporting data to frame priorities. The entire campus community was engaged in providing feedback at several stages. Based on this effort, the mission, vision, and core values were revised, and five strategic goals were identified.



This bold and transformative plan, "**The Pathway to Excellence 2025**," defines and addresses the challenges and opportunities facing higher education. Through its focus on student success, academic excellence and world-changing impact stand to position TSU for decades. After completion of the University's plan, academic Colleges and Administrative units will develop integrated plans that are mapped to the institution's priorities and scorecard.

### **Vision Statement**

Tennessee State University aspires to be the premier public urban, comprehensive institution achieving prominence through innovation and instruction, research, creativity, and service with the dissemination of knowledge and information.

### **Mission Statement**

Tennessee State University, through its legacy as an HBCU and land grant institution, transforms lives, prepares a diverse population of leaders, and contributes to economic and community development by providing affordable and accessible educational programs at various degree levels promoting academic excellence through scholarly inquiry, teaching, research, lifelong learning, and public service.

### **Core Values**

Tennessee State University maintains the following core values:

#### **Learning Everyday**

We will embrace a culture that enriches the learning experience, enhances critical thinking, and promotes a desire for life-long personal development.

#### **Making Excellence A Habit**

We will pursue excellence in everything we do and ensuring Excellence is at the forefront of our minds every day.

#### **Thinking Beyond the Obvious**

We will demonstrate a higher level of creative thinking and use it to transform the world around us every day.

#### **Working Relentlessly**

We will set the standard of tenacity and hard work. And remain unrelenting to make a difference in our world.

#### **Serving Everyone, We Encounter**

We will do service to all is what makes us proud.

### **STRATEGIC ENVIRONMENTAL SCAN**

The University conducted internal and external environmental scans guided by the renewed vision, mission, and core values to ensure activities define the critical factors facing higher education. A comprehensive analysis of relevant data and trends helps to ensure that strategic choices and

identification of priorities based on facts and current information. The primary purpose of environmental scanning using the integrated Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis was to determine the future direction, create goals, strategies, key action steps; and metrics to improve organizational effectiveness; connectivity to strategic partners; and establish the assessment framework to evaluate the effectiveness of the University to ensure the fiduciary, strategic planning. Leadership responsibilities are managed at the highest levels.

The University used an ongoing integrated research-based strategic planning method to improve academic programs, student learning outcomes, and infrastructure to achieve long-term goals. The SWOT analysis provided the assessment framework to evaluate the effectiveness of the University to ensure that fiduciary, strategic planning, and leadership responsibilities managed at the highest levels. Internal and external sub-committees identified factors that influenced the functioning of the University and provided useful information in the strategic planning process. The sub-committees focused on the future within the context of internal and external environments that continuously change and the landscape of the University's community. The SWOT engagement process:

<p><b>Strengths (S):</b> Using analysis and institutional knowledge to identify factors that set the University apart from our peers. What are the University's internal strengths?</p> <ul style="list-style-type: none"> <li>• The University possesses three key niche classifications, all of which produce valuable funding opportunities and distinguishes the institution from other state institutions: Land-grant, HBCU, and R2 Carnegie Classification</li> <li>• TSU is in the state's capital city with proximity to state leaders representing the legislative and executive branches of government, as well as access to corporate business leaders</li> <li>• TSU is located within approximately 250 miles of major cities with key student recruitment audiences</li> <li>• Affordable compared to peer institutions</li> <li>• Alumni affinity is 84%</li> </ul>	<p><b>Weaknesses (W) (Challenges):</b> Using analysis and institutional knowledge to identify factors that must be improved to become effective/ What are the University's internal weaknesses?</p> <ul style="list-style-type: none"> <li>• A downward enrollment trend over the last four years, attributable to several factors</li> <li>• Inadequate financial aid/scholarship support for need and merit-based students</li> <li>• Deficient in the evolution of technological infrastructure and online educational offerings</li> <li>• The aging infrastructure presents a challenge in attracting students, faculty, and strategic partnerships</li> <li>• Align academic programs further to meet the needs of external customers and employers</li> <li>• Improve operational excellence and customer service.</li> </ul>
<p><b>Opportunities (O):</b> What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?</p>	<p><b>Threats (T):</b> What are the external factors, situations, or changes that could have negative impacts?</p> <ul style="list-style-type: none"> <li>• Left behind in digital and virtual age - Inability to enhance digital/virtual</li> </ul>



<ul style="list-style-type: none"> <li>• Improve TSU's standing in the community and visibility through activities and other engagements with corporate, legislative and metro council stakeholders and the strengthening of relationships with the entities</li> <li>• Enhance online academic opportunities through dual enrollment and diversified delivery of academic programs</li> <li>• Develop relationships with corporations entering the middle Tennessee/Nashville community to increase the pipeline for internships, externship and employment positions</li> <li>• Implement strategies and fundraising models that increase revenue streams to the University from external constituents (legislative, government agencies, alumni, corporations, parents)</li> <li>• Seek partnerships with the business community to enhance overall operations of the University and placement of graduates after graduation</li> </ul>	<p>footprint may lead to decrease in enrollment</p> <ul style="list-style-type: none"> <li>• The "new normal" associated with post-COVID-19 Pandemic: <ul style="list-style-type: none"> <li>- Economic environment leads to students taking all online courses</li> <li>- Due to unemployment and other financial circumstances, students and parents/guardians unable to fund education</li> </ul> </li> <li>• The current level of federal/state-based funding is insufficient to cover escalating educational costs</li> <li>• Online and in-person educational programs sponsored/developed by corporations will replace university educational programs</li> </ul>
<p><b>What is the supporting data (metrics and trends)?</b></p>	

Over five months, eight sub-committees comprised of VPs, AVPs, deans, faculty, and staff identified, interpreted, analyzed, and synthesized collected data from various sources. Data collected from academic affairs, enrollment management, student affairs, facilities, technology, business and finance, administrative services, institutional advancement, sponsored programs, and institutional research/effectiveness provided the baseline analysis. Input and comments from the executive leadership team, deans, faculty, staff, alumni, students, employers, and external stakeholders were included and synthesized. Each team prepared, shared, and discussed reported foundational data sets and critical findings. Also, the internal and external sub-committees presented their reports summarizing SWOT findings. The completed analysis process, by the leadership team, was charged to identify priorities and themes from the work of the internal and external teams. The leadership team identified 32 priorities in the first meeting. Through a multi-voting process, the team decreased the number to 16 priorities. The sub-committee of the Leadership team, which consisted of the Provost, Director of assessment and accreditation, VP, and deans, identified the five strategic goals and strategic objectives aligned with the vision and mission of the University. These goals, strategic objectives, and targets were sent to all divisions for feedback, suggestions, and recommendations.

