



# Board of Trustees Materials November 17, 2022, Meeting

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**Tennessee State University  
Board of Trustees**



**Call to Order**

**Tennessee State University  
Board of Trustees**



**Welcome  
and  
Introductions**

**Tennessee State University  
Board of Trustees**



**Tennessee State University  
Board of Trustees**



**Board Meeting  
Agenda**

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

Thursday, November 17, 2022  
2:00 p.m. CST

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Welcome and Introductions
- III. Roll Call/Declaration of a Quorum
- IV. Action Items:
  - A. Approval of the September 15, 2022, Board Meeting Minutes
  - B. Audit Committee Report
    - i. Approval of the September 15, 2022, Audit Committee Meeting Minutes
    - ii. Review of Completed Internal and External Audits
    - iii. Review of Outstanding Audit Issues
    - iv. Discussion of the Audit Office’s External Quality Assessment Review
    - v. Executive Session – Discussion of Items Deemed Confidential under State Law
  - C. Finance and Budget Committee Report
    - i. Approval of the September 15, 2022, Finance and Budget Committee Meeting Minutes
    - ii. Approval of Fiscal Year 2023 Institutional Revised Budget
    - iii. Capital Planning and Facilities Update
    - iv. Housing Special Committee Report
    - v. Approval of Bank Reconciliation Policy
    - vi. Update on CARES Act Funding
    - vii. Finance and Budget Report
    - viii. Update on Enrollment, Recruitment and Retention
    - ix. Report on Institutional Development
  - D. Academic Affairs and Student Affairs Committee Report
    - i. Approval of the September 15, 2022, Academic Affairs and Student Affairs Committee Meeting Minutes
    - ii. Approval of Academic Program Modification – Change in Credit Hours – M.S. in Speech and Hearing Science
    - iii. Approval of Academic Program Modification – Name Change for an Existing Concentration – Information Systems within the B.B.A., Business Information Systems

- iv. Approval of New Academic Program – M.S., Agricultural Business and Leadership
- v. Approval of New Academic Program – M.S., Accounting and Accounting Analytics
- vi. Academic Affairs Report
- vii. Student Affairs Report
- E. Executive Committee Report
  - i. Approval of the September 15, 2022, Executive Committee Meeting Minutes
  - ii. Report on President’s Annual Performance Evaluation Process
  - iii. Secretary’s Report
- V. Report on Housing
- VI. President’s Report
- VII. Board Chair’s Report
- VIII. Adjournment



**Tennessee State University  
Board of Trustees**



**Approval of the  
September 15, 2022,  
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of the September 15, 2022, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the September 15, 2022, Board meeting is included in the November 17, 2022, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 15, 2022, meeting as contained in the Board materials for the Board's November 17, 2022, meeting.**

**Tennessee State University Board of Trustees  
Regular Meeting – September 15, 2022  
Tennessee State University – Electronic**

**MINUTES**

**Board Members Present:** Trustees Deborah Cole, Andre Johnson, Bill Johnson, Obie McKenzie, Richard Lewis, Stephen Corbeil, Joseph Walker, Van Pinnock, Pam Martin and Shaun Wimberly.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Acting Interim Provost & Vice President for Academic Affairs; Douglas Allen, VP of Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Quincy Quick, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management and Dr. Arlene Nicholas-Phillips, Liaison to the Board.

**I. CALL TO ORDER**

Chair Cole called the Board of Trustees meeting to order at 2:00 p.m., CDT on September 15, 2022. Chair Cole 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 Board is scheduled to take up important and timely 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 Board meeting is necessary for the safety of Board members, staff, and guests. Trustee Bill Johnson seconded and the motion carried unanimously by roll call vote.

**II. WELCOME AND INTRODUCTIONS**

The Board Chair welcomed the attendees, and after thanking Ms. Tiara Thomas for her outstanding job as student trustee, she welcomed Mr. Shaun Wimberly as the new student trustee. As student trustee, Mr. Wimberly was also appointed to serve on the Academic Affairs and Student Affairs Committee. Dean Frank Stevenson gave the invocation.

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

Chair Cole asked the Board Secretary, Laurence Pendleton, to call the roll. The following Trustees were present during roll call: Trustee Deborah Cole, Andre Johnson, Bill Johnson, Richard Lewis, Van Pinnock, Joseph Walker, Steve Corbeil, Obie McKenzie, Pam Martin, and Shaun Wimberly. Board Secretary Pendleton announced the presence of a quorum.

Chair Cole asked the committee members to state now if any of the committee members cannot hear or speak with each other. No committee members answered in the affirmative. Chair Cole also asked the committee members to indicate if someone is present with them from the location in which they are calling. No committee members indicated there was anyone present.

**IV. ACTION ITEMS**

**A. APPROVAL OF THE JUNE 16, 2022, BOARD MEETING MINUTES**

Chair Cole introduced the first action item – the approval of the minutes of the June 16, 2022, Board meeting. Trustee Bill Johnson moved to approve the Board meeting minutes and Trustee Pam Martin seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

**B. APPROVAL OF THE 2023 TSU BOARD OF TRUSTEES MEETING CALENDAR**

Chair Cole announced the next action item on the agenda is the approval of the 2023 TSU Board of Trustees Meeting Calendar dates as contained in the Board materials of the September 15, 2022, Board meeting.

On behalf of the Board of Trustees, Chair Cole moved to approve the 2023 TSU Board of Trustees Meeting Calendar. Trustee Lewis seconded the motion and it was carried unanimously by roll call vote.

**C. AUDIT COMMITTEE REPORT**

As Audit Committee Chair, Chair Cole informed the Board that the audit committee met to take action on one agenda item and received reports on two other items before going into Executive Session to discuss items deemed confidential under state law. The Audit Committee voted to recommend to the full Board the approval of the June 16, 2022, Audit Committee meeting minutes. Chair Cole added that the Audit Committee reviewed and discussed the completed audits and outstanding audit issues.

**I. APPROVAL OF THE JUNE 16, 2022, AUDIT COMMITTEE MEETING MINUTES**

Chair Cole moved to approve the minutes of the June 16, 2022, audit committee meeting as contained in the Board materials for the September 15, 2022, Board meeting. Trustee Pam Martin seconded the motion, which carried unanimously by roll call vote.

**D. FINANCE AND BUDGET COMMITTEE REPORT**

Trustee Lewis of the Finance and Budget Committee stated that the Committee met to act on one action item and received reports on five other items. The Finance and Budget Committee voted to recommend to the full Board the approval of the June 16, 2022, Finance and Budget Committee meeting minutes.

In addition, Trustee Lewis noted that President Glover and her team provided reports on the University Budget, Construction and Facilities, CARES Act Funds, the Finance and Budget Report, and Enrollment.

**I. APPROVAL OF THE JUNE 16, 2022, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Lewis moved to recommend to the full Board the approval of the June 16, 2022, Finance and Budget Committee meeting minutes, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

Chair Cole thanked Trustee Lewis for his leadership on this committee and for the hard work of the Finance and Budget Committee members.

**E. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT**

Trustee Martin reported that the Academic Affairs and Student Affairs Committee met to consider and vote on two agenda items and to receive reports on four other agenda items.

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to recommend to the full Board the approval of the June 16, 2022, Academic Affairs and Student Affairs Committee meeting minutes; and the approval of an Academic Program Modification -the Inactivation of the International Business Concentration and Minor within the Bachelor of Business.

Additionally, Trustee Martin shared that the Committee received reports on SACSCOC accreditation review matters; academic affairs, athletics, and student affairs and housing.

**I. APPROVAL OF THE JUNE 16, 2022, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the minutes of the June 16, 2022, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee Van Pinnock seconded and the motion carried unanimously by roll call vote.

**II. APPROVAL OF AN ACADEMIC PROGRAM MODIFICATION – THE INACTIVATION OF THE INTERNATIONAL BUSINESS CONCENTRATION AND MINOR WITHIN THE BACHELOR OF BUSINESS**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Pam Martin moved to approve an Academic Program Modification – the Inactivation of the International Business Concentration and Minor within the Bachelor of Business, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee Bill Johnson seconded and the motion carried unanimously by roll call vote.

Trustee Pam Martin concluded the Academic and Student Affairs report.

Chair Cole thanked Trustee Martin and the Academic Affairs and Student Affairs Committee for their hard work.

## **F. EXECUTIVE COMMITTEE REPORT**

Chair Cole stated that the Executive Committee met today to discuss and vote on one action item and hear reports on two items. The Executive Committee voted to recommend to the full Board the approval of the June 16, 2022, Executive Committee meeting minutes.

Chair Cole also stated that the Executive Committee heard reports on the President's Annual Performance Review process, and a report from Secretary Pendleton.

### **I. APPROVAL OF THE JUNE 16, 2022, EXECUTIVE COMMITTEE MEETING MINUTES**

On behalf of the Executive Committee, Chair Cole moved to approve the minutes of the June 16, 2022, Executive Committee meeting, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee Bill Johnson seconded the motion and it was approved by roll call vote.

## **V. REPORT ON STUDENT HOUSING AND ATHLETICS**

Chair Cole called on President Glover to present information regarding this Report of Student Housing and Athletics agenda item. President Glover called on Dean Frank Stevenson to report on student housing and asked AD Allen to follow with a report on athletics.

Dean Stevenson shared with the Board that this year TSU had experienced a very high demand for on-campus housing, which was partly due to the increased cost of housing in Nashville. Many students who would normally choose to live off campus were now opting to live on campus.

Dean Stevenson shared that even with the addition of the new 700-bed housing facility that opened this fall, there was still a shortage of beds for the students. He stated that with the new residence hall the university went from 2,960 beds to 3,660 beds on campus. He noted that the University was now faced with housing 1,257 students off-campus at several hotel sites, which also required the University to provide wrap-around services to these off-site students, including shuttle services, event planning and engagement, and security, to name a few.

Dean Stevenson shared that the increase in student enrollment is expected to continue and the increased demand for housing will continue, so his team is finalizing the Housing Master Plan to include bed capacity of up to 6,000. The Plan will also include renovating two of the older residence halls and replacing four other legacy dorms. Dean Stevenson stressed that he and his team were excited about the increased number of students, and that they are committed to providing housing accommodation for students. He wanted to ensure that their college experience is one that is enjoyable, uninterrupted, and unique.

Dean Stevenson concluded his report with a short discussion with Trustee McKenzie regarding housing opportunities.

AD Mikki Allen reported on the athletics program. He briefed the Board on the football team and stated that even though they "came up short" in the past few games he wanted to stress that the players continued to play with heightened discipline and will progress through the program. He reminded the Board of the excitement and energy of the Southern Heritage Classic, which brought

out a record attendance of 51,000 and mentioned the Aristocrats of Bands (AOB) which wowed the crowd and received the support of the alumni.

AD Allen continued to share the schedule of upcoming games including the Homecoming Game and mentioned that the football season close-out will be November 12th. He briefed about the upcoming Women's Volleyball season. AD Allen shared that he and his team were experimenting with ways to engage the fans and had launched a mobile APP, TSU Tigers. This gives fans an opportunity to access TSU events 24/7. Lastly, AD Allen mentioned the upcoming historic matchup with Notre Dame scheduled for September 23, 2023. He stated that this would be the first time Notre Dame would be matched with a FCS program and an HBCU program. All the alumni and fans are excited and looking forward to this game.

Trustee McKenzie stressed that even though this game against Notre Dame is going to be a tremendous revenue opportunity for us, if we beat Notre Dame we might consider getting "piece of the media rights" at future matchups.

AD Allen concluded his report.

Chair Cole thanked Dean Stevenson and AD Allen for their reports.

## **VI. PRESIDENT'S REPORT**

Chair Cole called on President Glover to present information regarding this agenda item, the President's Report.

President Glover provided reports on various items contained in the Board materials for the September 15, 2022, Board Meeting and her President's report PowerPoint slides. She proceeded to share reports of: record enrollment for first-year students; R2 Carnegie Research classification maintained and charting a path to R1; near historic high in research funding; TSU receiving \$250,000,000 in state funding for infrastructure; and Vice President Kamala Harris as TSU's Commencement speaker.

She also provided updates on enrollment and recruitment, sharing that this was the largest freshman class in TSU history and largest among HBCUs nationally for this fall. The record enrollment represented more than 3,500 first-year students. She also shared several recruitment and retention strategies that had been implemented including the aggressive marketing to in-state students and 250-mile radius students; campus tours and virtual visits; enhanced digital recruitment; increased live events for prospective students and their parents; and analyzed the Intent to Enroll format to better gauge the number of students planning to attend.

President Glover outlined the various markets where recruitment had increased and identified the dual enrollment, veteran and international markets. She noted that the university expanded the applicant pool by continuing to use the Common Black College Application. President Glover mentioned that another reason for the increase in applications was that the internal application process had been enhanced to allow for faster processing. She also reminded the Board of the two new Residence Halls that were opened this fall and the excitement of the students moving into this new space.

Dr. Glover compared several sister HBCUs to show that they were all experiencing record enrollment and growth. This, she stressed, was due to the HBCU Renaissance that was being experienced. She then compared the other locally governed institutions (LGIs) in Tennessee, and noted that TSU exceeded them in growth, going from 1637 to 3567 incoming freshman.

Dr. Glover shared that for the past 5 years the average percentage of accepted students who actually enrolled at TSU was 30%, and this year that percentage rose to 41%. This phenomenon coupled with more upperclassmen wanting to live on campus, and more students returning in person to campus, all contributed to the increased need for housing. She also indicated TSU's intent to continue with two hotels for Spring 2023 and use spaces through attrition.

President Glover also indicated that TSU continues to make repairs and handle building maintenance across campus. She noted major upgrades of technology across campus; the completion of perimeter road improvement repairs; painting and other maintenance; and grounds maintenance. President Glover shared that a list of buildings needing repairs had been submitted.

President Glover also reported that a salary increase of 6% was given to faculty and staff. She also noted that TSU's endowment had doubled to \$96 million putting TSU 3<sup>rd</sup> among the other LGIs. She also reported that Grants and Research funded in FY 20-21 were at \$70.7 Million and \$67.2 Million for FY 21-22. President Glover made special mention of TSU's corporate partners and those who donated \$1 million or more to TSU. She also made special mention of the Vintagers who raised \$2.8 Million for student success. Dr. Glover wrapped up her report with a reminder about the criteria for moving from an R2 to R1 institution, followed by a brief summarization of TSU - Mission 2027.

President Glover thanked everyone and the Board for the honor of presenting her report.

Chair Cole thanked President Glover for her encouraging report and stressed this is a story that we will all be telling.

## **VII. BOARD CHAIR'S REPORT**

Chair Cole thanked the outgoing student trustee, Ms. Tiara Thomas, while welcoming the new student trustee, Mr. Shaun Wimberly, Jr. for serving on the Board. She thanked President Glover and the Cabinet for all that they do for TSU. She also thanked Dr. Nicholas-Phillips and her team for their ongoing support to the Board and to TSU.

## **VIII. ADJOURNMENT**

Chair Cole moved to adjourn which was seconded by Trustee Bill Johnson. The motioned carried by roll call vote. The meeting was adjourned at 3:02 p.m. CDT.



**Tennessee State University  
Board of Trustees**



**Audit Committee  
Report**

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

Thursday, November 17, 2022  
10:00 a.m. CST

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the September 15, 2022, Audit Committee Meeting Minutes
- IV. Review of Completed Internal and External Audits
- V. Review of Outstanding Audit Issues
- VI. Discussion of the Audit Office's External Quality Assessment Review
- VII. Executive Session Discussion of Items Deemed Confidential Under State Law
- VIII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
September 15, 2022,  
Audit Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Audit Committee Report - Approval of the September 15, 2022, Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the September 15, 2022, Audit Committee meeting is included in the November 17, 2022, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 15, 2022, Audit Committee meeting, as contained in the Board materials for the Board's November 17, 2022, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Audit Committee Meeting  
September 15, 2022  
Tennessee State University – Electronic**

**MINUTES**

**Committee Members Present:** Trustee Deborah Cole, Obie McKenzie and Van Pinnock.

**Other Board Members Present:** Pam Martin, Andre Johnson, Richard Lewis, Bill Johnson, and Shaun Wimberly.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Acting Interim Provost & Vice President for Academic Affairs; Douglas Allen, Vice President of Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Quincy Quick, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Adrian Davis, Auditor and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

**I. CALL TO ORDER**

Trustee Cole called the meeting to order at 10:50 a.m. CDT on September 15, 2022. Trustee Cole 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 found that there were various important matters that required immediate action by the Committee. Participation by electronic means was necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to enforce social distancing guidelines, including limiting face-to-face contact whenever possible. Electronic participation for the Committee meeting was necessary for the safety of Board members, staff, and guests. Trustee Pinnock seconded and the motion carried.

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

Trustee Cole asked the Secretary to the Board to call the roll. Board Secretary Pendleton called the roll. Present: Trustees Deborah Cole, McKenzie and Van Pinnock. A quorum was established.

**III. APPROVAL OF THE JUNE 16, 2022, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to recommend to the full Board the approval of the minutes from the June 16, 2022, Audit committee meeting, as contained in the September 15, 2022, Board materials. Trustee McKenzie seconded the motion, which carried by roll call vote unanimously.

**IV. REVIEW OF THE COMPLETED INTERNAL AUDITS**

Trustee Cole introduced the next item on the agenda, the review of the completed internal audits. She then asked President Glover and Director of Internal Audit, Ms. Adrian Davis, to provide

pertinent information related to this agenda item. The material is included in the September 15, 2022, Board Meeting packet. This was an informational and discussion item, so no vote was required.

President Glover called on Ms. Davis to report on this agenda item. Ms. Davis stated that the procurement card review included procurement card purchases during the period July 1, 2021, through April 30, 2022, and that the audit was performed according to the International Standards for the Professional Practice of Internal Auditing. The objective of the audit was to determine if P-Card purchases were made in compliance with university policy and procedures.

According to Director Davis, the audit of the procurement card purchases revealed three findings but concluded that the university did have the appropriate controls in place to ensure compliance with policies and procedures. She stated that although there was room for improvement in certain areas of the procurement card program, the objective of the audit was met. Details of the review are outlined in the Board materials on pages #33 to #37.