Rigorous assessment of internal and external factors revealed new opportunities and potential threats that could prevent the University from achieving its goals. The strategic planning committee considered how this information might influence strategic choices moving forward. Finally, the

strategic planning committee conducted a gap analysis to identify the amount of change required to move from the status quo to the aspirational vision. The gap analysis delineated areas in which the University can utilize for long-term success. Additionally, understanding the value in identifying the limitations of the University helped to establish better alignment regarding the critical considerations. Considering the causes of the gaps and the magnitude of change required, the committee utilized baseline and peer analysis to structure its recommendations. The strategic table below shows activities that align with the strategic goals, objectives, and targets for the next five years. Based on the metrics identified, the table provides a quick snapshot of what the university results will look like if met each year for the next five years. It provides forecast projections based on the baseline data and the projected increase each year.

## Strategic Objectives and Metrics

Activity	Baseline	% Increase	Year 1	Year 2	Year 3	Year 4	Year 5
Undergraduate Enrollment	5875	5%	6169	6477	6801	7141	7498
Graduate Enrollment	2206	5%	2316	2432	2554	2681	2815
Retention	64	4%	67	69	72	75	78
BS Degrees	1081	5%	1135	1192	1251	1314	1380
MS Degrees	336	5%	353	370	389	408	429
PhD Degrees	75	5%	79	83	87	91	96
4-year Graduation Rate	13	15%	15	17	20	23	26
6-year Graduation Rate	32	5%	34	35	37	39	41
Research Expenses	15636928	10%	17200621	18920683	20812751	22894026	25183429
STEM Degrees	218	5%	229	240	252	265	278
Total Degrees	1533	5%	1610	1690	1775	1863	1957
Private Gifts, Grants, Contracts	1280013	15%	1472015	1692817	1946740	2238751	2574563
Total Research Salaries/Wages	9398894	5%	9868839	10362281	10880395	11424414	11995635
Endowments	61064388	5%	64117607	67323488	70689662	74224145	77935353

## TSU Strategic Plan Development Goals, Strategic Objectives, and Targets

<b>Goal #1</b>	<p><b>Attract, prepare, and graduate scholars to change the world</b></p> <p>Facing the challenges of providing greater access to a diverse population of students requires the University to establish innovative approaches to address these needs. Structuring our efforts to enhance the delivery of quality education is becoming increasingly important, given national trends placing higher education under greater scrutiny. The relevant educational experience is one that prepares scholars to become critical thinkers while expanding opportunities for economic mobility.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Grow undergraduate and graduate enrollment.</li> </ol>	<b>Targets:</b>
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	<ol style="list-style-type: none"> <li>2. Develop innovative approaches to retain a diverse student body.</li> <li>3. Improve graduation attainment performance.</li> <li>4. Expand online academic programs that address the diverse needs of students and constituents.</li> <li>5. Establish a comprehensive onboarding process inclusive of orientation, tutorial support, advisement, registration, and other academic and student support services.</li> <li>6. Provide students access to experiential learning, research, and engagement opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 5% increase in total enrollment from the previous year</li> <li>1.2 7% increase in retention over the previous year</li> <li>1.3 5% increase over the previous year for 4-year and 6-year graduation rates</li> <li>1.4 10% increase in new online academic programs</li> <li>1.5 increase student satisfaction survey results annually</li> <li>1.6 5% increase in students' engagement annually</li> </ol>
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<b>GOAL #2</b>	<p><b>Cultivate an organizational climate that promotes collaboration, continuous improvement, and high performance</b></p> <p>Optimization in the effectiveness and efficiency of the institution helps to better focus and align resources to the critical work. Improving administrative practices, procedures, and functional activities reduce waste and establish the framework for high performance.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Build and enhance a culture that utilizes and supports assessment, accreditation, compliance, and strategic planning.</li> <li>2. Improve customer service and enhanced quality and responsiveness to internal and external demands.</li> </ol>	<ol style="list-style-type: none"> <li>2.1 increase the number of targets met annually</li> <li>2.2 increase satisfaction survey results annually</li> <li>2.3 % change in technology infrastructure plan achieved</li> </ol>
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	<ol style="list-style-type: none"> <li>3. Enhance technology infrastructure to provide the various communities technological resources needed today.</li> <li>4. Improve institutional-wide operational and organizational effectiveness improvement and efficiency initiatives.</li> <li>5. Establish accountability practices to enhance the execution of key employee processes.</li> </ol>	<ol style="list-style-type: none"> <li>2.4 5% improvement and efficiency survey, initiatives or dollars</li> <li>2.5 increase in HR satisfaction survey results annually</li> </ol>
<p><b>GOAL #3</b></p>	<p><b>Create a transformative educational environment that impacts Middle Tennessee and beyond</b></p> <p>Emerging trends indicate a shift in the way learners perceive the educational experience. Addressing the needs of society demands an outward look into the relevant issues facing our region and world. Aligning our intellectual capacity and resources in systemic ways creates partnerships that produce the scholarly environment for groundbreaking activities.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Align academic programs to build and expand partnerships with the fast-growing technology, healthcare, and music-related and other businesses in the Nashville Metro region.</li> <li>2. Enhance coordinated efforts internally and externally to improve engagement with all stakeholders.</li> <li>3. Increase partnerships with the business community to enhance overall operations of the University and placement of graduates.</li> <li>4. Provide distinctive programs that align with innovative support services to address the emerging needs of students.</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Increase by 5% each year the number of academic programs aligned with partnerships.</li> <li>3.2 Increase by 5% the engagement of alumni and stakeholders</li> <li>3.3 Increase by 5% partnerships and the percentage of the number of placements</li> <li>3.4 Create one new program each year</li> <li>3.5 10% Increase in research and creative activities and</li> </ol>

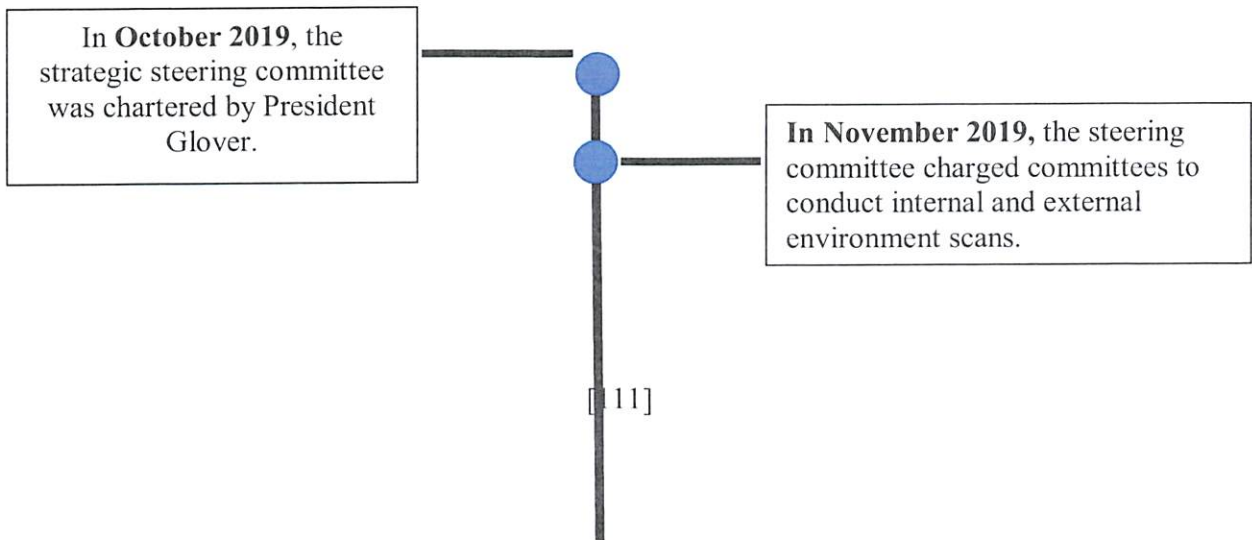
	5. Cultivate a climate of interdisciplinary research and creative activities for all stakeholders.	proposals via sponsored research
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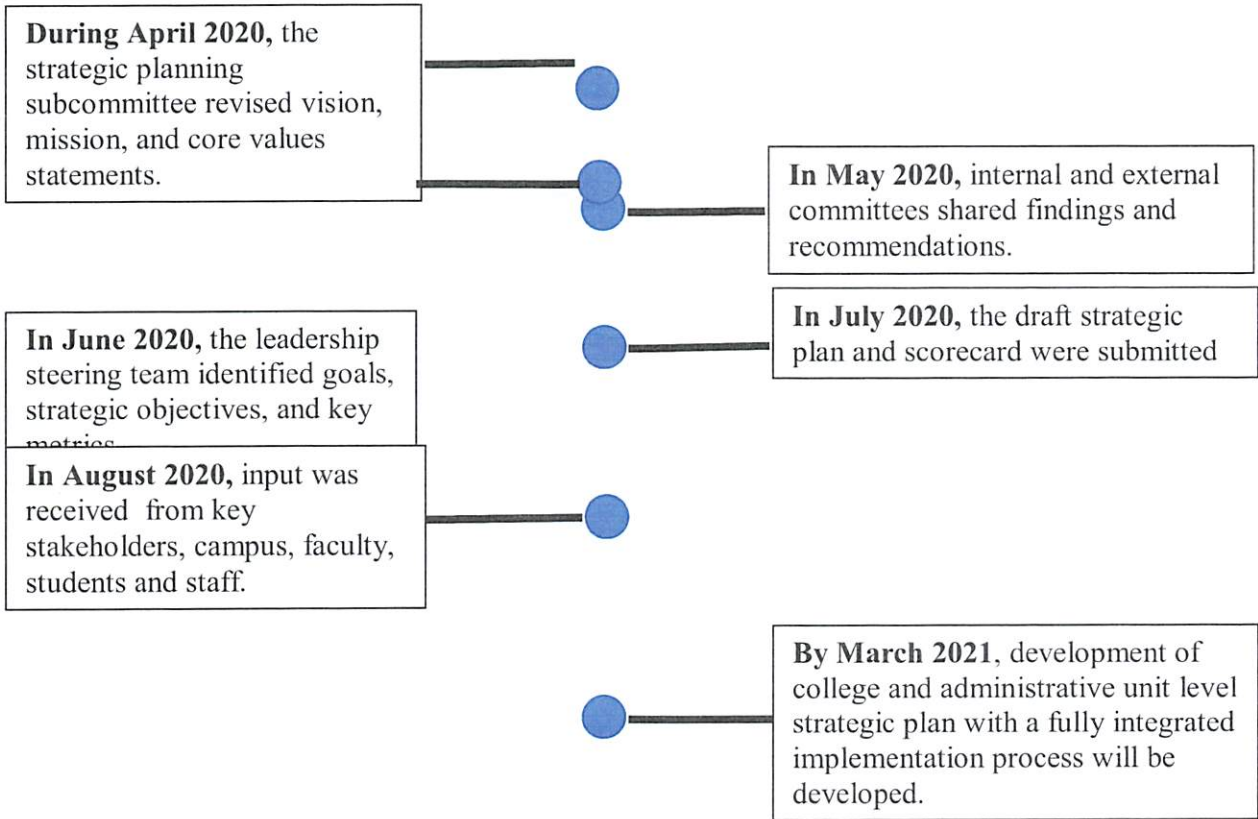
<b>GOAL #4</b>	<p><b>Generate revenue and capacity to reinvest in strategic priorities</b></p> <p>The development of critical resources is quintessential to the long-term success of the University. Given the aging infrastructure, attracting students, highly qualified faculty and staff, and strategic partner will become increasingly difficult. Utilizing the rich land grant heritage, strong alumni based, and strategic location, the University will leverage these strengths to ensure our future.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Strengthen the University's fiscal position to enhance current and diversify current and new revenue streams</li> <li>2. Secure equitable distribution of land-grant funding from federal and state agencies.</li> <li>3. Increase and offer competitive scholarships by 10% per academic year.</li> <li>4. Enhance the research output of personnel (faculty and graduate students), Ph.D. programs, and facilities to sustain R2 research status and pursue R1classification.</li> </ol>	<ol style="list-style-type: none"> <li>4.1 Increase reserve dollars by 5% each year</li> <li>4.2 Increase land grant funding dollars by 5% each year</li> <li>4.3 Increase scholarship support dollars by 10% each year</li> <li>4.4 Increase research dollars and expenditures by 10% annually and establish one new Ph.D. program each year.</li> </ol>
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<b>GOAL #5</b>	<p><b>Promote, strengthen and sustain academic excellence in teaching and learning</b></p> <p>The most essential mandate for institutions of higher learning resides in its ability to provide a rich and meaningful academic experience. Student diversity, uncertainty, and shifts in teaching methodologies are making new demands in the way the University fulfills its mission. Hence, attracting and retaining highly qualified faculty plays an important role in the accomplishment of this goal.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Attract and retain talented and highly qualified faculty and staff.</li> </ol>	<ol style="list-style-type: none"> <li>5.1 Increase the number of relevant credentialing, endowments, and chairs of excellence annually. Increase the number of publications funded research.</li> </ol>
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	<ol style="list-style-type: none"> <li>2. Embrace, utilize, and operationalize diversity and inclusion.</li> <li>3. Utilize technology to improve the effectiveness of face-to-face and virtual learning experiences.</li> <li>4. Create and enhance the professional development of faculty and staff through a coordinated approach.</li> </ol>	<ol style="list-style-type: none"> <li>5.2 Increase survey results, and programs each year</li> <li>5.3 100% compliance for all faculty, staff, and administrators with appropriate technology systems.</li> <li>5.4 5% increase in professional development and training for faculty and staff</li> </ol>
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### TIMELINE