Director Davis also shared that a review of the National Collegiate Athletic Association (NCAA) Student Assistance Fund for the fiscal year ending June 30, 2022, was completed. There were no findings and the review indicated that the university had the relevant procedures in place to ensure that student-athletes were eligible to receive SAF funds. The review also determined that the expenditure of these funds complies with NCAA guidelines. An outline of the review is found in the Board materials on page #40.

## **V. REVIEW OF OUTSTANDING AUDIT ISSUES**

Trustee Cole announced the next item on the agenda, the review of outstanding audit issues and asked President Glover to provide pertinent information related to this agenda item. This was an informational and discussion item, so no vote was required.

President Glover again asked Director Davis to discuss this item as included in the Board Meeting packet. She pointed out that her office prepares a review of all outstanding audit issues which resulted from internal audits. She shared that the audit committee requests quarterly updates on management's progress towards correcting issues cited. The detailed status of the progress is outlined on pages #43 to #45 in the Board materials. Director Davis stated that the purpose of preparing this review was to meet the requirement of the Audit Committee. Chair Cole then thanked Director Davis for her report on this agenda item.

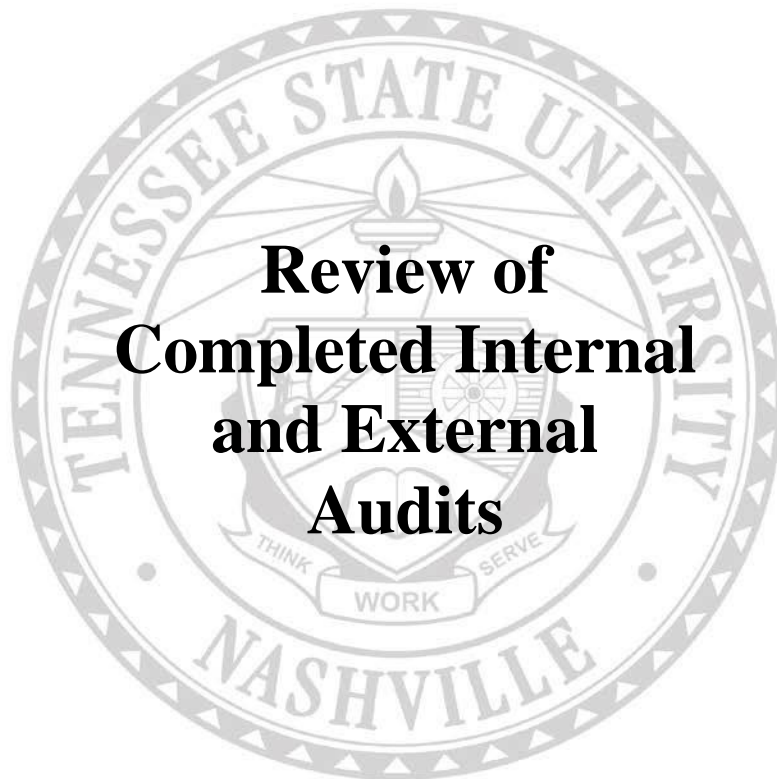
## **VI. EXECUTIVE SESSION FOR DISCUSSION OF ITEMS DEEMED CONFIDENTIAL UNDER STATE LAW**

Chair Cole moved for the Audit Committee to go into Executive Session to discuss items deemed confidential under State law. Trustee Pinnock seconded the motion, which carried unanimously by roll call vote. The committee then transitioned into the Executive Session.

## **VII. ADJOURNMENT**

There was no further discussion. Trustee Cole moved to adjourn the meeting and the motion was seconded by Trustee Pinnock. The motion carried unanimously by roll call vote. The meeting was adjourned at 12:06 p.m. CDT.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2022

ITEM: Audit Committee Report – Review of Completed Internal and External Audits

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The Internal Audit Director prepared On October 27, 2022, the Tennessee Comptroller of the Treasury- Division of State Audit issued the audit report related to its audit of the financial statements and accompanying notes to the financial statements of Tennessee State University. The audit covered the fiscal year ended June 30, 2021. Director of Internal Audit, Ms. Adrian Davis, President Glover and/or her designee will discuss the details of this audit.





Audit of  
President's Expense Schedules  
for the fiscal year ended June 30, 2022



October 27, 2022

Dr. Deborah A. Cole, Audit Committee Chair  
Tennessee State University  
3500 John A. Merritt Boulevard  
Nashville, Tennessee 37209

Dear Chairwoman Cole:

Enclosed is the internal audit report of the expenses of the Office of the President for Tennessee State University for the fiscal year ended June 30, 2022, as required by Tennessee Code Annotated, Title 49, Chapter 7. The audit was conducted in accordance with *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

The objectives of the audit were to determine compliance with state statutes and institutional policies regarding expenses and to identify and report all expenses for the fiscal year that were made by, at the direction of or for the benefit of the president regardless of the funding source.

The report contains no findings or observations.

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

Sincerely,

*Adrian R. Davis*

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

CC: Dr. Glenda Glover, President, Tennessee State University  
Mr. Douglas Allen, Vice President for Business and Finance, Tennessee State University

**Tennessee State University  
Office of Internal Audit  
Audit of President's Expenses  
For the Fiscal Year Ended June 30, 2022**

<b>President</b>	Dr. Glenda Glover	<b>Internal Auditor</b>	Adrian R. Davis, <i>CPA, CGFM</i> Director of Internal Audit																																																																																							
<b>Objectives</b>	To comply with Tennessee Code Annotated, Title 49, Chapter 7, by performing an internal financial audit of the Office of the President for the fiscal year July 1, 2021 to June 30, 2022; to determine compliance with state statutes and institutional policies regarding expenses; and to identify and report all expenses made by, at the direction of or for the benefit of the president regardless of the funding source.																																																																																									
<b>Scope</b>	The audit included all accounts under the direct budgetary control of the president, whether funded by institutional funds, foundation funds or external sources and other accounts as necessary. The audit included tests of the accounting records and such other auditing procedures considered necessary.																																																																																									
<b>Analysis</b>	<p>The following is a summary by funding source of (1) certain expenses made by, at the direction of, or for the benefit of the president, and (2) salary and benefits and any other operating expenses for the president's office during the fiscal year ended June 30, 2022:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"></th> <th style="text-align: right; border-bottom: 1px solid black;"><i>Institutional</i></th> <th style="text-align: right; border-bottom: 1px solid black;"><i>Foundation</i></th> <th style="text-align: right; border-bottom: 1px solid black;"><i>External</i></th> <th style="text-align: right; border-bottom: 1px solid black;"><b>Total</b></th> </tr> </thead> <tbody> <tr> <td colspan="5"><b>PRESIDENT:</b></td> </tr> <tr> <td>Salary and Benefits</td> <td style="text-align: right;">\$ 401,762</td> <td style="text-align: right;">\$ -</td> <td style="text-align: right;">\$ -</td> <td style="text-align: right;">\$ 401,762</td> </tr> <tr> <td>Discretionary Allowance</td> <td style="text-align: right;">5,000</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td>Other Allowances (longevity)</td> <td style="text-align: right;">900</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">900</td> </tr> <tr> <td>Salary, Benefits &amp; Other Payments</td> <td style="text-align: right; border-top: 1px solid black;">407,662</td> <td style="text-align: right; border-top: 1px solid black;">-</td> <td style="text-align: right; border-top: 1px solid black;">-</td> <td style="text-align: right; border-top: 1px solid black;">407,662</td> </tr> <tr> <td>Travel (Schedule A)</td> <td style="text-align: right;">1,019</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">1,019</td> </tr> <tr> <td>Business Meals and Hospitality (Schedule B)</td> <td style="text-align: right;">19,956</td> <td style="text-align: right;">22,105</td> <td style="text-align: right;">5,586</td> <td style="text-align: right;">47,647</td> </tr> <tr> <td>Other Expenses (Schedule C)</td> <td style="text-align: right;">36,799</td> <td style="text-align: right;">134</td> <td style="text-align: right;">-</td> <td style="text-align: right;">36,933</td> </tr> <tr> <td><b>Total Expenses for the President</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">465,436</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">22,239</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">5,586</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">493,261</td> </tr> <tr> <td colspan="5"><b>PRESIDENT'S OFFICE:</b></td> </tr> <tr> <td>Salary and Benefits</td> <td style="text-align: right;">280,264</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">280,264</td> </tr> <tr> <td>Travel</td> <td style="text-align: right;">4,026</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">4,026</td> </tr> <tr> <td>Business Meals and Hospitality</td> <td style="text-align: right;">968</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">968</td> </tr> <tr> <td>Other Expenses (supplies, copies, etc.)</td> <td style="text-align: right;">14,346</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">14,346</td> </tr> <tr> <td><b>Total Expenses for President's Office</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">299,604</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">-</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">-</td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;">299,604</td> </tr> <tr> <td><b>TOTAL EXPENSES</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;"><b>\$ 765,040</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;"><b>\$ 22,239</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;"><b>\$ 5,586</b></td> <td style="text-align: right; border-top: 1px solid black; border-bottom: 3px double black;"><b>\$ 792,865</b></td> </tr> </tbody> </table> <p><b><u>Additional Disclosures:</u></b></p> <p><b>Discretionary Allowance</b> – The President was provided a discretionary spending allowance. Use of the allowance was not included in tests performed during the audit because the President elected for it to be paid as taxable income.</p> <p><b>Housing</b> – The President is provided the use of a residence. Costs to maintain the home are paid by the university and totaled \$14,833 for the period.</p>						<i>Institutional</i>	<i>Foundation</i>	<i>External</i>	<b>Total</b>	<b>PRESIDENT:</b>					Salary and Benefits	\$ 401,762	\$ -	\$ -	\$ 401,762	Discretionary Allowance	5,000	-	-	5,000	Other Allowances (longevity)	900	-	-	900	Salary, Benefits & Other Payments	407,662	-	-	407,662	Travel (Schedule A)	1,019	-	-	1,019	Business Meals and Hospitality (Schedule B)	19,956	22,105	5,586	47,647	Other Expenses (Schedule C)	36,799	134	-	36,933	<b>Total Expenses for the President</b>	465,436	22,239	5,586	493,261	<b>PRESIDENT'S OFFICE:</b>					Salary and Benefits	280,264	-	-	280,264	Travel	4,026	-	-	4,026	Business Meals and Hospitality	968	-	-	968	Other Expenses (supplies, copies, etc.)	14,346	-	-	14,346	<b>Total Expenses for President's Office</b>	299,604	-	-	299,604	<b>TOTAL EXPENSES</b>	<b>\$ 765,040</b>	<b>\$ 22,239</b>	<b>\$ 5,586</b>	<b>\$ 792,865</b>
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	<p><b>Athletic Tickets</b> – The President was provided tickets to university athletic events. The face value of the tickets totaled \$29,070 and parking passes totaled \$3,500 for the period.</p> <p><b>External Sources</b> – This report includes the cost of items provided, paid, or reimbursed by external sources for the benefit of the President.</p>
<b>Observations</b>	No issues were noted.
<b>Conclusion</b>	The objectives of the audit of the expenses of the Office of the President for Tennessee State University for the fiscal year July 1, 2021 through June 30, 2022 were achieved. The audit revealed no significant statutory or policy violations, material omissions from the expense reports or deficiencies in internal controls. The supplemental schedules included with this report fairly represent the expenses of the president’s office.
<b>Restriction on Use of Report</b>	<i>This report is intended solely for the internal use of the Tennessee State University Board of Trustees and Tennessee State University. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the TSU Audit Committee and Tennessee State University Office of Internal Audit, and handled in accordance with institutional policies; however, this report is a matter of public record.</i>

**Tennessee State University**  
**Schedule A- Travel Expenses for the President**  
**For the Period July 1, 2021 to June 30, 2022**

<b>Description</b>	<i>President's Budgetary Accounts</i>			<b>Total</b>
	<b>Institutional</b>	<b>Foundation</b>	<b>External Sources</b>	
Transportation for President to and from Memphis, TN	\$ 1,019	\$ -	\$ -	\$ 1,019
<b>Total Travel Expenses for the President</b>	<b>\$ 1,019</b>	<b>-</b>	<b>\$ -</b>	<b>\$ 1,019</b>

**Tennessee State University**  
**Schedule B- Business Meals & Hospitality for the President**  
**For the Period July 1, 2021 to June 30, 2022**

<b>Description</b>	<i>President's Budgetary Accounts</i>			<b>Total</b>
	<b>Institutional</b>	<b>Foundation</b>	<b>External Sources</b>	
Aramark (President's Hospitality Account 2021-2022)	-	-	\$ 5,586	\$ 5,586
Levy Restaurant at Nissan Stadium (Catering for suites -Tennessee State University football games)	\$ 19,266.00	-	-	19,266
Slim & Husky's (Meeting with Student leaders)	690	-	-	690
Levy Restaurant at Nissan Stadium (Catering for suites -Tennessee Titans football games)	-	\$ 15,047	-	15,047
Serenity Funeral Home (Reception /Repast for C. Humphrey)	-	7,058	-	7,058
<b>Total Business &amp; Meals &amp; Hospitality Expenses</b>	<b>\$ 19,956</b>	<b>\$ 22,105</b>	<b>\$ 5,586</b>	<b>\$ 47,647</b>

**Tennessee State University**  
**Schedule C - Other Expenses for the President**  
**For the Period July 1, 2021 to June 30, 2022**

<b>Description</b>	<i>President's Budgetary Accounts</i>		<b>Total</b>
	<b>Institutional</b>	<b>Foundation</b>	
J Co Lawn Care (Labor and materials, front gutters & peaks)	\$ 2,500 *	-	\$ 2,500
Proctor and Graves Service Co LLC (Full inspection of HVAC)	1,990 *	-	1,990
Proctor and Graves Service Co LLC (access door installation)	1,625 *	-	1,625
Proctor and Graves Service Co LLC (Disposal replacement)	1,510 *	-	1,510
Holmes Pest Control Corp (pest control services during the year)	665 *	-	665
The Home Depot (microwave, dishwasher, and accessories)	1,241 *	-	1,241
The Home Depot (light fixtures and light bulbs)	295 *	-	295
Wal-mart (miscellaneous household item)	17 *	-	17
Winsupply Nashville TN Co (replace hot water heater)	1,592 *	-	1,592
Johnson Controls Security Solutions (alarm system services)	3,398 *	-	3,398
American Business Solutions (Humphries programs)	2,985	-	2,985
American Business Solutions (Harper programs)	575	-	575
DW McRee Construction (office remodel)	7,812	-	7,812
Women Corporate Directors (annual membership dues)	800	-	800
Community Foundation of Middle TN (annual membership dues)	500	-	500
Nashville Area Chamber of Commerce (Partnership 2030)	6,000	-	6,000
Reimburesment to employee for purchase of floral arrangement	120	-	120
Moment of Creation Studios (F. Humphries Production)	3,000	-	3,000
Reimburesment to employee for purchase of flower basket	174	-	174
Reimburesment to employee for purchase of funeral spray	-	\$ 134	134
<b>Total Other Expenses for the President</b>	<b>\$ 36,799</b>	<b>\$ 134</b>	<b>\$ 36,933</b>

\* Expense for the President's home



DEPARTMENT OF INTERNAL AUDIT

**Follow-Up Review**

Tennessee Immunization Requirements Compliance  
*Fall 2022 Semester*



Tennessee State University  
Department of Internal Audit  
3500 John A. Merritt Boulevard  
Nashville, Tennessee 37209

October 28, 2022

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

Dear Dr. Glover:

Enclosed is our internal audit report related to our follow-up review of Tennessee State University's adherence to state immunization requirements. The scope of the follow-up review included newly admitted students during the fall 2022 semester. The audit was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

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

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

Sincerely,

*Adrian R. Davis*

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

CC: Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair  
Mr. Frank Stevenson, Associate Vice President and Dean of Students



**Tennessee State University**  
**Department of Internal Audit**  
**Follow-Up Review- Immunizations Compliance**  
**Fall 2022**  
**Executive Summary**

<b>Key Area</b>	Division of Student Affairs	<b>Internal Auditor</b>	Adrian R. Davis, <i>CPA, CGFM</i> Director of Internal Audit
<b>Introduction</b>	<p>The General Assembly of Tennessee requires new college students to complete an immunization compliance process. The Tennessee Department of Health is responsible for immunization requirements for those who attend child care, pre-school, school, and college. The state of Tennessee requires state public institutions of higher education to verify that students have received mandated immunizations. Most of the requirements for immunization were satisfied when students were enrolled in elementary and/or secondary school, decreasing the risk of the outbreak of an infectious disease.</p> <p>Any new full-time enrollee of a higher education institution with an enrollment greater than two hundred students, who is not enrolled 100% as a distance learning student, shall present proof of adequate immunization (or laboratory evidence of immunity) against the following diseases:</p> <ul style="list-style-type: none"> <li>• Measles, Mumps, Rubella (2 doses of each, normally given together as MMR): if born on or after January 1, 1957 only;</li> <li>• Varicella/chicken pox (2 doses or credible history of disease): if born on or after January 1, 1980 only;</li> <li>• Meningococcal Disease (minimum of 1 dose given at 16 years of age or greater if enrolling in the public institution for the first time and under 22 years of age and living in on-campus housing)</li> </ul> <p>Students are allowed certain medical and religious exemptions to the immunization requirements listed above. A student who has been exempted from a particular vaccination must comply with the immunization requirements for any vaccines from which he or she has not been exempted.</p>		
<b>Objective</b>	To determine if the university is in compliance with state of Tennessee immunization requirements for newly admitted students		
<b>Scope</b>	Newly enrolled students during the fall 2022 semester		
<b>Prior Audit Results</b>	Our review of the vaccination information in the university's student information system found that the university did not obtain adequate proof of the student's receipt of mandated vaccinations for 231 of the 1,997 (11.6%) students included in our testwork.		
<b>Current Audit Results</b>	Our review of the vaccination information in the university's student information system found that the university did not obtain adequate proof of the student's receipt of mandated vaccinations for 279 of the 3,738 (7.5%) students included in our testwork.		

## **Results of Review**

We obtained the population of newly enrolled students for the fall 2022 semester. Our review of this population identified 3,738 students who are required to present proof of their immunization against certain diseases as identified by the Tennessee Department of Health. Our review of immunization information in the university's student information system found that the university did not obtain adequate proof of the student's immunization against certain diseases for 279 of the 3,738 (7.5%) students included in our testwork.