## **EVALUATION**

This section provides a general approach that will guide the evaluation step for assessing progress on strategic plan goals and objectives/strategic initiatives and reports evaluation findings. In the Evaluate step, evaluation questions are developed to inform the soundness of the strategic plan, monitor progress of meeting established goals, and measure the effectiveness of improved processes. The products of the Evaluation step include identified strategies, assessment methods, performance metrics, results, status, and budgets. Further, evaluation findings, summaries of how the strategic plan is progression, descriptions of changes to programs or activities based on evaluation findings should also be provided.

### **Strategic Goals:**

Goal #1 Attract, prepare, and graduate scholars to change the world

Goal #2 Cultivate an organizational climate that promotes collaboration, continuous improvement, and high performance

Goal #3 Create a transformative educational environment that impacts Middle Tennessee and beyond

Goal #4 Generate revenue and capacity to reinvest in strategic priorities

Goal #5 Promote, strengthen and sustain academic excellence in teaching and learning

### **Evaluation Questions:**

1. Is the goal aligned with the University mission?
2. Is the goal specific, measurable, attainable, realistic, and time-bound?
3. Is the performance metric valid (quantifiable and trackable)?
4. What are the results of the performance measured?
5. What is the status of progress – significant, minimal, no progress, no longer a goal?
6. If the goal was not met, what is the plan of action?

During the semi-annual review, answers to the evaluation questions are to be placed in the final column of the template below labeled "Evaluation Findings." The evaluation process will occur during the semi-annual review, which is embedded in a self-sustaining planning process.



<b>Goal</b>	<b>Objective/Strategy</b>	<b>Division</b>	<b>Unit/Department</b>	<b>Evaluation Findings</b>
Attract, prepare, and graduate scholars to change the world.	1. Grow undergraduate and graduate enrollment.	VP/AVP Enrollment Management Public Relations and Communications AVP Administration	Admissions and Recruitment Academic Colleges University communications Athletics Director	
	2. Develop innovative approaches to retain a diverse student body.	VP/AVP Enrollment Management Academic Affairs Public Relations and Communications	Admissions and Recruitment  Academic Colleges	
	3. Improve graduation attainment and performance.	Provost and Vice President for Academic Affairs	Academic Colleges	
	4. Expand online academic programs that address the diverse needs of students and constituents.	Provost and Vice President for Academic Affairs and AVP SMART Technology	Academic Colleges and TSU Global Online SMART Technology	
	5. Establish a comprehensive onboarding process inclusive of orientation, tutorial support, advisement, registration, and other student support services.	Provost and Vice President for Academic Affairs  VP/AVP Enrollment Management	Academic Colleges and Student Success	
	6. Provide students access to experiential learning, research, and engagement opportunities.	Provost and Vice President for Academic Affairs and VP/Dean of Student Affairs	Academic Colleges Office of Career Services	
Cultivate an organizational climate that promotes collaboration, continuous improvement,	1. Build and enhance a culture that utilizes and supports assessment, accreditation, compliance, and strategic planning.	Provost and Vice President for Academic Affairs	Institutional Effectiveness, Research, Planning & Assessment Academic Colleges	

and high performance.	2. Improve customer service through enhanced quality and responsiveness to internal and external demands.	Provost and Vice President for Academic Affairs and Business and Finance	Information Technology Facilities Management Human Resources	
	3. Enhance the technology infrastructure to provide the various constituents with technological resources needed today.	Provost and Vice President for Academic Affairs	Communications and Information Technology	
	4. Improve institutional-wide operational and organizational effectiveness improvement and efficiency initiatives.	All Divisions	All Colleges All Departments All Units	
	5. Establish accountability practices to enhance the execution of key employee processes.	Provost and Vice President for Academic Affairs, VP Business, and Finance General Counsel	Academic Colleges, Human Resources, Equity, Diversity, and Inclusion	
Create a transformative educational environment that impacts Middle Tennessee and beyond.	1. 1.Align academic programs to build and expand partnerships with the fast-growing technology, healthcare, and music-related and other businesses in the Nashville Metro region.	Provost and Vice President for Academic Affairs VP Facilities General Counsel AVP Administration	Academic Colleges Extended Education Information Technology Governmental Affairs TSU Police Department Athletic Director	
	2. Enhance coordinated efforts internally and externally to improve engagement with all stakeholders.	Public Relations and Communications	Public Relations University Police Department University Communications	
	3. Increase partnerships with the business community to enhance overall operations of the University and	Provost and Vice President for Academic Affairs, VP/Dean of Student Affairs	Academic Colleges Career Services	

	placement of graduates.			
	4. Provide distinctive programs and innovative support services to address emerging needs.	Provost and Vice President for Academic Affairs AVP Student Affairs	Academic Colleges	
	5. Cultivate a climate of interdisciplinary research and creative activities for all stakeholders.	Provost and Vice President for Academic Affairs Research and Sponsored Programs	Academic Colleges Research and Sponsored Programs	
Generate revenue and capacity to reinvest in strategic priorities.	1. Strengthen the University's fiscal position to enhance current and new revenue streams	Provost and Vice President for Academic Affairs and VP Business and Finance	Research and Sponsored Programs Financial Services Account Receivable	
	2. Secure equitable distribution of land-grant funding from federal and state agencies.	Provost and Vice President for Academic Affairs	College of Agricultural Sciences	
	3. Increase and offer competitive scholarships by 10% per academic year.	Institutional Advancement Provost and Vice President for Academic Affairs	Advancement Financial Aid	
	4. Enhance the research output of personnel (faculty and graduate students), Ph.D. programs, and facilities to sustain R2 research status and pursue R1 research status.	Provost and Vice President for Academic Affairs	Academic Colleges	
Promote, strengthen, and sustain	1. Embrace, utilize, and operationalize diversity and inclusion.	Business and Finance	Equity and Inclusion	

academic excellence.	2. Utilize technology to improve the effectiveness of face-to-face and virtual learning experiences	Provost and Vice President for Academic Affairs and SMART Technology	Academic Initiative, Communications and Information Technology, TSU Global Online	
	3. Create and enhance the professional development of faculty and staff through a coordinated approach.	Provost and Vice President for Academic Affairs and Business and Finance	Assistant Vice President of Academic Affairs and Human Resources	

University Dashboard (Internal)	Tennessee State University	Progress	2025 Goal
<b>ENROLLMENT (Include year for all data)</b>			
Total Enrollment	8,081		10400
Undergraduate	5,875		7500
Transfer Student	502		TBD
Online Undergraduate	157		TBD
Graduate Enrollment	2,206		2810
Online graduate enrollment	256		TBD
<b>RESEARCH AND DEVELOPMENT (FY 2018)</b>			
Total Research Expenses (FY18)	15,636,928		25,200,000
Total Research Salaries and Wages (FY18)	9,398,894		12,000,000
<b>STUDENT SUCCESS</b>			
First-Year Retention Fall 2018	64%		78%
Four Year Graduation Rate (2015 cohort)	13%		28%
Six Year Graduation Rate (2013 cohort)	32%		41%
<b>Degrees Awarded by fiscal year</b>			
Total Degrees Awarded	1533		1905
Bachelors	1081		1380
Masters	336		429
Doctorates	75		96
STEM Discipline Graduates	218		280
<b>New Graduate Programs</b>			
Masters	2		5
Doctorates	1		5
Number of graduating seniors who pursue Graduate school and professional degrees	76		100
<b>FINANCIAL RESOURCES (FY 2018)</b>			
State appropriations	45,552,833		TBD
Government grants and contracts	631,141		TBD
Private gifts, grants, and contracts	1,280,013		2,500,000
Investment Income	820,457		TBD
Value of Endowment Assets (End of Year)	61,064,388		78,000,000
<b>FACULTY</b>			
Faculty to student ratio	14:1		19:1
Full- Time Faculty	320		TBD
Faculty Tenured	209		TBD
Faculty Tenured-track	91		TBD
Full professor	100		TBD
Associate	16		TBD
Endowment / Chairs of Excellence	2		5
<b>Staff FTE (FY 19)</b>			
Staff FTE	1355		TBD
<b>RANKING AND RECOGNITION</b>			
US News (HBCU Ranking)	29		Top 5

US News (Ranking)	TBD	TBD
College Affordability and Transparency (Net Price)*	\$10,325	TBD
College Affordability and Transparency (Tuition & Fee Price Change)**	9.34%	TBD
Carnegie Classification	R2	TBD

D/UA = Data Unavailable

\*2019 Report (2106-17)

\*\*2019 Report (2017-2018)

Data Sources: IPEDS, Carnegie Classification, U. S. News

Green = Target exceeded

Yellow = Target met

Red = Target not met

**Tennessee State University  
Board of Trustees**

**Approval of Off-Campus  
Academic Program Site**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of Off-Campus Academic Program Site – B.S. in Applied Industrial Technologies at the Motlow State Community College, McMinnville Campus

RECOMMENDED ACTION: Approval

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

The document containing information regarding this action item is included in the September 24, 2020 Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, academic departments may seek the approval of off-campus academic program sites 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 off-campus academic program sites. Upon approval by the Board, THEC must provide final approval.

**MOTION: To approve the Off-Campus Site – B.S. in Applied Industrial Technologies at the Motlow State Community College, McMinnville Campus, as contained in the Board materials for the Board's September 24, 2020, meeting.**



## **Proposed Off-Campus Academic Program Site**

Community colleges play an important role in starting students on the road to higher education; however, students often face obstacles when transferring to four-year institutions. Obstacles they face may include proximity of universities to home and/or work, confusing transfer policies, and a lack of support services. Tennessee State University (TSU) has historically developed successful partnerships with Motlow State Community College (MSCC) main campus and Volunteer State Community College (VSCC). The success of these partnerships is largely due to the University's policies of locating courses at the community college, the provision of consistent support services and clear articulation agreements. These institutions serve a broad area of the Middle Tennessee region.

Due to the success of these partnerships, TSU is proposing to expand its service area to include MSCC McMinnville campus. The campus is located in McMinnville, Tennessee, which is about eighty miles from TSU. This campus provides educational services to the following Middle Tennessee counties: Cannon, Coffee, DeKalb, Rutherford, Van Buren, Warren and White. Mechatronics is the fastest growing field of study at MSCC. Over a recent four-year period, the program grew by five times the number of students. MSCC initiated contact with TSU Community College Initiatives (CCI) to investigate the possibility of the development of a partnership between their Mechatronics Technology program and the TSU College of Engineering. This vision developed into the degree completion program offered by the TSU Aeronautical & Industrial Technologies (AIT) department.