For these 279 undergraduate students, we found that:

- A.** For 172 of these 279 students, there was no documentation to support the student receiving two doses of the Measles, Mumps, and Rubella (MMR) vaccine and two doses of the Varicella vaccination. These students were not in student housing and were not required to provide proof of adequate immunization against meningococcal disease.
  - Students may be enrolled or registered after a single dose of all required vaccines, provided that the second dose is obtained within 2 months of registration, and at least 28 days after the first dose, and provided, further, that the institution has a procedure for identifying students who have failed to obtain the necessary immunizations and for taking appropriate action to ensure compliance.
  
- B.** For 37 of these 279 students, the student is under the age of 22 and residing in student housing but there was no documentation to support the university obtaining proof of the student's immunization against meningococcal disease.
  - For 20 of these 37 students, there was also no documentation to support the university obtaining adequate proof of the student receiving two doses of the Measles, Mumps, and Rubella (MMR) vaccine and two doses of the Varicella vaccination.
  
- C.** For 30 of these 279 students, the student is under the age of 22, residing in student housing, and submitted proof for receiving the meningococcal vaccination before the age of 16. Many of these students received their vaccination around the age of twelve. Tennessee law requires students receive "at a minimum of 1 dose given at 16 years of age or greater..."
  - According to the Tennessee Department of Health, "For vaccines with critical minimum age requirements (e.g., MMR, varicella) or minimum dose intervals, doses are considered valid if given up to 4 days before the minimum age or dose interval. Doses administered more than 4 days early are considered invalid and should be repeated as recommended."
  
- D.** For 40 of these 279 students, the university stated that the student was exempted from providing proof of receiving two doses of the Measles, Mumps, and Rubella (MMR) vaccine and/or two doses of Varicella vaccination. However, it was not indicated if the student presented acceptable documentation for exemption per the State's allowable exemption conditions (e.g. religious or medical). The students did not qualify for the age-related exemption.

## **Conclusion and Audit Recommendation**

It was determined that the university has procedures in place to ensure that students provide proof of immunization against certain diseases, as required by state law. Management has made progress toward full compliance in this area, achieving 92.5% compliance.

However, to ensure full compliance with state immunization requirements, additional system controls should be implemented that prevent student registration when required immunization proof is not submitted.

### **Management's Response**

While the University Health Center is responsible for receiving and properly documenting immunization records as they are protected medical records of our students, this is also a state requirement for the enrollment and registration process for academic courses. With an unprecedented number of students attending Tennessee State University for the Fall 2022 AY, some immunization records required additional follow up and documentation that may have been requested, yet not received-- resulting in an incomplete or missing immunization record. However, any student attempting to register for classes without a properly documented immunization record should have been unable to complete the registration process for courses or allowed to receive a housing assignment. Therefore, they should not be matriculating in classes or living on campus until completed immunization records are received and documented.

The Division of Student Affairs is working closely with both admissions and housing to address a technology solution to identify and “flag” any missing or incomplete immunization records in order to prohibit students from being able to register or continue in the registration process as well as secure University housing until their immunization forms, subsequent waivers, or exemptions are received and documented. We are also attempting to address why these students did not submit full immunization records to the University Health Center and were allowed to register, matriculate, and/or live in University Housing.

Students with missing or incomplete immunization records were contacted by the University Health Center to address their records and non-compliance in order to complete the process for fulfilling this state requirement.



**TENNESSEE  
STATE UNIVERSITY**  
DEPARTMENT OF INTERNAL AUDIT

**Details of External Audit Report -  
Financial and Compliance Audit for the  
Year Ended June 30, 2021**

**Tennessee State University**  
**Department of Internal Audit**  
**External Audit Summary - Financial and Compliance Audit**  
**Tennessee State University for the Year Ended June 30, 2021**

**Introduction:**

The Comptroller of the Treasury, Division of State Audit, performed a financial and compliance audit of the financial statements and related notes to the financial statements of Tennessee State University and the Tennessee State University Foundation. The audit covered the fiscal year ended June 30, 2021. The Division of State Audit issued an unmodified audit opinion (i.e., the financial statements for the university and foundation were determined to be fairly presented in accordance with generally accepted accounting principles in the United States). However, the report included three repeat audit findings.

**Findings, Recommendations and Management's Comments:**

**Finding 1 - Management has not ensured processes were in place to record significant financial transactions, and as noted in the prior four audits, management has continued to disregard basic financial controls by not sufficiently performing bank reconciliations**

University management did not correct control deficiencies related to the University's and the foundation's financial operations by ensuring adequate processes were in place to record significant transactions, and as noted in the prior four audits, Business Office personnel did not prepare and review bank reconciliations completely or timely.

**State Audit Recommendation**

As the steward of the university's assets, including both its physical assets and reputation, university management must address identified deficiencies and correct ongoing issues, as accurately recording transactions is essential to good financial management. Properly preparing and reviewing bank reconciliations in a timely manner is a basic control that management must no longer ignore. The Vice President of Business and Finance and the Controller must ensure staff identify unreconciled bank reconciliation items to determine if cash has been misappropriated or errors exist with bank transactions. Each month, Business Office personnel and foundation personnel should prepare and review bank account reconciliations for each bank statement, soon after receiving the bank statements but no later than 30 days after the end of the month. Bank reconciliation policies should be updated to require the university's Business Office personnel and foundation personnel to perform reconciliations within 30 days. Once those policies are modified, management must ensure staff follow them consistently and are properly trained to complete the reconciliations. Management must ensure transactions are recorded in the general ledger, recorded in the correct accounts, and recorded to the proper entity. Each month, management must investigate and correct the unresolved differences between cash per the bank and cash per the accounting records. Management must make the proper adjustments to the accounting records to reflect inaccurate and unrecorded transactions noted in this and prior audits.

### **Management's Comments**

We partially concur. We are refining the policy to complete reconciliations no later than 30 days after the end of the month. Finance personnel prepares and reviews separate bank reconciliations for each month. Management has investigated the unresolved differences between cash per bank and cash per the accounting records and has made the necessary adjustments to the accounting records.

Processes have been put into place to review cash transactions daily and ensure that the appropriate entries are made timely.

Additional staff has been hired to ensure that bank reconciliations are performed timely. In addition, new staff members have been trained on how to properly and timely perform bank reconciliations.

### **State Auditor's Comment**

Management had not made all of the necessary adjustments to the accounting records by the end of our fieldwork date. We will review the accounting records in the subsequent audit to ensure the adjustments were made to the fiscal year 2022 financial statements.

### **Finding 2 - As noted in the prior six audits, management allowed a breakdown of controls that resulted in errors in the financial statements**

Management has continued to allow a breakdown of controls related to financial reporting and has not corrected control deficiencies noted in the prior six audits. Tennessee State University's procedures for preparing and reviewing its financial statements and the accompanying notes to the financial statements remained inadequate to ensure the accuracy, proper classification, and disclosure of information.

### **State Audit Recommendation**

As stewards of TSU's assets, TSU management must address identified deficiencies and correct pervasive issues. The Vice President of Business and Finance should ensure improved communication and cooperation between all staff with accounting responsibilities and should ensure staff timely complete the information necessary to compile and review the financial statements and notes. The Vice President of Business and Finance should ensure all staff are properly trained and should institute procedures that ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and the accompanying notes. These procedures must include reconciliation processes, both between book and bank and between general and subsidiary ledgers. These procedures should also address the preparation of the financial statements and the notes, as well as the subsequent review process. Management should perform adequate reviews on the statements and the notes to mitigate the risk of errors. Management should ensure staff preparing and/or reviewing the financial statements have adequate knowledge of governmental accounting and reporting requirements to properly perform their responsibilities.

### **Management's Comment**

We partially concur. The university has addressed accounting staff shortages and continues building, training, and retaining a qualified finance team. Maintaining such a team will ensure that the specific errors documented in the audit finding do not recur.

Management agrees with the assertion that not enough time has elapsed to see the full effect of these changes for the fiscal year 2021 audited financial report.

Although the continued delay in finalizing the audit of the prior year's financial statements has increased the difficulty of preparing the subsequent year's financial statements, management has worked with State Audit staff to formulate a plan that should facilitate the completion of the annual audit so that it is completed before the preparation of the subsequent year's financial report. This plan could not be implemented before the fiscal year 2021 audit and preparing the fiscal year 2022 financial statements. The plan was implemented before the fiscal year 2022 audit and preparing the fiscal year 2023 financial statements.

Management is committed to retaining qualified finance staff to be trained and acquire the necessary experience to prepare the financial statements and the accompanying notes to the financial statements. In addition, having experienced personnel familiar with TSU will help reduce or eliminate errors in the financial statements. Management is also committed to having adequate, qualified staff that will review the financial statements and notes before completion to ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and accompanying notes.

### **State Auditor's Comment**

Management's comments do not dispute the errors reported in our finding. Although management's comments provide details of their efforts to improve controls, as stated previously in the finding and in management's comments, not enough time has elapsed to see the full effect of these changes. We will review the financial statements in the subsequent audit to determine if management's efforts have sufficiently corrected the breakdown of controls related to financial reporting.

### **Finding 3 - As noted in the prior four audits, university personnel did not perform adequate collection procedures for accounts receivable**

Our review of Tennessee State University's accounts receivable collection procedures revealed that the university still did not consistently perform timely collection procedures and collection agency assignments in adherence with policy. As accounts receivable cannot be written off until the university has exhausted all collection efforts, accounts receivable reported in the notes may not accurately reflect the amount that the university expects to collect. In addition, we noted that the Bursar's Office did not have a sufficient tracking system for collection letters to ensure they were sent out timely and that the office did not always keep copies of collection letters on file.

**Recommendation**

Management should ensure that staff perform collection efforts timely in accordance with policy and that the tracking system documents when staff send billing and collection letters. Management should provide oversight and review of the collection process to ensure that staff complete each step properly.

When the university has exhausted its collection efforts, management should submit the receivables for write-off. After the write-off of accounts receivable is approved by the Commissioner of Finance and Administration and the Comptroller of the Treasury, management should remove them from the accounting records, thus reducing the amount of gross receivables reported in the notes to the financial statements.

**Management's Comment**

We partially concur. The university has addressed our staffing needs and hired qualified and competent staff that allows Bursar Offices to perform adequate collection procedures for accounts receivable.

The university hired additional resources, ensuring that the staffing challenges were satisfied. The Associate Vice President for Financial Services is working with the Bursar's Office to hire, train and retain staff to ensure compliance with policy and perform adequate procedures for collecting accounts receivable.

In addition to adequate staffing, management will utilize software to help ensure that collection efforts are timely and to implement an efficient tracking system that maintains documentation of when account statements or collection letters are mailed.

Management will enforce the policy that students should not be able to register for the following semester if they have a receivable due.

**State Auditor's Comment**

Management's comments do not dispute the errors reported in our finding. Although management's comments provide details of their efforts to improve collection procedures for accounts receivable, these efforts have not yet resolved the continued errors identified for the current period. We will review this area in the subsequent audit to determine if management has since corrected the issues noted regarding collection efforts.



**Tennessee State University  
Board of Trustees**



**Review of  
Outstanding  
Audit Issues**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 17, 2022

ITEM: Audit Committee Report – Review of Outstanding Audit Issues

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Tennessee State University is subject to audits by its internal audit department and external entities. The audits, reviews, etc. can result in findings that require corrective actions on the part of university management. The Tennessee State University Audit Committee is diligent in its commitment and responsibility to ensure university compliance. The Audit Committee requests quarterly updates on management’s progress towards correcting issues cited in audit reports. The status of management’s progress towards correcting outstanding issues will be discussed.

Director of Internal Audit, Ms. Adrian Davis, and President Glover and/or her designee will discuss the outstanding audit issues.

Tennessee State University  
 Department of Internal Audit  
**Audit Issues Outstanding as of October 27, 2022**

**INTERNAL AUDITS**

<b>Report Date</b>	<b>Audit Issues</b>	<b>Status</b>
2/21/2022	<b>Foundation Gifts</b>	<i>Follow-up to begin November 2022</i>
	<ol style="list-style-type: none"> <li>For 3 of 18 (16.7%) daily deposits tested, daily gifts were not deposited within one business day. The funds were deposited from one to four business days late.</li> <li>For 9 of 22 (41%) bank statement credit transactions selected for testing, the transaction was not recorded within 10 days of the receipt of the donated funds.</li> <li>For 3 of 56 (5%) scholarship recipients selected for testing, the awarded students did not meet the documented awarding criteria as determined by the donor. For 1 of 20 (5%) non-scholarship disbursements, \$24,000 in consulting fees were erroneously paid from a fund where funds were solicited to provide scholarships to university students.</li> </ol>	
2/16/2022	<b>Follow-Up Review of Federal Work-Study Timesheets- Fall 2021</b>	<i>Follow-up to begin December 2022</i>
	<ol style="list-style-type: none"> <li>For 14 of 30 (47%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the months under review</li> <li>For 15 of the 50 (30%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session.</li> <li>For 3 of the 20 (15%) timesheets reviewed where the student worked in excess of 6 hours for at least one day in the month, we found where the student did not take the required minimum 30-minute unpaid rest/meal break.</li> <li>A net underpayment of \$262.00 was paid to 5 of the students included in our sample. In addition, an overaward of \$340 was also identified.</li> </ol>	
5/12/2022	<b>Audit of TSU Department of Human Resources</b>	<i>Follow-up to begin January 2023</i>
	<ol style="list-style-type: none"> <li>For 5 of the 30 employees (17%) included in our sample, university management did not ensure that the employee and/or university representative completed the applicable sections of the USCIS Form I-9 within the required timeframe.</li> <li>Management did not ensure that all staff performance evaluations were submitted to the Tennessee State University Department of Human Resources</li> <li>Details of noncompliance in this area were determined to be confidential per Section 10-7-504(i), Tennessee Code Annotated.</li> </ol>	
5/16/2022	<b>Student Housing</b>	<i>Follow-up to begin January 2023</i>
	<p>Details of noncompliance in this area were determined to be confidential per Section 10-7-504(i), Tennessee Code Annotated.</p>	
5/26/2022	<b>Grants Management</b>	<i>Follow-up to begin April 2023</i>
	<ol style="list-style-type: none"> <li>Management did not ensure that financial and performance reports were always timely submitted during the period under review. We found where 1 of 19 project/progress reports, and 11 of 16 financial reports were not timely submitted. We were not provided with 2 of 16 financial reports and were unable to determine if the reports were timely submitted.</li> </ol>	

2. Management did not ensure that the effort reporting system accurately supported the work performed.
  - A) Management did not always ensure that time and effort was timely certified or that there was evidence to support timely certification
  - B) Management did not ensure that time and effort certifications were supported by the underlying payroll charges to the project

8/23/2022 **Procurement Card Transactions Review**

*Follow-up to begin  
May 2023*

1. Cardholders did not always obtain approval to exceed the single transaction limit of \$1,000
2. Cardholders did not always ensure adequate supporting documentation was provided for procurement card transactions

## EXTERNAL AUDITS

10/27/2022 **Division of State Audit, Financial & Compliance Audit, Tennessee State University for the Fiscal Year Ended June 30, 2021**

- Finding:** 1. Management has not ensured processes were in place to record significant financial transactions, and as noted in the prior four audits, management has continued to disregard basic financial controls by not sufficiently performing bank reconciliations
- Finding:** 2. As noted in the prior six audits, management allowed a breakdown of controls that has resulted in errors in the financial statements
- Finding:** 3. As noted in the prior four audits, university personnel did not perform adequate collection procedures for accounts receivable

**Status:** \*State law requires a follow-up report be submitted to the Comptroller's Office by April 27, 2023

**TO:** Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair  
**FROM:** Adrian R. Davis, Director of Internal Audit, Tennessee State University  
**DATE:** October 27, 2022  
**RE:** TSU Foundation Gift Deposit

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### **Policy vs. Practice**

Tennessee State University Policy Number 5.06.05.6, *Deposits*, states, "...Tennessee State University will deposit funds each day when \$500 or more in funds has been accumulated. All funds must be adequately secured. In all cases, a deposit must be made at least once each work week (Monday through Friday) if there are any funds to be deposited..."

The Tennessee State University Foundation (TSU Foundation) does not have a separate deposit policy.

Given that there is not a separate deposit policy, coupled with the average daily amount received in the TSU Foundation Office, and because funds received in the TSU Foundation Office are presented to cashiers in the Bursar's Office for receipting and bank deposit, external auditors and the university's internal auditors, apply a timeliness threshold of 1 business day when ensuring that funds are timely presented to the Office of the Bursar for deposit.

- The Executive Director of Foundation and Fiscal Operations (Executive Director) stated that while there is no formal Foundation policy, it is the Foundation's practice to present deposits to the Office of the Bursar within one day so that deposit can be made within three days. The Executive Director stated that the TSU Foundation Office seeks to exceed these standards for all deposits.

### **Resolution**

Management in the TSU Foundation has determined that three days is a sufficient and appropriate time frame for a deposit to occur. Management does not have evidence of any deposit requirements, except for state or federal dollars, which most of the Foundation's deposits are not. The timeframe is based on professional judgment and management's understanding of the timing of receipts and deposits. It should also be noted that deposits are appropriately safeguarded prior to deposit if a day or more elapses.

The Executive Director will draft a policy for review by the Foundation Board/Executive Committee/Finance Committee for their next series of meetings.

**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a lamp of knowledge, a book, and a gear. Above the shield is a banner with the words "THINK", "SERVE", and "WORK". The outer ring of the seal contains the text "TENNESSEE STATE UNIVERSITY" at the top and "NASHVILLE" at the bottom, separated by two small dots.

**Discussion of the  
Audit Office's  
External Quality Assessment  
Review**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2022

ITEM: Audit Committee Report – Discussion of the Audit Office’s External Quality Assessment Review

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Standard 1312, External Assessments, issued by the *Institute of Internal Auditors*, states that “External assessments must be completed at least every five years by a qualified, independent assessor or assessment team from outside the organization.” The external assessment may be accomplished through a full external assessment, or a self-assessment with independent external validation.

The Audit Office’s last external assessment was performed in 2018. An assessment team from KraftCPAs performed the independent validation of the Office’s self-assessment. Director of Internal Audit, Ms. Adrian Davis, and President Glover and/or her designee will discuss the next external quality assessment, due in 2023.

**Tennessee State University  
Board of Trustees**



**Executive Session –  
Discussion of Items  
Deemed Confidential  
under State Law**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 17, 2022

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

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The Audit Committee will go into Executive Session to discuss items deemed confidential under state law.

**Tennessee State University  
Board of Trustees**



**Finance and Budget  
Committee Report**

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

Thursday, November 17, 2022  
11:00 a.m. CST

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the September 15, 2022, Finance and Budget Committee Meeting Minutes
- IV. Approval of Fiscal Year 2023 Institutional Revised Budget
- V. Capital Planning and Facilities Update
- VI. Housing Special Committee Report
- VII. Approval of Bank Reconciliation Policy
- VIII. Update on CARES Act Funding
- IX. Finance and Budget Report
- X. Update on Enrollment, Recruitment and Retention
- XI. Report on Institutional Development
- XII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
September 15, 2022,  
Finance and Budget  
Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of the September 15, 2022, Finance and Budget Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

The document reflecting the minutes from the September 15, 2022, Finance and Budget Committee meeting is included in the November 17, 2022, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 15, 2022, Finance and Budget Committee meeting, as contained in the Board materials for the Board's November 17, 2022, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting  
September 15, 2022  
Tennessee State University, Electronic**

**MINUTES**

**Committee Members Present:** Trustees Richard Lewis, Steve Corbeil, and Andre Johnson.

**Other Board Members Present:** Trustees Deborah Cole, Pam Martin, Bill Johnson, Van Pinnock, Obie McKenzie, Joseph Walker, III, and Shaun Wimberly, Jr.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Interim Provost and Vice President for Academic Affairs; Douglas Allen, Vice President for Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Associate Vice President of Student Affairs; Dr. Quincy Quick, Interim Associate Vice President of Research & Sponsored Programs; Terrence Izzard, Associate Vice President of Enrollment Management; Adrian Davis, Director of Internal Audit; and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

**I. CALL TO ORDER**

Trustee Lewis called the meeting to order at 12:07 p.m. CDT on September 15, 2022. Trustee Lewis 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. There is important action to be conducted by the Finance and Budget Committee. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control to enforce social distancing guidelines, including limiting face-to-face contact whenever possible. Electronic participation for the Committee meeting is necessary for the safety of Board members, staff, and guests. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

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

Board Secretary Pendleton called roll at the Committee chair's request. Present at the time of roll call: Trustees Richard Lewis and Steve Corbeil. A quorum was established.

**III. APPROVAL OF THE JUNE 16, 2022, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Lewis moved to recommend to the full Board the approval of the minutes from the June 16, 2022, Finance and Budget Committee meeting, as contained in the September 15, 2022, Board materials. Trustee Corbeil seconded the motion, which carried by roll call vote by Trustees Lewis and Corbeil.

**IV. UNIVERSITY BUDGET UPDATE**

Chair Lewis presented the University Budget Update as the next item on the agenda. President Glover asked VP Allen to provide this update.

VP Allen referred the Committee to page 60 of the Board documents and discussed the University's revenues and expenditures and FY 2021 surplus. VP Allen went on to discuss the FY 2023 University budget, its calculation, and revenue to date. VP Allen then reviewed the budgeted expenses related to overflow student housing including housing, food, and contract security and its net impact on the University's financial statement.

Trustees Corbeil, Andre Johnson, and Lewis asked questions to clarify the impact of tuition and fee revenue on the University's budget and mandatory transfers. VP Allen provided clarification and noted that an updated budget will be provided to the Board in November.

Trustee Bill Johnson asked a question about tuition losses due to zero-cost tuition for online students. VP Allen responded that it was a greater financial benefit to give up tuition than to pay the additional expenses of housing those students in a hotel. Trustee Bill Johnson asked for those numbers to be included in the November Board materials.

Trustee Andre Johnson asked about fixed costs vs. variable costs related to additional students and VP Allen replied that SACSCOC requires additional instructors to be hired along with student body growth and commented on the University's efforts to ensure that academic departments across the University are self-sustaining.

Trustee Bill Johnson asked if the University is losing money to house students in hotels and VP Allen confirmed that the housing revenue from the hotels does not meet the housing revenue received from the students placed in overflow housing.

Trustee Lewis thank VP Allen and Dr. Glover for the report.

## **V. CONSTRUCTION AND FACILITIES UPDATE**

Chair Lewis then presented the Construction and Facilities Update as the next item on the agenda. This is an informational item and no vote is required. President Glover asked VP Allen to provide this update.

VP Allen directed the Committee to page 65 of the Board materials and discussed a five-year plan which has been proposed to State legislators. He also reminded the Committee that the funds received from the State for facilities is not cash, but rather are funds directed for specific uses. The State understands the University's need for additional residence halls and all parties are working to fast track the approval of additional campus housing.

Trustee Cole requested an update on deferred maintenance. VP Allen provided a summary of funds set aside for deferred maintenance as well as potential funds from the State specifically for deferred maintenance and noted that the University was able to use some University funds toward other expenses due to the State's contribution for deferred maintenance.

Trustee Lewis asked whether the University is still under the Tennessee Board of Regents and Secretary Pendleton clarified that the University has not severed from the TBR related to construction management. Trustee Lewis then asked if severing would require additional staffing and Secretary confirmed that VP Allen is working on that matter. VP Allen noted that adding the additional staff would provide economies of scale.

Trustee Cole asked if there is a way of obtaining additional deferred maintenance funds and Dr. Glover stated that it was unlikely that the University will receive funds in addition to the funds already discussed.

Trustee Andre Johnson asked about the insurance claims related to the tornado damage. VP Allen referred the Committee to the Board materials which provides current financial information on the repairs. He also noted that shortages on equipment and materials is slowing progress of tornado repairs and rebuilding.

Trustee Lewis reminded the Committee and the University that it is important to have good relationships with State officials and thanked Dr. Glover for her teams' presentation.

## **VI. REPORT ON CARES ACT FUNDING**

Chair Lewis introduced the CARES Act Funding agenda item and asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational item and so no vote is required.

President Glover asked VP Allen to report on this item. VP Allen reviewed the receipts and expenditures of CARES Act funding. Remaining funds will be dispersed to the students.

## **VII. FINANCE AND BUDGET REPORT**

Chair Lewis introduced the Finance and Budget Report agenda item. Chair Lewis asked President Glover or her designee to provide pertinent information related to this agenda item.

Dr. Glover asked VP Allen to report on this agenda item. VP Allen thanked the Cabinet members on their efforts to address the needs of faculty, students, and staff as well as his own team.

Trustee Bill Johnson thanked VP Allen for his transparency. Trustee Lewis thanked VP Allen and Dr. Glover for their presentation.

## **VIII. UPDATE ON ENROLLMENT**

Chair Lewis moved on to the Update on Enrollment agenda item and asked Dr. Glover to provide pertinent information related to this agenda item.

Dr. Glover called upon Terrence Izzard to provide the update. Mr. Izzard reported the increase in enrollment for fall 2022 and expressed his appreciation for the leadership of Dr. Glover and the Cabinet members. Mr. Izzard then reported on the University's enrollment growth and strategic plan for future growth. He described factors that created the growth such as a new CRM, hiring a new team of enrollment specialists, a new Office of Parent and Family Services, an enrollment probability system, automation of application and decision process, a massive digital marketing campaign to target prospective students, a new social media expert staff member, and continuing to use the Common Black College Application.



Mr. Izzard went on to update the Board on the University's updated retention plan which is still under review and stated that a detailed report will be provided at the November Board meeting.

Trustee Bill Johnson asked whether the November retention plan information can include retention or persistence numbers by class. He also requested information on incoming freshman GPAs and ACT scores. Finally, Trustee Bill Johnson compared several years of past enrollment tables and found that the historical numbers don't appear to match for the same time periods. Mr. Izzard clarified that the numbers are application data rather than enrolled students. Dr. Bill Johnson had additional questions regarding the Board materials tables which he and Mr. Izzard agreed to discuss offline.

Trustee McKenzie congratulated Mr. Izzard on his progressive approach to enrollment growth and pointed out that the quality of students has increased along with enrollment. He called upon the University to promote that information to the public.

Trustee Corbeil observed that a large driver of low retention is students who can't afford to come back to school and noted that there is a lot of money going toward student debt reduction at this time that can potentially help TSU students.

Trustee Lewis thanked Trustees Corbeil, McKenzie and B. Johnson for their feedback, and then noted that Mr. Izzard's success at TSU is attributable to having the resources that he needs to grow the enrollment.

## **IX. ADJOURNMENT**

Trustee Lewis asked if there was any additional business. Seeing none, he made a motion to adjourn. Trustees Corbeil and Andre Johnson moved to adjourn. Secretary Pendleton called roll and the Committee members voted unanimously in favor of adjournment. The meeting was adjourned at 1:15 p.m. CDT.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of Fiscal Year 2023 Institutional Revised Budget

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

**Background Information:**

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

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

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

The purpose of this agenda item is to consider approval of the Institutional Revised Budget for Fiscal Year 2022-23.

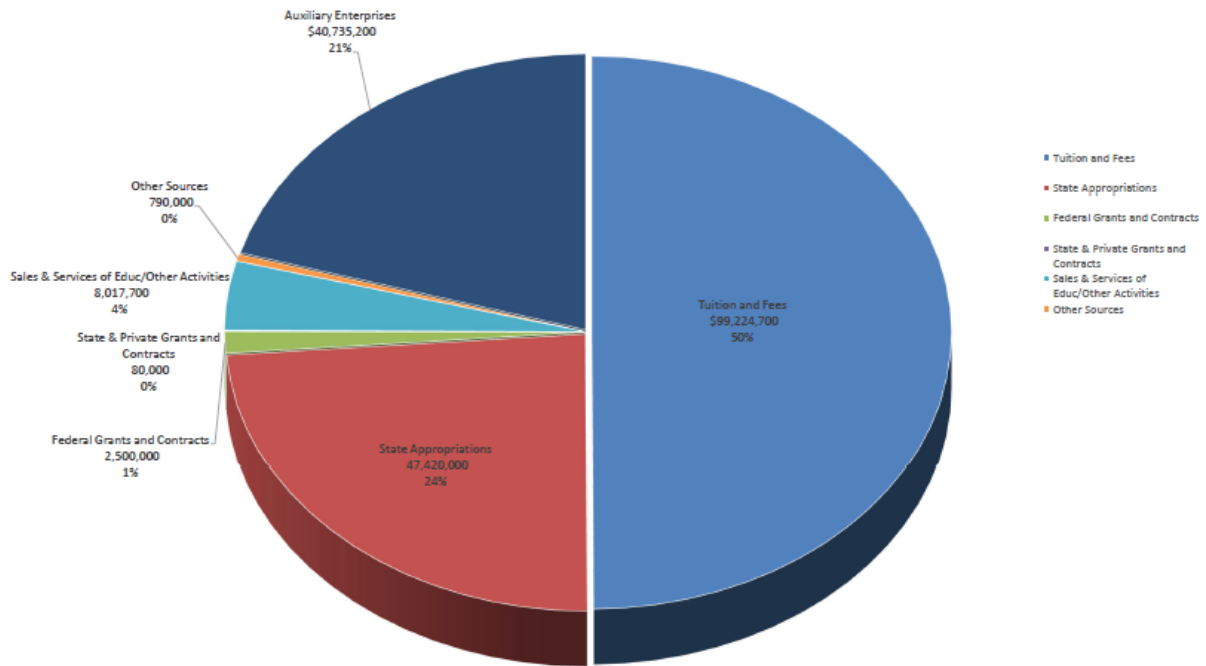
**MOTION: To approve the Fiscal Year 2023 Institutional Revised Budget, as contained in the Board materials for the Board's November 17, 2022, meeting.**

**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED FUNDS  
EXPENDITURES AND TRANSFERS  
OCTOBER BUDGET 2022-23**

<u>Expenditures and Transfers</u>	<u>October Budget 2022-23</u>
<i>Education and General</i>	
Instruction	\$ 69,749,600
Research	2,606,200
Public Service	2,122,900
Academic Support	11,276,700
Student Services	23,747,900
Institutional Support	23,777,500
Operation & Maintenance of Plant	19,170,200
Scholarships & Fellowships	28,349,000
Total E&G Expenditures	<u>\$ 180,800,000</u>
Mandatory Transfers - Principal & Interest	\$ 2,292,900
Non-Mandatory Transfers - Renewal and Replacement	150,000
Non-Mandatory Transfers - Unexpended Plant	(15,570,900)
Total E&G Expenditures and Transfers	<u>\$ 167,672,000</u>
 <i>Auxiliary Enterprises</i>	
Auxiliary Enterprises Expenditures	\$ 43,180,800
Mandatory Transfers - Principal & Interest	1,316,800
Non-Mandatory Transfers - Renewal and Replacement	1,525,600
Non-Mandatory Transfers - Unexpended Plant	(5,288,000)
Total Auxiliary Enterprises Expenditures and Transfers	<u>\$ 40,735,200</u>
<b>Grand Total Unrestricted Expenditures And Transfers</b>	<u><b>\$ 208,407,200</b></u>

**TENNESSEE STATE UNIVERSITY**  
**SUMMARY OF UNRESTRICTED FUNDS**  
**OCTOBER BUDGET 2022-23**

<u>Revenues</u>	<u>FY 2022-23</u> <u>OCTOBER</u>	
<b>Education and General</b>		
Tuition and Fees	\$ 99,224,700	49.9%
State Appropriations	47,420,000	23.9%
Federal Grants and Contracts	2,500,000	1.3%
State & Private Grants and Contracts	80,000	0.04%
Sales & Services of Educ/Other Activities	8,017,700	4.0%
Other Sources	790,000	0.4%
<b>Total Education and General</b>	<b>\$ 158,032,400</b>	
<b>Sales and Services of Aux Enterprises</b>		
Auxiliary Enterprises	\$ 40,735,200	20.5%
<b>Total Revenues</b>	<b>\$ 198,767,600</b>	<b>100.0%</b>



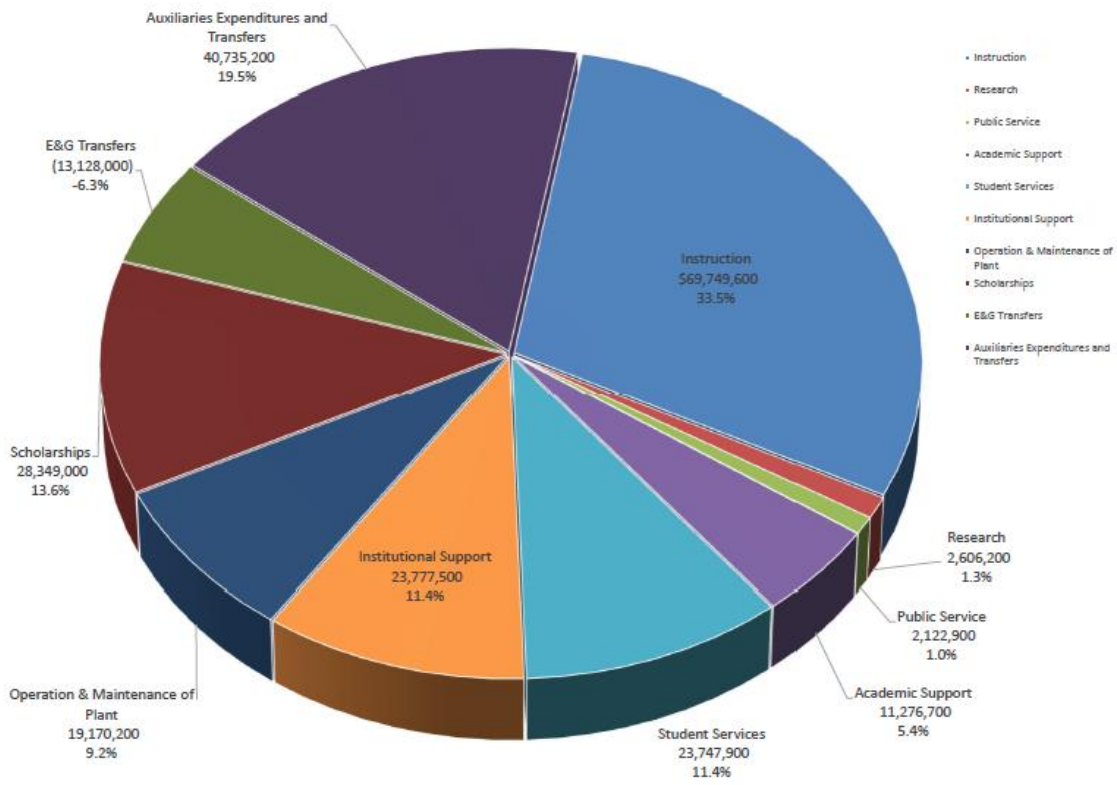
**TENNESSEE STATE UNIVERSITY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

**Expenditures and Transfers**

Education & General  
 Instruction  
 Research  
 Public Service  
 Academic Support  
 Student Services  
 Institutional Support  
 Operation & Maintenance of Plant  
 Scholarships  
 E&G Transfers  
 Auxiliaries Expenditures and Transfers  
**Total Expenditures and Transfers**

**OCTOBER REVISED**  
**2022-23**

\$	69,749,600	33.5%
	2,606,200	1.3%
	2,122,900	1.0%
	11,276,700	5.4%
	23,747,900	11.4%
	23,777,500	11.4%
	19,170,200	9.2%
	28,349,000	13.6%
	(13,128,000)	-6.3%
	40,735,200	19.5%
\$	208,407,200	100.0%