This program prepares students for careers in manufacturing and engineering. Students are prepared to work in many various fields such as automotive, power production, food processing, appliance manufacturing, aviation manufacturing, electronics manufacturing, robotics, and many more. Graduates of this program could be employed by Bridgestone, Nissan, Calsonic, Copperweld, Yorozu Corporation of Tennessee, Kasai North America, Sonoco, Great Lakes Cheese, General Mills, Batesville Casket, Morrison Industries and several other employers in the area.

### Motlow State Community College

The College of Engineering wishes to offer the Bachelor of Science (BS) in Applied Industrial Technologies at the Motlow State Community College McMinnville Campus. Currently, TSU offers an approved BS program in Applied and Industrial Technologies. This request is the result of TSU initiating a partnership whereby students with an associate degree from MSCC will continue to matriculate through TSU's program for their remaining hours.

The request site of program delivery is:

Motlow State Community College-McMinnville Campus (MSCC)  
225 Cadillac Lane  
McMinnville, TN 37210

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of Discontinuance of Master of Science in Professional Science

RECOMMENDED ACTION: Approval

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

The document containing information regarding this action item is included in the September 24, 2020 Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, academic departments may seek the discontinuance of an academic program by initiating an internal review process. The department initiates the program review process, which also includes reviews at 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 off-campus academic program sites. Upon approval by the Board, THEC must provide final approval.

**MOTION: To approve the Discontinuance of Master of Science in Professional Science, as contained in the Board materials for the Board's September 24, 2020, meeting.**

### **Proposed Discontinuation of Master of Science degree in Professional Science.**

The University, with the support of the College of Agriculture, requests approval to proceed with discontinuing/inactivating its Master of Science degree in Professional Science.

#### Background

The Professional Science Masters (PSM) degree will be consolidated into the proposed new MS degree in Environmental Sciences (pending approval by THEC) as a concentration in Geospatial Sciences. The PSM degree program could not be sustained because its success was dependent on full participation and support of the College of Agriculture and other colleges at TSU; however, the other colleges did not come on board. Also, most students joining the program were interested in Geospatial Information Systems (GIS) courses and not the core which include business courses.

The new concentration in Geospatial Sciences within the Environmental Sciences MS degree will provide only such needed courses. During the 2019 Graduate Program Review, it was recommended that the Department of Agricultural and Environmental Sciences where the PSM degree program is housed, find alternative and feasible method of delivering the GIS. After discussions with faculty in the GIS, PSM and the Environmental Sciences, there was unanimous agreement that the PSM program should be consolidated and offered as a concentration within the proposed MS degree in Environmental Sciences.

**Tennessee State University  
Board of Trustees**

**Approval of the FOCUS Act  
required Institutional  
Mission Profile for THEC**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of FOCUS Act Required Institutional Mission Profile for THEC

RECOMMENDED ACTION: Approval

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

The document containing information regarding this action item is included in the September 24, 2020 Board materials.

In accordance with the 2016 FOCUS Act, institutions of higher education have been required to submit institutional mission profiles to the Tennessee Higher Education Commission (THEC). These mission profiles are utilized by THEC to minimize redundancy in degree offerings, instructional locations and competitive research. The profiles also are used in the outcomes-based funding formula. Through outcomes-based formula weighting factors derived from the mission differences, institutions are funded based on their mission-defined production of graduates, their breadth of undergraduate and graduate programs, and their research capacity.

Any changes to the Mission Profile must be approved by each institution's governing board prior to THEC submission.

**MOTION: To approve the Discontinuance of Master of Science in Professional Science, as contained in the Board materials for the Board's September 24, 2020, meeting.**

## **Tennessee State University Proposed Institutional Mission Profile**

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. *Tennessee State University* is designated by the *Carnegie Classification* of Institutions of Higher Education as an R2: Doctoral Institution – High Research. As the only such public institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from in local, state, national, and international settings. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. A historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to the engaging, recruiting, retaining, and graduating students from across the globe. The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens contributing to private, public, and nonprofit institutions. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, public service, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

**The proposed Institutional Mission Profile makes the following changes (as seen in the merged profile).**

- **Added additional details regarding TSU’s Carnegie clarification**
- **Added specificity to the geographic scope of our student placements and partnerships (local, state, national, international)**
- **Added a statement emphasizing our commitment and focus on recruitment, retention, and graduation**
- **Added language regarding our student career placements in diverse sectors (private, public, nonprofit)**
- **Added public service as a focus of TSU’s curriculum**

**The purpose of these changes is to add clarity and emphasis to aspects of TSU’s profile.**

### **CURRENT –**

#### **Tennessee State University Institutional Mission Profile**

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. As the only state-supported Carnegie Doctoral/Research institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. An historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to the democratic principle of accepting all qualified applicants. The University is dedicated to serving the needs of its extended communities and to

preparing graduates for meaningful careers as productive citizens. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

**MERGED (for comparison) -  
Tennessee State University  
Institutional Mission Profile**

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. ~~As the only state-supported Carnegie Doctoral/Research~~ Tennessee State University is designated by the Carnegie Classification of Institutions of Higher Education as an R2: Doctoral Institution – High Research. ~~As the only such public~~ institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from ~~around the globe.~~ in local, state, national, and international settings. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. ~~An~~ historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to ~~democratic principle of accepting all qualified applicants.~~ engaging, recruiting, retaining, and graduating students from across the globe. . The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens: contributing to private, public, and nonprofit institutions. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, public service, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

**Tennessee State University  
Board of Trustees**

**Report on SACSCOC  
Accreditation Review  
Matters**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020  
ITEM: Report on SACSCOC Accreditation Review Matters  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

President Glover and/or her designee will present a report on SACSCOC Accreditation Review Matters.

## SACSCOC

### Standard 8.2.a

On June 15, 2020, the SACSCOC Special Committee Visit as part of its review of TSU's compliance with SACSCOC accreditation standard 8.2.a. The campus received the SACSCOC staff member, Dr. Crystal Baird, SACSCOC VP.