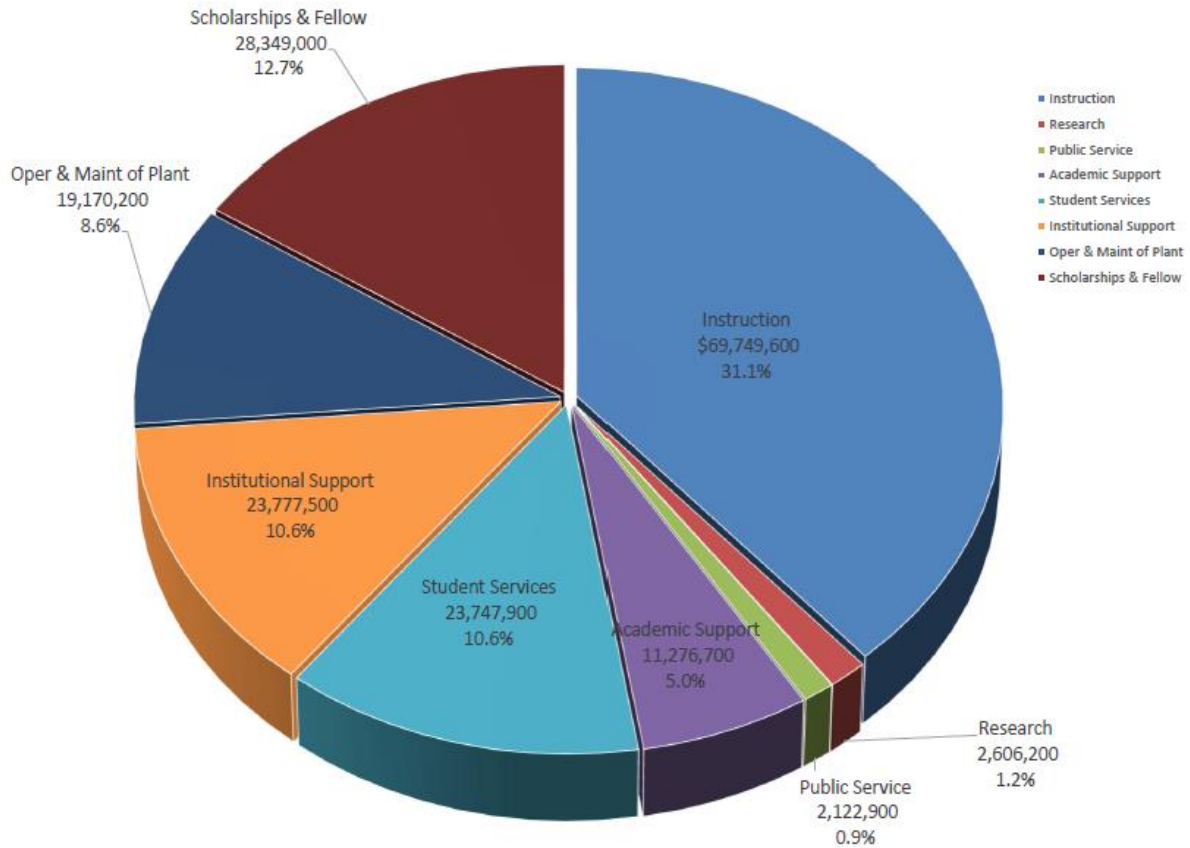
**TENNESSEE STATE UNIVERSITY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**REVENUES**  
**OCTOBER BUDGET 2022-23**

	<u>October Budget 2022-23</u>
Unrestricted Beginning Fund Balances	\$ 17,113,400
 <b><u>Revenues</u></b>	
<i>Education and General</i>	
Tuition and Fees	\$ 99,224,700
State Appropriations	47,420,000
Federal Grants and Contracts	2,500,000
State & Private Grants and Contracts	80,000
Sales & Services of Educ/Other Activities	8,017,700
Other Sources	790,000
Total Education and General	<u>\$ 158,032,400</u>
 <i>Auxiliaries</i>	
Total Sales/Services of Auxiliary Services	<u>\$ 40,735,200</u>
 <b>Grand Total Revenues</b>	 <u><u>\$ 198,767,600</u></u>



**TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
EXPENDITURES  
OCTOBER BUDGET 2022-23**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	Total E & G
<b>UNRESTRICTED EXPENDITURES</b>								
<b>EDUCATION AND GENERAL</b>								
Instruction	\$ 41,869,800	\$ 1,813,300	\$ 14,501,600	\$ 704,300	\$ 10,828,100	\$ 32,500	\$ 69,749,600	31.1%
Research	1,180,400	34,000	350,700	18,500	962,800	59,800	2,606,200	1.2%
Public Service	1,475,500	89,800	503,500	18,200	35,900	-	2,122,900	0.9%
Academic Support	5,430,400	1,199,800	2,195,100	25,400	2,170,000	256,000	11,276,700	5.0%
Student Services	10,736,400	1,793,300	4,042,000	2,288,300	4,887,900	-	23,747,900	10.6%
Institutional Support	9,730,000	1,711,300	4,044,300	220,600	8,071,300	-	23,777,500	10.6%
Oper & Maint of Plant	2,395,900	4,329,800	2,162,000	26,600	9,784,600	471,300	19,170,200	8.6%
Scholarships & Fellow	-	-	-	-	28,349,000	-	28,349,000	12.7%
<b>Total Educational and General</b>	<b>\$ 72,818,400</b>	<b>\$ 10,971,300</b>	<b>\$ 27,799,200</b>	<b>\$ 3,301,900</b>	<b>\$ 65,089,600</b>	<b>\$ 819,600</b>	<b>\$ 180,800,000</b>	<b>80.7%</b>
<b>Auxiliary Enterprises</b>	<b>\$ 1,998,600</b>	<b>\$ 2,430,900</b>	<b>\$ 1,298,000</b>	<b>\$ 106,900</b>	<b>\$ 36,892,900</b>	<b>\$ 453,500</b>	<b>\$ 43,180,800</b>	<b>19.3%</b>
<b>Total Unrestricted</b>	<b>\$ 74,817,000</b>	<b>\$ 13,402,200</b>	<b>\$ 29,097,200</b>	<b>\$ 3,408,800</b>	<b>\$ 101,982,500</b>	<b>\$ 1,273,100</b>	<b>\$ 223,980,800</b>	<b>180.7%</b>
	33.4%	6.0%	13.0%	1.5%	45.5%	0.6%	100.0%	

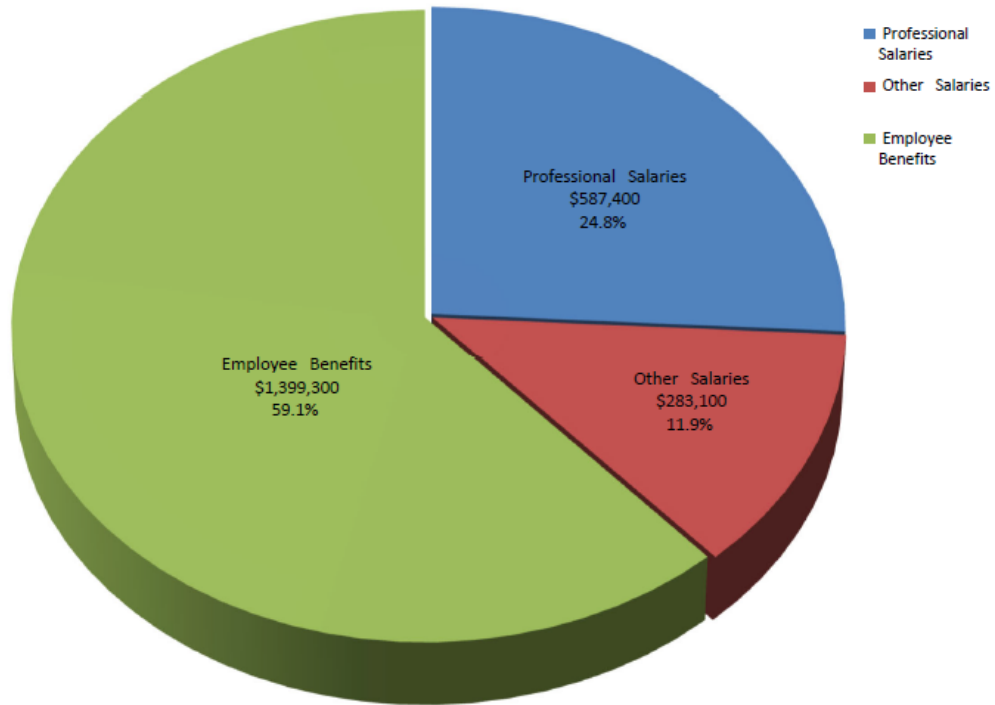


**TSU MCMINNVILLE CENTER**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

	October Budget 2022-23
Allocation for Encumbrances	\$ 223,900
Allocation for Working Capital	-
Special Allocations	44,000
Unallocated Balance	895,700
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 1,163,600</b>
 <i>Revenues</i>	
McMinnville Appropriations	\$ 1,547,800
<b>Total Revenues</b>	<b>\$ 1,547,800</b>
 <i>Expenditures and Transfers</i>	
McMinnville Expenditures	\$ 2,369,400
Mandatory Transfers	-
Non-Mandatory Transfers	-
<b>Total Expenditures and Transfers</b>	<b>\$ 2,369,400</b>
 Unrestricted Current Fund Balances at End of Period	
Allocation for Encumbrances	\$ 224,600
Allocation for Working Capital	40,000
Special Allocations	77,400
Unallocated Balance	-
<b>Total Ending Fund Balances</b>	<b>\$ 342,000</b>

**TSU MCMINNVILLE CENTER**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
<b>UNRESTRICTED EXPENDITURES</b> TSU MCMINNVILLE CENTER								
Research	\$ 587,400	\$ 79,600	\$ 283,100	\$ 20,000	\$ 1,399,300	\$ -	\$ 2,369,400	100%
<b>Total McMinnville Expenditures</b>	<u>\$ 587,400</u>	<u>\$ 79,600</u>	<u>\$ 283,100</u>	<u>\$ 20,000</u>	<u>\$ 1,399,300</u>	<u>\$ -</u>	<u>\$ 2,369,400</u>	
	24.8%	3.4%	11.9%	0.8%	59.1%	0.0%	100%	

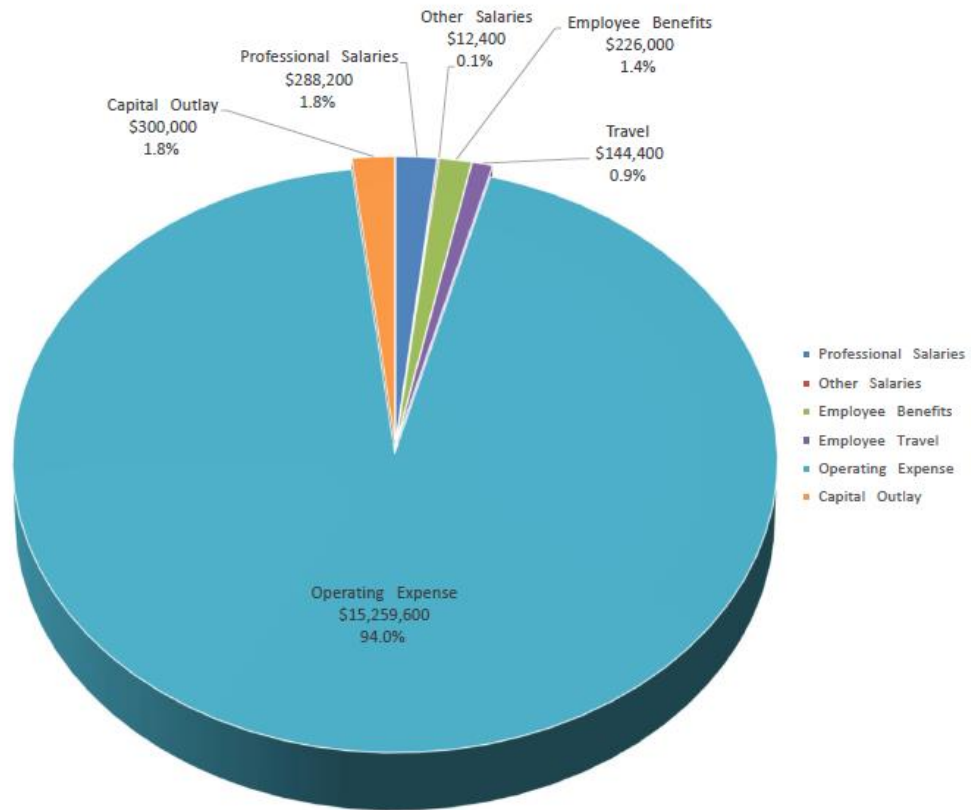


**TSU AGRICULTURAL AND ENVIRONMENTAL RESEARCH**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

	<b>October Budget 2022-23</b>
Allocation for Encumbrances	\$ 218,200
Allocation for Working Capital	-
Special Allocations	145,700
Unallocated Balance	11,760,700
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 12,124,600</b>
 <u>Revenues</u>	
Agr and Envir Research Appropriations	\$ 4,966,600
<b>Total Revenues</b>	<b>\$ 4,966,600</b>
 <u>Expenditures and Transfers</u>	
Agr and Envir Research Expenditures Research	\$ 16,230,600
Mandatory Transfers	-
Non-Mandatory Transfers	-
<b>Total Expenditures and Transfers</b>	<b>\$ 16,230,600</b>
Allocation for Encumbrances	\$ 512,300
Allocation for Working Capital	100,000
Special Allocations	248,300
Unallocated Balance	-
<b>Total Ending Fund Balances</b>	<b>\$ 860,600</b>

**TSU AGRICULTURAL AND ENVIRONMENTAL RESEARCH**  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
OCTOBER BUDGET 2022-23

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
UNRESTRICTED EXPENDITURES AGR & ENVIR RESEARCH								
Research	\$ 288,200	\$ 12,400	\$ 226,000	\$ 144,400	\$ 15,259,600	\$ 300,000	\$ 16,230,600	100%
<b>Total Unrestricted</b>	<b>\$ 288,200</b>	<b>\$ 12,400</b>	<b>\$ 226,000</b>	<b>\$ 144,400</b>	<b>\$ 15,259,600</b>	<b>\$ 300,000</b>	<b>\$ 16,230,600</b>	
	1.8%	0.1%	1.4%	0.9%	94.0%	1.8%	100%	

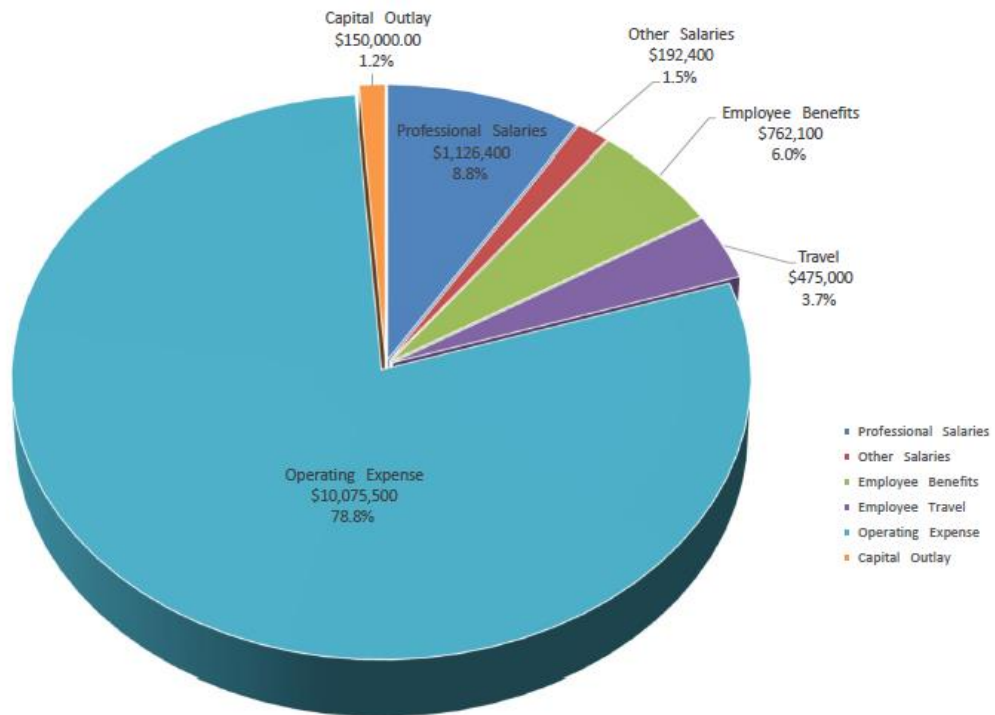


**TSU COOPERATIVE EXTENSION  
SUMMARY OF UNRESTRICTED CURRENT FUNDS  
OCTOBER BUDGET 2022-23**

	<b>October Budget 2022-23</b>
Allocation for Encumbrances	\$ 160,800
Allocation for Working Capital	-
Special Allocations	176,000
Unallocated Balance	7,374,000
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 7,710,800</b>
 <u>Revenues</u>	
Co-Op Extension State Appropriations	\$ 6,065,400
<b>Total Revenues</b>	<b>\$ 6,065,400</b>
 <u>Expenditures and Transfers</u>	
Co-Op Extension Expenditures	
Public Service	\$ 12,781,400
Mandatory Transfers	-
Non-Mandatory Transfers	-
<b>Total Expenditures and Transfers</b>	<b>\$ 12,781,400</b>
Allocation for Encumbrances	\$ 521,300
Allocation for Working Capital	170,200
Special Allocations	303,300
Unallocated Balance	-
<b>Total Ending Fund Balances</b>	<b>\$ 994,800</b>

**TSU COOPERATIVE EXTENSION**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

UNRESTRICTED EXPENDITURES CO-OP EXTENSION	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
Public Service	\$ 1,126,400	\$ 192,400	\$ 762,100	\$ 475,000	\$ 10,075,500	\$ 150,000	\$ 12,781,400	100%
<b>Total Unrestricted</b>	<b>\$ 1,126,400</b>	<b>\$ 192,400</b>	<b>\$ 762,100</b>	<b>\$ 475,000</b>	<b>\$ 10,075,500</b>	<b>\$ 150,000.00</b>	<b>\$ 12,781,400</b>	
	8.8%	1.5%	6.0%	3.7%	78.8%	1.2%	100%	