Due to COVID-19, the nine interview sessions were conducted virtually with 4 of the committee members and University faculty and staff. On July 13, 2020, TSU received the official Report of the Special Committee wherein the Committee found the University **compliant with standard 8.2.a with no recommendations or follow-up.**

On September 1, 2020, President Glover, Provost Harris, and Dr. Anderson went before the SACSCOC Committee on Compliance and Reports.

On September 3, 2020 SACSCOC removed TSU from probationary status.

### SACSCOC Decennial Review

SACSCOC member institutions undergo a 10-year review process to maintain its accreditation; The Compliance Certification (CCR) document is completed to demonstrate Tennessee State University's (University) compliance with the *Principles of Accreditation*.

While working to establish compliance with accreditation standard 8.2.a, TSU has worked simultaneously to prepare for its SACSCOC Decennial Accreditation review. The Division of Academic Affairs has worked extensively with President Glover and all units across campus to prepare our submission document and gather required documents.

Through the work of numerous individuals on campus, TSU is now well positioned to be in compliance with all applicable accreditation standards.

#### Timeline:

- October 8, 2020 - Compliance Certification due to SACSCOC.
- November - December 2020 - The SACSCOC Off-Site Reaffirmation Committee reviews the CCR and all documentation to determine if University is in compliance with the *Principles of Accreditation*.
- February 2020 – The University will respond to Off-Site Reaffirmation Committee Report, submits Focused Report and the Quality Enhancement Plan.
- March 16 – 18, 2021 - On-Site Reaffirmation Committee will visit the campus to review any areas of concern or non-compliance and completes Report of the Reaffirmation Committee submitted to the President to identify any errors of fact.
- Fall 2021 – The University prepares a response to the recommendations in the Report of the Reaffirmation Committee.
- December 4-7, 2021 - SACSCOC Board of Trustees Reaffirmation Decision.

**Tennessee State University  
Board of Trustees**

**ACADEMIC AFFAIRS  
REPORT**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020  
ITEM: Academic Affairs Report  
RECOMMENDED ACTION: None  
PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

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

TENNESSEE STATE  
UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AFFAIRS REPORT

ACADEMIC CALENDAR

Upon entering the position on July 1, 2020, I worked with the Pandemic Task Force members and others to present several options for campus operations in light of the pandemic and other academic demands.

The TSU AY 2020-2021 TSU Academic Calendar was created based on both the previous iterations of the calendar as well as the University's response to and preparations for COVID-19. The following are changes made based on that response and preparation that deviate from the normal Academic Year calendar.

- *Safer-at-Home* – in order to limit and prevent the spread of COVID-19, all classes were online for the first two weeks of the semester.
- *Thanksgiving End* – in order to help alleviate the dual and compounding spread of the seasonal Influenza and COVID-19, all classes will be completed by Thanksgiving Day. This resulted in a movement of the Fall Break to September 24<sup>th</sup> and 25<sup>th</sup> instead of November.
- *Extreme Winter* – in order to provide students with additional learning opportunities while simultaneously delaying the spring semester due to COVID-19, two weeks of weekly intensive courses will be offered. *Please note that all Spring 2021 calendar options are tentative pending the status of the pandemic.*
- *Virtual Events* – traditional events (Faculty-Staff Institute, Freshman Convocation) are being held virtually.

Finally, due to the unknown effects of the pandemic, coupled with the impending flu season, we created a tentative spring 2021 calendar, allowing us the flexibility to respond in a way to promote health and safety.

FACULTY HANDBOOK

The TSU Faculty Handbook had not been updated since 1989 – 31 years! The TSU Faculty Senate drafted and presented the new Faculty Handbook to our Office for review on July 31<sup>st</sup>, 2020. After a thorough review by our Office team, the TSU Faculty Handbook was adopted in August 2020 in preparation for our Decennial accreditation review.

STRATEGIC PLAN

The Strategic Planning process is contained in the board materials pertaining to the Strategic Plan. The Tennessee State University Strategic Plan 2020 – *The Pathway to Excellence 2025* – identifies the following goals.

1. Attract, Prepare, and Graduate Scholars to Change the World
2. Cultivate an Organizational Climate that Promotes Collaboration, Continuous Improvement, and High Performance
3. Create a Transformative Educational Environment that Impacts Middle Tennessee and Beyond
4. Generate Revenue and Capacity to Reinvest in Strategic Priorities
5. Promote, Strengthen, and Sustain Academic Excellence in Teaching and Learning

Within each of the aforementioned goals, we have identified strategic objectives and targets for assessment and evaluation. The plan helps focus our priorities and aligns the units of the University with a set of common objectives.

## PERSONNEL TRANSITIONS

### *Office of the Provost and Vice President for Academic Affairs*

Dr. Michael Harris has been named the Interim Provost and Vice President for Academic Affairs. Dr. Harris previously served as the Dean of the College of Public Service (2013-2020) and is a Professor of Public Policy and Administration. Dr. Harris is a prolific writer and scholar with over 100 publications in public policy, public administration, international relations, economics, and learning and assessment. Dr. Harris has over twenty years of academic leadership experience including serving as the Provost at three previous institutions and Chancellor at one.

Dr. Clara Young has been named the Interim Assistant Provost and Vice President for Academic Affairs. Dr. Young previously served as the Department Chair for the Department of Teaching and Learning (2015-2020). Dr. Young is Professor of Teaching and Learning. Dr. Young has published in a variety of educational areas including secondary administration, parental involvement, mentoring, and the role of HBCUs.

Dr. Cara Robinson has been named the Interim Director of Academic Initiatives. Dr. Robinson served as the Interim Department Chair of Social Work and Urban Studies (2015-2020) and is an Associate Professor of Urban Studies. Dr. Robinson previously worked in the nonprofit homeless policy arena and has published in the areas of media studies, community organizing, and civic engagement.

In addition to the appointments to the Office of the Provost and Vice President for Academic Affairs, several units were transitioned under the Office's leadership. Our Office has and continues to assess all units on efficiency, effectiveness, and quality assurance. We will continue to make changes. These include:

- Information Technology – led by CIO Tim Warren
- Financial Aid – led by AVP Amy Wood
- Office of Records – led by Director Thelria Hardaway
- Student Success Center – led by Interim Executive Director Kimi Bonner
- Title III – led by Interim Executive Director Marjorie Seward
- Office of Institutional Effectiveness, Research, Planning, and Assessment – led by Dr. Charlise Anderson
- Testing Center – led by Director Brenda Coleman
- TRIO – led by Director Victoria McGee-Hayes

Academic Deans

Dr. Nolan B. McMurray, Jr. has been named the Interim Dean of the College of Life and Physical Sciences. Dr. McMurray served as the Department Chair of Mathematical Sciences (2017-2020) and is a Professor of Mathematics.

Dr. Samantha A. Morgan-Curtis has been named the Interim Dean of the College of Liberal Arts. Dr. Morgan-Curtis served as the Chair (2019-2020) and Interim Chair (2017-2019) of the Department of Languages, Literature, and Philosophy and is an Associate Professor of English & Women’s Studies.

Dr. Williams has been named the Interim Dean of the College of Public Service and is a Professor in the Department of Public Health, Health Administration and Health Sciences at Tennessee State University.

DISCIPLINE-SPECIFIC ACCREDITATIONS

Tennessee State University has the following update with respect to its discipline-specific accreditation efforts. The following table is for the 2019-2020 academic year.

<b>Unit</b>	<b>Accrediting Body</b>	<b>Decision</b>
Nursing (BSN)	ACEN	Recommended for Accreditation
Physical Therapy (DPT)	CAPTE	Full 10 Year Accreditation
Speech Language Pathology	CAA	Full 7 Year Accreditation
Health Information Management (HIM)	CAHIIM	Full 7 Year Accreditation

\*\*Please note the CEPH review was postponed to 2020-2021 in response to COVID-19

TITLE III

Title III recently received news on two grants. One, the HBCU grant, was funded for an additional \$1.8 million this year. The second, FUTURES, was awarded for the first year at \$1.6 million.

**Tennessee State University  
Board of Trustees**

**Report on  
Research Funding**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Research Funding Report

RECOMMENDED ACTION: None

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

President Glover and/or her designee will provide a report on research funding.

## REPORT ON RESEARCH FUNDING

- Tennessee State University received \$55.2M in research awards from various funding agencies and sponsors for FY20. This amount exceeded its 2019-2020 goal of \$50M and is the university's highest to date, which was previously \$54.5M (FY16).
- The funding amounts for FY19, 18, and 17 were \$47.9M, \$53.2M, and \$43.5M, respectively.
- These grant awards provide substantial resources to the university to support the performance of cutting-edge research, student scholarships, student and faculty development and training, capacity and infrastructure development, as well as outreach to the community.
- These include awards from the National Science Foundation (NSF), the U.S. Department of Agriculture (USDA), the Department of Defense, the U.S. Department of Health and Human Services, the National Aeronautics and Space Administration (NASA), the Department of Energy, Apple and various other agencies and corporations.
- These efforts demonstrate the university's research competitiveness and its focus on faculty and staff scholarship, which is also evidenced by TSU's Carnegie Classification as an R2: Doctoral University – High research activity.
- Some of these awards are highlighted below, showing the diversity of awards, across multiple programs:
  - Dr. Kimberly Smith (Center of Excellence for Learning Sciences), \$11.4M award for the "Tennessee Early Childhood Training Alliance (TECTA)" from the U.S. Department of Health and Human Services;
  - Dr. De'Etra Young (College of Agriculture), \$752,632 award for the "TSU 1980 Scholarship Program: Training and Mentoring the Next Generation of Leaders in Food and Agricultural Sciences" from the USDA;
  - Dr. Margaret Whalen (College of Life and Physical Sciences), \$855,604 award for the "MMC, VICC, & TSU Partnership in Eliminating Cancer Disparities" from the U.S. Department of Health and Human Services; Multi-disciplinary investigator team from the Colleges of Engineering and Agriculture (Drs. Frances Williams (PI), Lin Li, Richard Mu, Ying Wu, and Suping Zhou), \$999,999 award for the "Enhancement of Research Infrastructure for Advanced Functional Materials for Biotechnology Applications" from NSF;
  - Dr. Tina Smith (College of Health Sciences), \$412,232 award for the "Provision of Online and On-campus Course Work Leading to the Master's Degree in Speech-Language Pathology," from the Tennessee Department of Education;
  - Dr. David Padgett (College of Liberal Arts), \$113,000 for "Mission Earth: Fusing Globe with NASH Assets to Build Systemic Innovation in STEM Education" from NASA;

- Dr. Jerri Haynes (College of Education), \$300,000 for “Professional Development for the Aspiring Assistant Principal Network” from the Tennessee Department of Education;
- Dr. Stephen Shanklin (College of Business), \$120,009 for the “Frist Chair of Excellence” from the State of Tennessee; and
- Dr. Cara Robinson (College of Public Service), \$37,000 for “Center for Aging: Research and Education Services (CARES)” from the TN Board of Regents.

**Tennessee State University  
Board of Trustees**



**Student Affairs Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 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**  
**OFFICE FOCUS – STUDENT CONDUCT AND JUDICIAL AFFAIRS**

**Mission Statement:**

The Mission of the Office of Student Conduct and Judicial Affairs is to provide a full range of services to assist and counsel students in resolving their disputes and conflicts in a way that facilitates learning, individual responsibility and professional growth and development. The Office of Student Conduct and Judicial Affairs also provides learning opportunities through educational sanctions that encourage behavioral change to assist students with their ability to make decisions that promote success in their academic goals.

**Office Activities (July 2019-May 2020):**

- The Office of Student Conduct and Judicial Affairs enhanced use of virtual space for resolution of cases to reflect preferences of students and FERPA concerns.
- The Office of Student Conduct increased opportunities for students referred to the office to be educated on their rights and responsibilities, both virtually and in-person.
- Increased attention on mediation services

**Opportunity for Improvement:**

- Marijuana possession on campus
- Sexual assault awareness (increase reporting)

# Update on TSU Student Affairs COVID Response

## Maxient Analytics for TSU Student Conduct 2019-2020