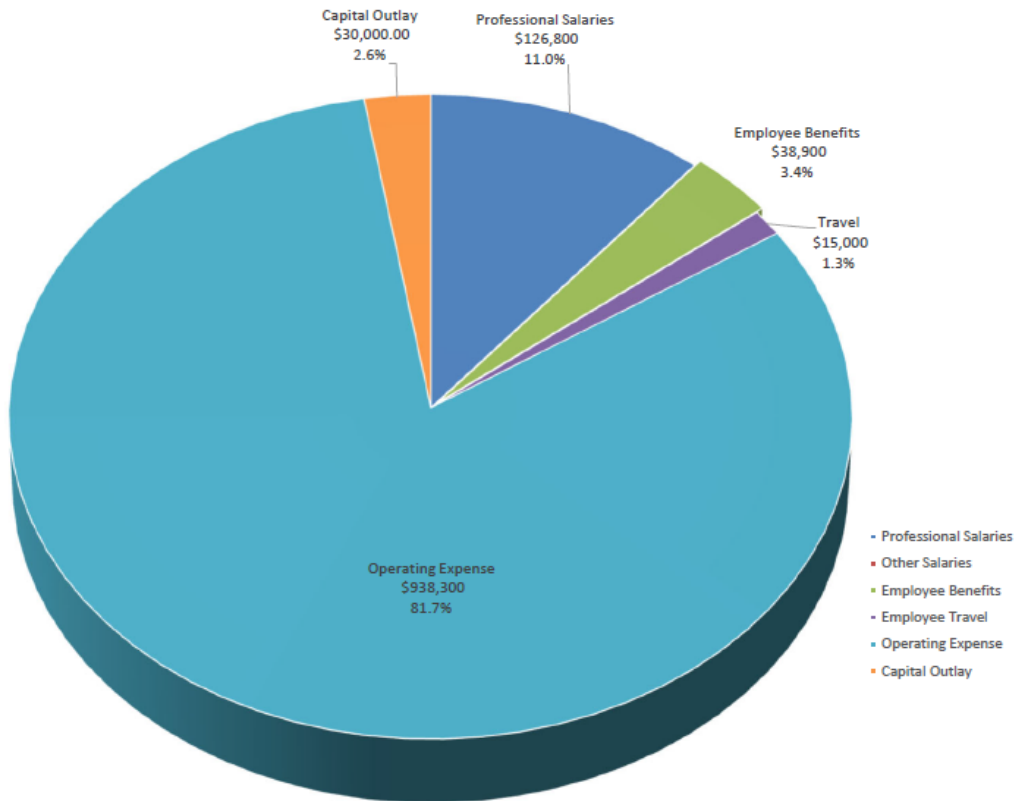
**TSU FORESTRY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

	<b>October Budget 2022-23</b>
Allocation for Encumbrances	\$ 2,600
Special Allocations	6,200
Unallocated Balance	937,100
<b>Unrestricted Beginning Fund Balances</b>	<b>\$ 945,900</b>
 <u>Revenues</u>	
Forestry State Appropriations	\$ 213,800
<b>Total Revenues</b>	<b>\$ 213,800</b>
 <u>Expenditures and Transfers</u>	
Forestry Expenditures	
Research	\$ 1,149,000
Mandatory Transfers	-
Non-Mandatory Transfers	-
<b>Total Expenditures and Transfers</b>	<b>\$ 1,149,000</b>
 Unrestricted Current Fund Balances at End of Period	
Allocation for Encumbrances	
Special Allocations	\$ 10,700
Unallocated Balance	-
<b>Total Unrestricted Current Fund Balances</b>	<b>\$ 10,700</b>



**TSU FORESTRY**  
**SUMMARY OF UNRESTRICTED CURRENT FUNDS**  
**OCTOBER BUDGET 2022-23**

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total
<b>UNRESTRICTED EXPENDITURES FORESTRY</b>								
Research	\$ 126,800	\$ -	\$ 38,900	\$ 15,000	\$ 938,300	\$ 30,000	\$ 1,149,000	100%
<b>Total Unrestricted</b>	<b>\$ 126,800</b>	<b>\$ -</b>	<b>\$ 38,900</b>	<b>\$ 15,000</b>	<b>\$ 938,300</b>	<b>\$ 30,000.00</b>	<b>\$ 1,149,000</b>	
	11.0%	0.0%	3.4%	1.3%	81.7%	2.6%	100%	



**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 17, 2022

ITEM: Capital Planning and Facilities Update

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or or designee will provide an update on matters related to construction and facilities at TSU.

## **TORNADO RECOVERY**

Several projects are currently in the design or construction phase. TSU is working with TBR and the insurance adjuster to complete each project and make TSU whole from the tornado losses.

### Temporary Greenhouses

Temporary Greenhouses are complete.

### Greenhouses

Greenhouses 501 & 502 are substantially complete. Awaiting network connection for the deionization equipment to complete the building. Greenhouse 503 is underway with foundation in place.

### Animal Shelter

Most animal shelters have been completed and are being used. The large shelters have some punch list items and adjustments to finalize the work.

### Fence Repairs

Pasture fence installation is near completion but has been temporarily placed on hold due to animal research relocation and breeding. Other miscellaneous fence repairs are about 90% complete, while the decorative fence on Ed Temple Blvd has been installed, but contractor needs to complete punch list items.

### Wetlands Cleanup

Hand cleanup of the wetlands has been completed. Cleanup using heavy equipment to start fall of 2022.

### Ag Pavilion

Construction in progress, Metal roof is complete. Brick and precast in progress anticipated completion date is 2/9/2023

### Ag Education Building

Construction in progress, Metal roof complete, Exterior brick in progress. Mechanical, Electrical and Plumbing in progress, anticipated completion date is 3/9/2023

### General Services Building

Interior renovation work has been completed. Permanent roof repairs 90% complete. Anticipated completion date is 9/24/2022.

### Other Farm Structures

Hoop Houses are in progress

No report at this time: Poultry Building. Hay Storage Building

### **ELECTRICAL LOOP REPAIRS (Electrical Master Plan)**

We are currently working on phase 2 (installation of new switches and replacement fuses). This phase is 95% complete. Consulting engineers (ICT) and NES are working together to develop the necessary construction documents for the remaining 2 phases. Estimated time for completion of Phase 2 work is Feb. 2023. Phase 3 (Installation of South Loop) and Phase 4 (Installation of North Loop) is estimated to be completed by 2024. There is also a phase in the project that will install five (5) transformers and secondary lines at various buildings on campus. This project is estimated to be completed in 2023.

### **NEW RESIDENCE HALL**

Project was completed on budget and on schedule. Contractor is continuing to work on punch list items. Aramark is continuing their construction work to open the food court and POD. Estimated time for completion is Nov. 2022.

### **NEW ENGINEERING BUILDING**

The contract for Designer has been awarded. Kick-off meeting scheduled 11-project will begin phase of programming with University stakeholders within the coming weeks.

### **NEW FOOD SCIENCE BUILDING**

This project was issued for bids in early spring, but the bid numbers were over our budget by roughly \$3 million dollars. The project scope was reduced, and the project was rebid, but even with substantial reductions, the rebid costs were still over \$2.5 million over our budget. It is believed that the cost overruns are the result of COVID-19's effects on the construction industry due to labor shortages, and approximately 45% cost increase of some building materials. The project has been temporarily put on hold awaiting better market conditions and additional funding.

### **MIGRATION PLAN AND CAMPUS MASTER PLAN UPDATE**

Migration Plan is currently on hold until completion of Campus Master Plan update. The Master Plan update is scheduled to start after SBC approval in Oct. 2022. This update will include changes and other developments on campus such as Athletic Programs, Agriculture Programs (Main Campus, Cheatham County, and McMinnville), Avon Williams Campus, Campus Infrastructure, Campus Security, and updated Facility Condition Assessments. We have started our Housing Master Plan study that will identify goals and priorities for future campus housing, identify future building sites, and determine which buildings will be retained and renovated or removed. This study is expected to be completed by Nov 2022.

### **QUARTERLY DISCLOSURE REPORTS**

TSU has no quarterly disclosure projects this quarter

### **CAPITAL DISCLOSURE REPORTS**

TSU updated the capital disclosure project information for the New Residence Halls project. The project disclosure previously submitted was for 600 beds - \$102.5M. The recent updated project is for 1,000 beds - 157M. Currently, project is scheduled for the SBC meeting on Dec. 8, 2022

As a part of the State's Strategic Initiative project (\$250M), Designer has been selected for Davis and Boswell Halls (\$29.7M). Awaiting contract to be awarded to Designer.

### **CAMPUS BUILDING ENVELOPE AND STRUCTURE REPAIRS**

Stabilization of the colonnade on the grand staircase and main sidewalk is complete. Sidewalk installation is complete. Waterproofing of the east side wall of Kean Hall is complete. Seed and straw installed; Installation of new storefront and curtain wall systems for areas in Floyd-Payne Campus Center is ongoing.

### **UPGRADES TO GENTRY CENTER – HPSS CLASSROOM AND LAB**

Renovation of classroom suite into lab space for HPSS teachers and students. Construction of lab space is ongoing. Project was delayed due to supply chain issues.

### **PERIMETER ROAD – ED TEMPLE/CENTRAL RECEIVING IMPROVEMENTS**

This project includes the widening of the access road near the intersection of Ed Temple Drive and Walter A. Davis Blvd. Widening of the road is complete and in-use. Gate has been installed. In process of installing fiber lines for gate controller. Controller will allow after hours access to warehouse via communication through the campus police department.

### **CAMPUS BEAUTIFICATION**

The following painting projects have been completed across campus to include, painting the handrails in the interior part of campus. We have also pressure washed the following areas: Boswell, Boyd, Clement, Hale Hall, Watson Hall, Wilson Hall, the ROTC Airplane, Hale Stadium, and the wall at Avon Williams Building. Area near the wetlands has been trimmed back and multiple dead trees removed along with trimming and added flowers around campus.

## TSU Facility Condition Report

Building Number	Building Name	Gross Sq.Ft.	Building Type	FCI-Classification	FCI-Rating
100	Davis Humanities	57,596	Academic	Critical	0.33
101	Jackson Industrial Tech	25,364	Academic	Critical	0.32
102	McCord Biology / IT	36,053	Academic	Poor	0.29
103	Clay Education	36,244	Academic	Critical	0.41
104	Research and Sponsored Programs	48,942	Research	Fair	0.07
105	Boswell Physics / Math (Combined Assessment)	32,418	Academic	Critical	0.42
106	Boswell Chemistry (Combined Assessment)	55,328	Academic	Critical	0.42
107	Crouch Hall	38,168	Academic	Divest	0.58
109	Holland Hall	42,642	Academic	Good	0.04
110	Torrence Engineering	49,328	Academic	Poor	0.22
112	Hale Residence Center	70,477	Auxiliary - Residence Life	Critical	0.45
113	Strange Music Bldg	33,406	Academic	Poor	0.18
114	Performing Arts Center (Combined Assessment)	42,279	Academic	Poor	0.18
116	Clement Allied Health	46,182	Academic	Poor	0.41
117	Brown-Daniel Library	81,291	Academic	Critical	0.43
118	Floyd-Payne Campus Center (Combined Assessment)	137,253	Administrative Services	Poor	0.11
119	Kean Hall Student Svcs (Combined Assessment)	94,970	Administrative Services	Poor	0.11
120	Boyd Residence Center	77,649	Auxiliary - Residence Life	Critical	0.5
121	Watson Residence Center	69,382	Auxiliary - Residence Life	Divest	0.52

CRV	DMC Syr	TSU Action Items/ Comments	MMC	(DMC+Action Cost)
\$19,488,385	\$6,474,642	Humanities: Controls repairs if repairing 200k HVAC VRF conversion if renovating.2M	\$2,200,000	\$8,674,642
\$10,190,994	\$3,281,538	Steam Room Repairs, DDC controls upgrade if repairing.	\$400,000	\$3,681,538
\$14,187,265	\$4,174,175	Steam Room repairs, DDC controls upgrade. 500K Roof Gutters 200K	\$700,000	\$4,874,175
\$14,169,749	\$5,831,598	Steam Room Repairs, DDC control upgrade, HVAC upgrades 2M Fire Alarm System Repairs 200K	\$2,200,000	\$8,031,598
\$27,954,170	\$2,000,286	HVAC Repairs and Controls upgrade 400K	\$400,000	\$2,400,286
\$37,463,021	\$15,654,355	Generator Upgrade. Boswell: Steam Room Repairs, HVAC heat coil replacement Controls Upgrade 500K New Elevator 250K Bathroom Upgrades 500K Roof 200K Interior/Exterior Painting 200K	\$1,650,000	\$17,304,355
		JLL Assessment Combined both buildings (Math & Chemistry)		\$0
\$18,254,259	\$10,577,740	HVAC upgrades, DDC control Upgrade 1.4M Roof (Ballast Roof want to go to EPDM) 500K	\$1,900,000	\$12,477,740
\$21,093,840	\$861,291	HVAC Mods, DDC Controls Upgrade 300K Fire Alarm Systems Repairs 200K	\$500,000	\$1,361,291
\$20,443,018	\$4,398,266	Capital Submission for New Building/Current Building needs patching. Torrence: Steam Repairs main steam. 300K	\$300,000	\$4,698,266
\$37,983,816	\$16,955,229	Hale: Steam room repairs 60K Future VRF Conversion 4M Interior Door Replacement 700K Window Replacement (Currently Single Pane) 500K Restroom Vent Upgrades 1M Generator 300K Fire Alarm Replacement 200K	\$6,760,000	\$23,715,229
\$31,105,167	\$5,728,662	HVAC Repairs and Controls upgrade 500K Generator (Emergency Backup) 300K PAC Roof needs to be replaced. Strange is currently being replaced. Both expired 2012	\$800,000	\$6,528,662
		Combined Assessment with Strange (113)PAC		\$0
\$5,018,215	\$2,060,696	Scheduled for Demo		\$2,060,696
\$26,762,803	\$11,623,802	Total Renovation (Submitted as a Capital Outlay in 2021) HVAC VRF conversion 2.2M Roof Drain Replacement 15K	\$2,215,000	\$13,838,802
		JLL Assessment Combined both buildings (118 and 119)		\$0
\$64,555,239	\$7,192,443	New Kitchen Elevator 250K Window Replacement on West, and South Side of building. Water Mitigation on Roof Auditorium Upgrades	\$333,000	\$7,525,443
\$49,229,505	\$24,493,760	Controls DDC 200K Future VRF 4M Roof Replacement 500K Generator 250K Fire Alarm 200K Bathroom upgrades 350K Restroom Vent Upgrades 1M	\$6,500,000	\$30,993,760
\$43,120,614	\$22,494,279	Watson: Controls DDC 200K Future VRF 4M Bathroom Upgrades 350K Generator 250K Restroom Vent Upgrades 1M Fire Alarm Replacement 200K	\$6,000,000	\$28,494,279



## TSU Facility Condition Report

Building Number	Building Name	Gross Sq.Ft.	Building Type	FCI-Classification	FCI-Rating
122	Eppose Residence Center	60,320	Auxiliary - Residence Life	Critical	0.44
123	Rudolph Residence Center	102,960	Auxiliary - Residence Life	Poor	0.14
199	Storage Facility	2,508	Research	Critical	0.4
200	HM Love Success Center	47,273	Academic	Critical	0.34
201	Harned Biology	18,504	Academic	Poor	0.26
202	Goodwill Manor	4,738	Administrative Services	Poor	0.21
204	Hankal Hall	40,832	Administrative Services	Critical	0.33
206	Elliott Hall	56,702	Academic	Critical	0.36
207	Murray Power Plant	14,058	Maintenance/Services	Divest	0.62
208	Queen Washington	17,374	Administrative Services	Poor	0.29
209	Temple Track Storage	360	Auxiliary - Athletics	Critical	0.32
210	Temple Track Fieldhouse	1,422	Auxiliary - Athletics	Divest	0.66
211	Gentry Center PE / REC	202,343	Academic	Poor	0.19
212	Wilson Residence Center	119,139	Auxiliary - Residence Life	Poor	0.29
213	McWherter Administration	24,350	Administrative Services	Good	0.05
214	Practice / Events Bldg.	5,824	Auxiliary - Athletics	Critical	0.31
215	Softball / Track Facility	3,589	Auxiliary - Athletics	Divest	0.43
216	Wellness Center	10,557	Auxiliary - Athletics	Good	0.03
217	Outdoor Basketball Pavilion	18,600	Auxiliary - Athletics		
218	Tennis Fieldhouse	1,600	Auxiliary - Athletics	Divest	0.58
219	Indoor Practice Facility	60,761	Auxiliary - Athletics	Good	0.01
300	President's Residence	6,466	Auxiliary - Single Family Dwelling		

CRV	DMC 5yr	TSU Action Items/ Comments	MMC	(DMC+Action Cost)
\$37,270,086	\$16,478,855	Eppse: Controls DDC 200K Future VRF 4M Roof Replacement 500K Generator 250K Fire Alarm 200K Bathroom upgrades 200K Restroom Vent Upgrades 1M	\$6,350,000	\$22,828,855
\$51,497,695	\$7,302,321	Damper repairs, Duo temp repairs 100K New Elevator 250K Restroom Vent Upgrades 1M	\$1,350,000	\$8,652,321
\$1,055,197	\$420,754			\$420,754
\$29,594,330	\$9,979,656	Main Steam Room Replacement, HVAC upgrades if repairing 2M Fire Alarm System Replacement 250K Interior Wall Repair	\$2,250,000	\$12,229,656
\$8,212,978	\$2,172,408	Ceiling Tile 25K Interior Painting 45K	\$270,000	\$2,442,408
\$2,530,251	\$524,748	New Elevator 250K, Windows & Trim 100K DDC Controls 40K	\$390,000	\$914,748
\$22,801,537	\$7,537,587	Windows 150K Generator 250K	\$400,000	\$7,937,587
\$23,002,808	\$8,247,032	Total Renovation. HVAC Upgrade to VRF, and DDC upgrade 1.5M Roof Replacement 300K Plaster Repairs 25K Exterior Brick (Weep Holes)100K Fire Alarm System 200K	\$2,125,000	\$10,372,032
\$42,071,237	\$26,237,677	Tighten Security 200K Boiler Replacement within 5 to 10 years ? Chiller Replacement within 5 to 10 years ? Fire Alarm Systems Replacement 300K	\$500,000	\$26,737,677
\$7,960,889	\$2,316,083	HVAC, DC Controls, Ventilation 700K	\$700,000	\$3,016,083
\$147,360	\$46,984	Sink Hole, Railing needs replacement?		\$46,984
\$635,560	\$419,818			\$419,818
\$55,551,892	\$10,805,250	Renovation of Pool Area, (HVAC, Lighting, Controls, Generator) 1M Building HVAC and Ventilation 10M Accordion Doors at Gym area 500,000 Bathroom Upgrades 755 Exterior upper wall replacement 2.1M Roof replacement Track Resurfacing	\$13,600,000	\$24,405,250
\$49,553,495	\$14,232,055	Wilson: Controls DDC Pipe Insulation 350K Future VRF 5.5M Fire Alarm 200K Window Replacement 600K Generator 250K	\$6,900,000	\$21,132,055
\$13,061,145	\$588,660	Steam repairs, and Controls upgrade if repairing 400K HVAC VRF conversion if renovating 1.6 M	\$2,000,000	\$2,588,660
\$1,584,316	\$483,770			\$483,770
\$2,352,401	\$1,015,415	Power, New dugout	\$60,000	\$1,075,415
\$3,879,201	\$123,759	HVAC, 1M Roof, 350K JLL-No Assessment	\$1,350,000	\$1,473,759
\$1,313,254	\$758,264	Enclose Building 7M (Covington Project)	\$7,000,000	\$7,000,000
\$26,492,337	\$297,370			\$297,370
\$1,099,220		JLL-No Assessment		\$0

## TSU Facility Condition Report

Building Number	Building Name	Gross Sq.Ft.	Building Type	FCI-Classification	FCI-Rating
301	Humphries Hall	71,259	Academic	DIVEST	0.58
302	Farrel-Westbrook Ag	46,220	Academic	DIVEST	0.56
303	CARP Building	9,400	Agriculture/Research	Poor	0.28
304	Lawson Agriculture	27,944	Agriculture/Research	Fair	0.1
305	Ag IT Center	4,265	Agriculture/Research	Good	0.03
306	Hale Stadium Rooms	11,800	Auxiliary - Athletics	Divest	0.99
307	Ag Biotechnology	25,302	Agriculture/Research	Good	0
308	Facilities Management	24,662	Maintenance/Services	Critical	0.34
400	General Services	17,651	Administrative Services	Critical	0.35
401	Read Hall	9,906	Administrative Services	Critical	0.49
403	Poultry Research	5,333	Agriculture/Research	Critical	0.45
404	Broiler House	7,722	Agriculture/Research		
405	Poultry House	8,778	Agriculture/Research	Critical	0.33
407	Warehouse / Receiving	4,336	Maintenance/Services	Critical	0.35
409	FM Sign Shop	900	Maintenance/Services		
410	FM Motor Pool / Recycling	16,378	Maintenance/Services	Poor	0.19
411	FM Waste Storage	360	Maintenance/Services	Good	0.03
412	Ford Apartments A	29,715	Auxiliary - Residence Life	Poor	0.12
413	Ford Apartments B	57,702	Auxiliary - Residence Life	Fair	0.1
414	Ford Apartments C	57,702	Auxiliary - Residence Life	Poor	0.11
415	Ford Apartments D	7,744	Auxiliary - Residence Life	Poor	0.15
416	New Apartments E	33,033	Auxiliary - Residence Life	Poor	0.17
417	New Apartments F	31,857	Auxiliary - Residence Life	Poor	0.11
418	New Apartments G	33,033	Auxiliary - Residence Life	Poor	0.16
419	New Apartments H	7,744	Auxiliary - Residence Life	Poor	0.26
500	Headhouse	1,960	Agriculture/Research	Critical	0.46
501	Greenhouse (501)	2,522	Agriculture/Research		
502	Greenhouse (502)	2,522	Agriculture/Research		
503	New Greenhouses	9,330	Agriculture/Research		

CRV	DMC Syr	TSU Action Items/ Comments	MMC	(DMC+Action Cost)
\$36,049,883	\$20,817,624	Migration Plan is investing money in this building. Deficiencies were observed including: The switchgear has exceeded the expected useful life. Equipment is obsolete and replacement parts may be expensive and difficult to acquire. HVAC VRF conversion Controls. 3M Windows. 755 Exterior walk way and stairs (ADA)755 2nd and 3rd Floor lab infrastructure	\$3,000,000	\$23,817,624
\$13,076,065	\$7,273,554	Migration Plan is investing money in this building. Deficiencies were observed including: The switchgear has exceeded the expected useful life. Equipment is obsolete and replacement parts may be expensive and difficult to acquire. HVAC VRF conversion Controls. 300K	\$300,000	\$7,573,554
\$4,497,609	\$1,253,157			\$1,253,157
\$10,918,230	\$1,043,587	HVAC Replacement VRF conversion 1.5M	\$1,500,000	\$2,543,587
\$2,669,502	\$82,910	HVAC Minor Repairs 5K	\$5,000	\$87,910
\$12,241,844	\$12,062,054	HVAC VRF conversion 1M	\$1,000,000	\$13,062,054
\$16,448,932	\$4,404			\$4,404
\$15,754,115	\$5,355,764	HVAC VRF conversion and controls 2M	\$2,000,000	\$7,355,764
\$8,581,038	\$3,046,151	General Services: HVAC VRF conversion, Controls 1.7M Window Replacement 135,000 Fire Alarm System Replacement 250K	\$2,085,000	\$5,131,151
\$6,114,771	\$3,008,304	Install VRF, Controls. 500K Elevator replacement 250K (Sports Bar)???	\$750,000	\$3,758,304
\$2,194,919	\$979,861	Units are at end of life.		\$979,861
		Tornado Replacement		\$0
\$2,088,597	\$692,050			\$692,050
\$2,249,653	\$787,124	HVAC unit repairs 50K JLL No Assessment	\$50,000	\$837,124
\$6,663,970	\$1,282,464	Natural Gas Heaters, Add vehicle exhaust system	\$300,000	\$1,582,464
\$157,832	\$4,059			\$4,059
\$15,208,495	\$1,854,615	Apartments Heat pumps 20K each (192 Units) 3,840,000 Fire Alarm System 300K Mechanical Room Drainage (200 APTS Units) 200K 18 Balconies @ 15K each 270K	\$4,610,000	\$6,464,615
\$22,164,636	\$2,200,255	32 Balconies @ 15K per each 480K	\$480,000	\$2,680,255
\$22,134,470	\$2,429,379	32 Balconies @ 15K per each 480K	\$480,000	\$2,909,379
\$4,756,669	\$707,857			\$707,857
\$12,108,314	\$2,059,101	16 Balconies @ 15K per each 240K	\$240,000	\$2,299,101
\$14,027,476	\$1,524,544	16 Balconies @ 15K per each 240K	\$240,000	\$1,764,544
\$13,784,847	\$2,150,937	16 Balconies @ 15K per each 240K	\$240,000	\$2,390,937
\$3,907,260	\$1,000,425	Exterior Wall Repair 50K	\$50,000	\$1,050,425
\$879,561	\$408,061			\$408,061
		Tornado Repair		\$0
		Tornado Repair		\$0
		Tornado Replacement		\$0

### TSU Facility Condition Report

Building Number	Building Name	Gross Sq.Ft.	Building Type	FCI-Classification	FCI-Rating
504	Ag Education Bldg.	4,621	Agriculture/Research		
505	Grnhs Sprt	1,951	Agriculture/Research		
506	Pavilion	2,984	Agriculture/Research		
509	Organic Research Facility	2,687	Agriculture/Research		
510	Walking Horse Barn	5,747	Agriculture/Research		
511	Farm Ops Shed	2,850	Agriculture/Research	Poor	0.14
512	Pesticide Shed	1,008	Agriculture/Research	Good	0.04
521	Farm Storage Shed	620	Agriculture/Research	Good	0
532	Hay Storage Shed	3,555	Agriculture/Research		
540	Farm Lab Facility	750	Agriculture/Research	Divest	0.51
600	Avon Williams Campus	209,926	Academic	Good	0.03
610	Incubation Center	40,426	Auxiliary - Other	Poor	0.29
700	Storage Facility Cockrill Bend	7,800	Maintenance/Services	Good	0
<b>83</b>	<b>Building/Structure Total Count</b>	<b>2,747,257</b>			

\$1,122,712,982

\$329,623,381

\$99,283,000

\$428,906,381

CRV	DMC Syr	TSU Action Items/ Comments	MMC	(DMC+Action Cost)
		Tornado Replacement		\$0
		JLL-No Assessment		\$0
		Tornado Replacement		\$0
		Tornado Replacement		\$0
\$721,367	\$104,515	Tornado: Replacement		\$104,515
\$678,140	\$24,600			\$24,600
\$47,150	\$0			\$0
		Tornado: Replacement		\$0
\$341,955	\$174,115			\$174,115
\$40,305,422	\$1,260,520	Parking Gate and Lot repair, Security ? AHU Drives 100K Cooling Tower Piping 3M Fire Alarm System Replacement 400K	\$3,500,000	\$4,760,520
\$7,847,256	\$2,240,162	Parking Gate and Lot repair, Security ? Roof Replacement 350K	\$350,000	\$2,590,162
\$1,405,755	\$0			\$0

Tennessee State University  
Multi-Year Proposal

Project	Phase 1				Phase 2				Phase 3+		Total		Grand Total
	Fiscal Year 2023		Fiscal Year 2024		Fiscal Year 2025		Fiscal Year 2026		Fiscal Year 2027		State	TSU	
	State	TSU	State	TSU	State	TSU	State	TSU	State	TSU	State	TSU	
New Master Plan	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000
New Housing Plan	-	200,000	-	-	-	-	-	-	-	-	-	200,000	200,000
<b>Total</b>	\$ 500,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 200,000	\$ 700,000
<b>Infrastructure and Maintenance</b>													-
Infrastructure Planning & Construction	\$ 5,400,000	\$ -	\$ 31,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,400,000	\$ -	\$ 36,400,000
Maintenance, E&G Buildings	21,535,000	-	20,000,000	-	21,000,000	-	21,000,000	-	-	-	83,535,000	-	83,535,000
Humphries Hall*	40,000	-	-	-	-	-	-	-	-	-	40,000	-	40,000
Kean Hall*	5,020,000	-	-	-	-	-	-	-	-	-	5,020,000	-	5,020,000
Elliot Hall*	-	-	-	-	-	-	-	-	-	-	-	-	-
(Confirm Status per Master Plan)	374,000	-	-	-	-	-	-	-	-	-	374,000	-	374,000
McCord Hall*	365,000	-	-	-	-	-	-	-	-	-	365,000	-	365,000
Clay Hall*	1,266,000	-	-	-	-	-	-	-	-	-	1,266,000	-	1,266,000
Ford Complex D*	-	218,200	-	-	-	-	-	-	-	-	-	218,200	218,200
Ford Complex A*	-	215,000	-	-	-	-	-	-	-	-	-	215,000	215,000
Ford Complex B*	-	260,600	-	-	-	-	-	-	-	-	-	260,600	260,600
Ford Complex C*	-	175,000	-	-	-	-	-	-	-	-	-	175,000	175,000
New Residence Center E*	-	716,800	-	-	-	-	-	-	-	-	-	716,800	716,800
New Residence Center F*	-	185,200	-	-	-	-	-	-	-	-	-	185,200	185,200
New Residence Center G*	-	842,400	-	-	-	-	-	-	-	-	-	842,400	842,400
New Residence Center H*	-	359,200	-	-	-	-	-	-	-	-	-	359,200	359,200
<b>Total</b>	\$ 34,000,000	\$ 2,972,400	\$ 51,000,000	\$ -	\$ 21,000,000	\$ -	\$ 21,000,000	\$ -	\$ -	\$ -	\$ 127,000,000	\$ 2,972,400	\$ 129,972,400
<b>Capital Outlay Planning</b>													-
New Library	\$ 4,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,250,000	\$ -	\$ 4,250,000
Jackson Hall Renovation	1,250,000	-	-	-	-	-	-	-	-	-	1,250,000	-	1,250,000
Academic E&G Improvements, Renovation and/or New Construction confirmed by Master Plan	-	-	-	-	4,000,000	-	-	-	-	-	4,000,000	-	-
New Housing Planning, Demolitions Planning	-	3,500,000	-	-	-	-	-	5,000,000	-	3,250,000	-	11,750,000	11,750,000
Demolitions, Boyd (358 beds), Watson (316 beds), Epps (272 Beds), Wilson (540 beds)	-	3,500,000	-	-	-	1,500,000	-	-	-	3,000,000	-	8,000,000	8,000,000
<b>Total</b>	\$ 5,500,000	\$ 7,000,000	\$ -	\$ -	\$ 4,000,000	\$ 1,500,000	\$ -	\$ 5,000,000	\$ -	\$ 6,250,000	\$ 9,500,000	\$ 19,750,000	\$ 29,250,000
<b>Construction</b>													-
New Library	\$ -	\$ -	\$ -	\$ -	\$ 55,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,750,000	\$ -	\$ 55,750,000
Jackson Hall Renovation	-	-	-	-	11,250,000	-	-	-	-	-	11,250,000	-	11,250,000
Academic E&G Improvements, Renovation and/or New Construction confirmed by Master Plan	-	-	-	-	-	-	-	-	27,680,000	-	27,680,000	-	27,680,000
Center for Food and Animal Sciences (State/Grant/ARP)	18,320,000	-	-	-	-	-	-	-	-	-	18,320,000	-	18,320,000
New Housing	-	-	-	-	-	56,500,000	-	-	-	-	-	56,500,000	56,500,000
New Housing	-	-	-	-	-	-	-	-	-	93,800,000	-	93,800,000	93,800,000
<b>Total</b>	\$ 18,320,000	\$ -	\$ -	\$ -	\$ 67,000,000	\$ 56,500,000	\$ -	\$ -	\$ 27,680,000	\$ 93,800,000	\$ 113,000,000	\$ 150,300,000	\$ 263,300,000
<b>Grand Total</b>	\$ 58,320,000	\$ 10,172,400	\$ 51,000,000	\$ -	\$ 92,000,000	\$ 58,000,000	\$ 21,000,000	\$ 5,000,000	\$ 27,680,000	\$ 100,050,000	\$ 250,000,000	\$ 173,222,400	\$ 423,222,400

\* Representative Love Listed Projects, assigned cost is Year 1  
JLL/Prosrite

**Tennessee State University**

**Board of Trustees**



**Housing  
Special Committee  
Report**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 17, 2022

ITEM: Housing Special Committee Report

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or designee will report on matters related to this agenda item.

**Tennessee State University**  
**How TSU is Addressing the Current Housing Challenges**  
**October 31, 2022**

## **How TSU is Addressing the Current Housing Challenges**

### **Overview of Tennessee State University**

Tennessee State University is a comprehensive, urban, land-grant university founded in 1912 in Nashville, Tennessee. Through successive stages, TSU has developed from a normal school for Negroes in 1912 to its current status as an international university with students from 46 states and more than 50 countries. TSU is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) which was first obtained in 1946. The university has a Carnegie R2 Research Classification indicating that TSU has high research activity. With an enrollment of over 9,000 students, TSU prepares students for professional success by offering 40 bachelor degree programs, 25 masters, 8 doctorates and 14 professional certificates.

### **Mission Statement of Tennessee State University**

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.

### **Vision Statement of Tennessee State University**

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.

### **Objective of TSU Housing Department**

The primary objective of the Department of TSU Housing and Residence Life is to be a premier residential environment that provides students a safe, comfortable, affordable, and engaging living and learning experience, while promoting student personal development and academic success. Another objective is to enhance communications and messaging to the students regarding housing, and resolve any housing matters internally.

## The Status of TSU'S Housing

The status of TSU's housing environment is based on three key factors: 1) the current availability of housing on campus; 2) enrollment trends and projections; and 3) the Nashville area housing market.

<b>Current Housing Availability at TSU</b>					
<u>Residence Hall</u>	<u># of Beds</u>	<u>Yr Opened</u>	<u>Res Hall</u>	<u>Type</u>	<u>Room Rate</u>
Boyd	364	1951	M	Traditional	\$1,391-\$3,929
Wilson	550	1964	F	Traditional	\$1,391-\$3,929
Watson	318	1966	M	Traditional	\$1,391-\$3,929
Hale	320	1967	C	Suites	\$1,448-\$2,209
Eppse	274	1968	F	Dorm	\$1,391-\$3,929
Rudolph	420	1995	F	Suites	\$1,448-\$2,209
Ford Residence Center	450	1998	C	Apt	\$3,476
New Residence Center	284	2002	C	Apt	\$3,476
New Residence Hall	<u>700</u>	2022	C	Apt	\$4,562
Total	3,680				

## Demand for on-campus housing

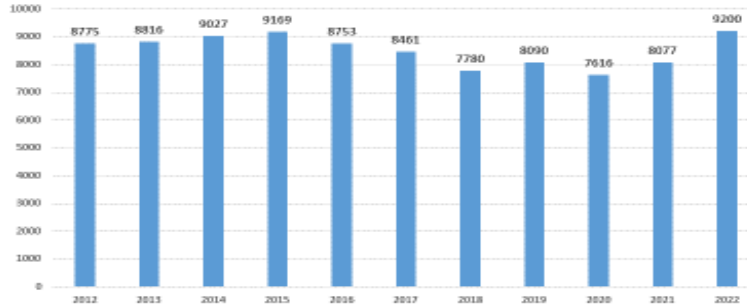
The current campus-on housing capacity is 3,680 beds. Typically, we would take housing applications for about 15% above the capacity. This takes into consideration the projection for students who either decided not to attend TSU or found off-campus housing options. The unprecedented number of housing applications for freshman students was unexpected, and overwhelmingly challenging for the TSU staff.

With the large number of applications for first-time students as well as the significant number returning upper class students, it became difficult to determine the number of actual students who would be attending TSU during the fall 2022 semester. We added students to the wait list in the hopes of being able to offer additional off campus housing options.

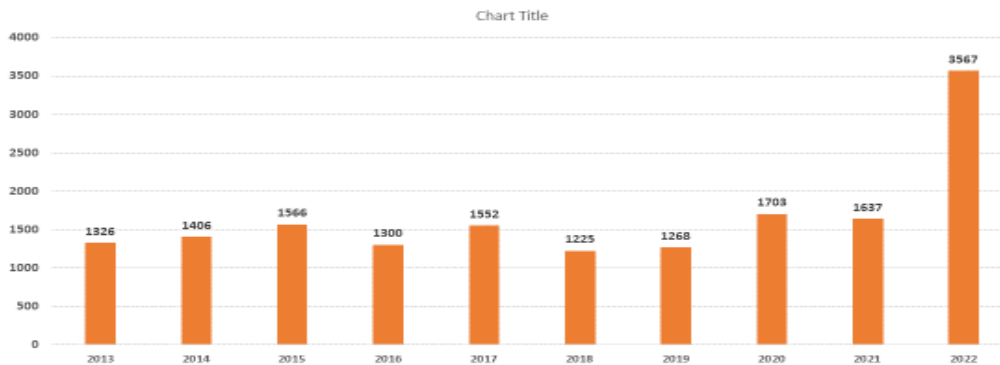
## Enrollment

TSU's record enrollment is a key factor that has contributed to the significant increase in demand for housing. For the fall 2022 semester, TSU experienced the largest first-time freshman enrollment of 3,567 students, and the largest overall student enrollment in the school's history, topping 9,200 students.

## Enrollment for Last Ten Years



## Enrollment for First-Year Students



This significant increase in enrollment, coupled with the lack of available housing, support the high demand for on-campus housing. The current supply of 3,680 beds on campus and requests of nearly 5,000 beds demonstrate that the inventory of housing on campus does not support the current demand for housing. Without sufficient housing, TSU is forced with the choice of either telling students to return home and not continue or start their enrollment at TSU.

The 5-year average of first year students for 2017-2021 is around 1500 students (1,479). This year we had more than double that number at over 3500.

In addition, we had an unprecedented enrollment yield. Typically, 29% or 30% of students who are accepted to TSU actually enroll at TSU. For example, when a student is accepted at TSU, he or she is likely to also get accepted to other schools such as Fisk, MTSU, Memphis, and others. But this year, 41% of our students who were accepted to TSU, actually enrolled and attended TSU. The difference in yield – some 1,500 students – caused us to need more housing, and directly contributed to the housing challenge.

### **The Nashville Housing Market – the High Cost of Living**

The Nashville housing market has also emerged as a critical factor in the significant increase in demand for University-supported housing. The high cost of living in Nashville has caused students who had lived off-campus in the past to seek to return to campus due to lack of affordability in the Nashville market. The housing rental market in the Nashville area has grown exponentially.

The literature shows that last year alone, the cost of rental property increased by approximately 30%. And property around TSU is being purchased by investors who offer properties for rent at prices that have become unaffordable. According to a report by the rental platform Zumper, the average apartment rent has significantly increased by 29% over the last year. It further suggests that individuals looking to move to Nashville should expect to pay no less than \$1,790 a month for a one-bedroom apartment. Similarly, Costar, a leader in commercial real estate information on analytics, presented data that showed the average monthly apartment rental rates in Nashville jumped more than 10 percent in 2021, climbing to \$1,817 per month by December of 2021.

This brings us to the third critical factor. Unlike other public universities in Tennessee, private real estate developers have not developed private student housing adjacent to TSU. In fact, the development around TSU has rents that are well above the affordable housing rates that TSU has tried to maintain. This, coupled with the increased housing costs as well as the lack of affordable housing in Metro Davidson County, has forced students to return to on-campus housing as their only option.

As a result, many students, a large percentage of whom already come from economically disadvantaged backgrounds, can no longer afford to live off-campus in the Nashville area. It has been our experience that upper classmen prefer to live off-campus and seek to move to off-campus

housing. But our junior and senior students who prefer to live off-campus have sought to return to on-campus housing due to being priced out of Nashville.

This is compounded by the fact that there are several other universities and higher education institutions in the Nashville area. Thus, our students are competing with thousands of other students for any limited and available affordable housing. Furthermore, the traffic in Nashville has also become an impediment to living further away from campus.

### **Housing Challenges for Fall 2022**

As stated, for Fall 2022, TSU experienced the largest first-time enrollment in the history of the university with 3,567 first-time students. A significant number of those students seek to reside on campus. The total students residing in on-campus housing for Fall 2022 (including hotels) is 4,801. This includes 907 students who reside in off-campus hotels.

All students who paid housing deposits by the deadline were placed in housing. Several students continued to seek housing after the deadline had passed and were placed on a “Housing Wait List.” These students did not pay housing deposits at the time they were placed on the Housing Wait List; they only paid deposits if TSU was able to provide housing for them. The Housing Wait List initially contained 500 students, and we were able to place all but 75 of them.

### **Preferred Housing Referral Program**

The TSU Department of Housing is developing a list of preferred suggested locations for students throughout the city for students to consider. In this initiative, TSU identifies private off-campus housing options for students to pursue. Each off-campus property owner must meet a predetermined set of conditions to be listed in this preferred program. These properties will be made available to students seeking housing.

### **Housing Plan for Spring 2023**

For Spring 2023, it is estimated that TSU will need 4,360 beds. Total available beds is determined to be 4,404 as shown below.

<b>Beds Available for Spring 2023</b>		
On-campus availability		3,680
House of God	150	
Supplemental beds	<u>158</u>	
Subtotal	3,988	
Hotels (2)	416	
Total beds available		4,404

<b>Projected Need Spring 2023 (Based on 5 yr average)</b>			
	<b>Fall Occupancy</b>	<b>Spring Occupancy</b>	<b>% Returning for Housing in Spring</b>
2017-2018	3098	2863	92.41%
2018-2019	3008	2635	87.60%
2019-2020	3063	2753	89.88%
2020-2021	1912	1626	85.04%
2021-2022	3258	2972	91.22%
Five year average			<b>89.61%</b>
a			

From the table above, approximately 90% of students return to housing for the spring semester. Using 90% as an indicator, TSU projects that 4,320 beds will be needed. The projected 84 bed overage allows for additional flexibility in student housing requests.

For the spring 2023 semester, the State Building Commission has approved the use of two hotels and an off-campus housing facility adjacent to campus. To facilitate the needs of the students, the housing portal will open in February 2023 which is one month earlier than in the past, for students to apply. The wait list also will close much earlier.

At this time, we believe the use of these off-campus housing facilities will meet this semester's demand and need for student housing, especially given the fact that several students will graduate in December of 2022, and around 10% of the students unfortunately may not return to school in January.

While we have in place a housing plan next semester, we recognize that this is not a sustainable or cost-effective approach to housing our students long term. We also recognize that student demand for housing is not likely to abate anytime in the future, as we project sustained enrollment growth.



Thus, we are taking several measures to address the housing demand issue, and to ensure that we do not encounter the same challenges as we did this fall.

### **Measures taken to address the issues associated with housing demand**

Several measures have been implemented to address the issues associated with housing. First, we are modifying our housing related application and decision timeline to move up the housing deadlines. This should incentivize students to pursue on-campus housing earlier in the process.

Second, we are closing the housing wait list much earlier. This enables the university to plan earlier with respect to housing options. This approach may also encourage students to pursue their own housing sooner if they understand their housing status earlier, and if they completely understand that housing at TSU is full.

Third, we are improving communications between various departments at the university. These include Enrollment Management, Residence Life, Financial Aid, Facilities Management, and Academic Affairs. This will provide a more collaborative picture of students who have applied to TSU and made a commitment to attend TSU and request to live in campus housing.

Fourth, we are expanding and enhancing our housing referral program to identify more private off-campus housing options and help facilitate and support bringing students together with private housing options in the Nashville area.

Fifth, we are pursuing the acquisition of off-campus housing facilities near campus to expand our housing inventory more immediately.

Finally, we have been working with the State Building Commission to fast track the construction of two new residence halls, with an anticipated completion date of not later than fall of 2025.

### **Housing Plan for Fall 2023 and Spring 2024**

Housing needs for Fall 2023 and Spring 2024 will be similar to our current needs, with both the hotel needs and preferred housing referral program. Housing needs again will likely include up to five hotels. This will be necessary to house the number of students projected based on enrollment growth. It is anticipated that 4,800 students will request housing for Fall 2023. We will seek permission from the State Building Commission to enter into leases with up to five hotels.

### **Housing Plan for Fall 2024 and Beyond**

The future of housing at Tennessee State University is at a pivotal point in positioning the university for growth and sustainability for students seeking a higher education. Given the previously mentioned challenges pertaining to the cost to reside in the Nashville area, students seeking to attend TSU will be faced with numerous challenges to live in reasonable proximity to the only state-supported university in Nashville, Tennessee. To accommodate the State of Tennessee's various educational related goals, including educating a desired percentage of citizens by a designated date, a transformation of the campus housing at Tennessee State University is required.

Additionally, the current conditions of some of the existing resident halls are obsolete and substandard to students entering college today. TSU still has four of the seven residence halls that still have community showers (not including the apartments). This is unacceptable to today's student and severely hurts our recruitment efforts.

The university has completed its assessment of the older facilities and has been determined that replacing the older facilities is more cost effective than attempting to do major renovations in several of the residence halls.

TSU is currently working with the firm of Moody Nolan to prepare its Campus Master Plan. The data collected from this document support the need for additional housing to meet the current housing needs of students. These data support a 1,000 additional bed facility to meet the housing need. Moreover, the Housing Committee of the TSU Board of Trustees is assessing the university's future housing needs including, in addition to housing for undergraduate students,

housing for graduate students, family housing, and housing for TSU employees to meet the overall housing needs of our campus community.

It is our hope that the State Building Commission will soon approve the construction of the two new residence halls with a total capacity of 1,000 beds.

**Tennessee State University**

**Board of Trustees**



**Approval of Bank  
Reconciliation Policy**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of Bank Reconciliation Policy

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

President Glover or her designee will discuss the updated revisions to the Bank Reconciliation Policy, including changing the time period for reconciling the bank accounts from sixty to thirty days.

**MOTION: To approve the updated Bank Reconciliation Policy, as contained in the Board materials for the Board's November 17, 2022, meeting.**

Previous Policy:

General Accounting

Reconciliation of the Bank Accounts (5.08.17)

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**PURPOSE**

The purpose of this policy is to establish guidelines for reconciling the operating bank account.

**POLICY**

The reconciliation of the bank accounts will be prepared and completed within 60 days of the close of the month. The results will be reviewed and approved by the Assistant Director of General Accounting and Accounts Payable or the Associate Vice President for Business and Finance. Material errors or irregularities discovered in reconciling the bank account will be reported to the Assistant Director immediately and resolved in an appropriate manner.

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**REFERENCES:**

None

Updated Policy:

General Accounting

Reconciliation of Bank Accounts (5.08.17)

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## **PURPOSE**

The purpose of this policy is to establish guidelines for reconciling the bank accounts.

## **POLICY**

All bank accounts will be formally reconciled at least monthly and be subject to audit. The reconciliation should be performed timely, normally no more than 30 days after the month end. When the number of accounts and/or staffing issues prevent the timely completion of the reconciliations on a regular basis, an exception to allow longer time frame to complete reconciliations may be granted. The request for an exception must be in writing, include the justification and expiration date, and be approved by the Vice President for Business & Finance.

The bank reconciliations will be reviewed and approved by the Director of General Accounting & Financial Reporting and the Controller. Material errors or irregularities discovered in reconciling the bank account will be reported to the Vice President for Business & Finance immediately and resolved in an appropriate manner.

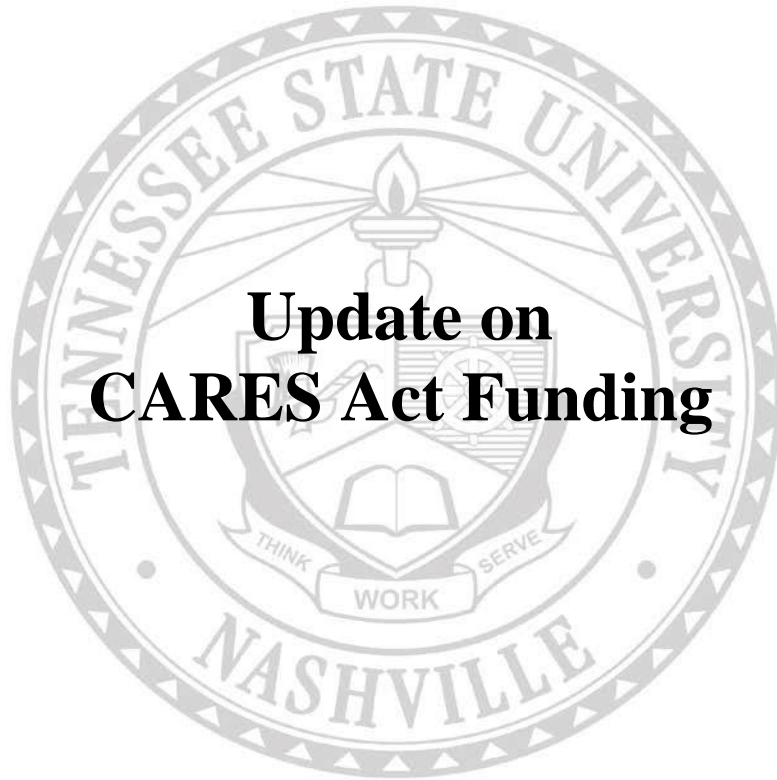
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## **REFERENCES:**

None

**Tennessee State University**

**Board of Trustees**



**Update on  
CARES Act Funding**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 17, 2022

ITEM: Update on CARES Act Funding

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or designee will report on matters related to this agenda item.

**TENNESSEE STATE UNIVERSITY**  
**Higher Education Emergency Relief Funds**  
**As of October 31, 2022**

<u>Fund</u>	<u>Total Award</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>TOTAL</u>	<u>Available</u>	<u>Primary Expense</u>
228074	3,607,331.00	3,100,800.00	456,040.00	50,214.00	0.00	3,607,054.00	277.00	Direct Payments to Students
228080	3,607,331.00	0.00	3,605,970.00	1,361.00	0.00	3,607,331.00	0.00	Direct Payments to Students
228085	11,727,888.00	0.00	0.00	7,106,020.00	(4,680.00)	7,101,340.00	4,626,548.00	Direct Payments to Students
<b>Total Student Portion</b>	<b>18,942,550.00</b>	<b>3,100,800.00</b>	<b>4,062,010.00</b>	<b>7,157,595.00</b>	<b>(4,680.00)</b>	<b>14,315,725.00</b>	<b>4,626,825.00</b>	
226047	3,607,330.00	2,414,259.00	0.00	1,193,071.00	0.00	3,607,330.00	0.00	FY20 Revenue Loss and FY22 Student Debt Reli
226051	9,699,052.00	0.00	0.00	9,699,052.00	0.00	9,699,052.00	0.00	FY22 Student Debt Relief
228086	11,600,946.00	0.00	0.00	11,600,946.00	0.00	11,600,946.00	0.00	FY22 Student Debt Relief
<b>Total Institution Portion</b>	<b>24,907,328.00</b>	<b>2,414,259.00</b>	<b>0.00</b>	<b>22,493,069.00</b>	<b>0.00</b>	<b>24,907,328.00</b>	<b>0.00</b>	
226046		0.00	2,745,694.83	3,774.43	0.00	2,749,469.26		Equipment and Supplies
221399		0.00	2,080,927.45	(3,256.99)	(3,355.87)	2,074,314.59		Laptops/Technology Upgrades
228075		0.00	9,937,034.09	1,001,239.88	(5,680.00)	10,932,593.97		Scholarships
221397	16,236,433.00	0.00	436,347.80	34,671.51	0.00	471,019.31	9,035.87	Instructional Support
228081		0.00	1,937,695.93	16,333,094.35	504,852.50	18,775,642.78		Scholarships
226050	20,177,006.00	0.00	101,920.00	1,811,369.28	(160,766.26)	1,752,523.02	(351,159.80)	Equipment and Supplies/Student Debt Relief
228084	35,309,909.00	0.00	20,881,431.81	14,428,477.19	0.00	35,309,909.00	0.00	FY21 Revenue Loss and FY22 Student Debt Reli
<b>Total HBCU Portion</b>	<b>71,723,348.00</b>	<b>0.00</b>	<b>38,121,051.91</b>	<b>33,609,369.65</b>	<b>335,050.37</b>	<b>72,065,471.93</b>	<b>(342,123.93)</b>	
<b>Cummulative Total</b>	<b>115,573,226.00</b>	<b>5,515,059.00</b>	<b>42,183,061.91</b>	<b>63,260,033.65</b>	<b>330,370.37</b>	<b>111,288,524.93</b>	<b>4,284,701.07</b>	

**Tennessee State University**

**Board of Trustees**



**Finance and Budget  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

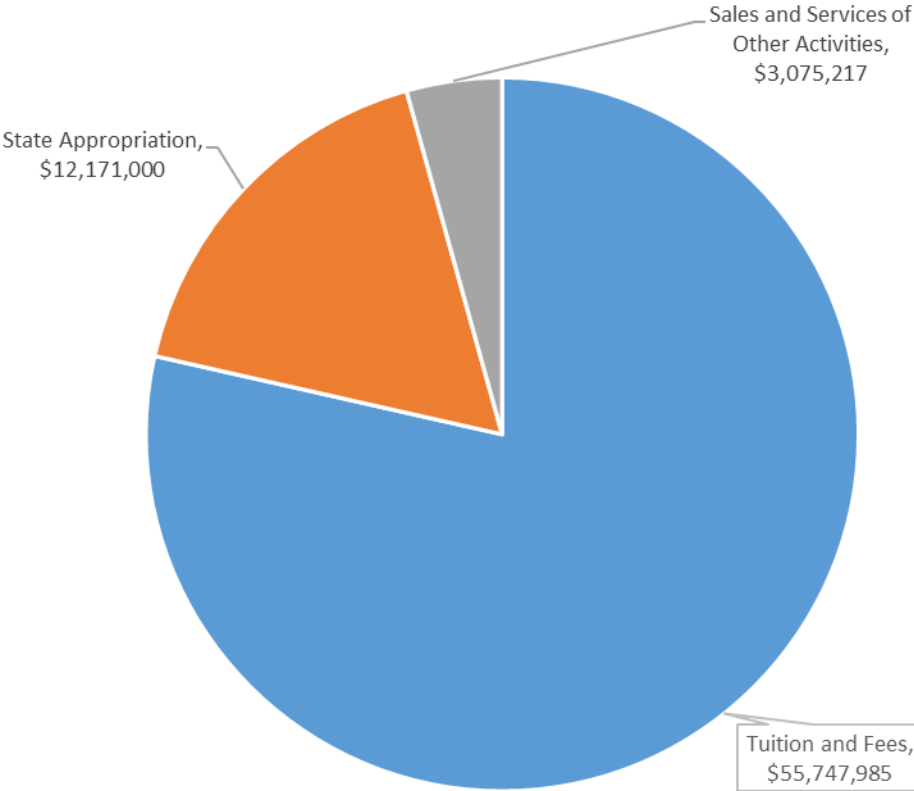
DATE: November 17, 2022  
ITEM: Finance and Budget Report  
RECOMMENDED ACTION: None  
PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or designee will report on matters related to this agenda item.

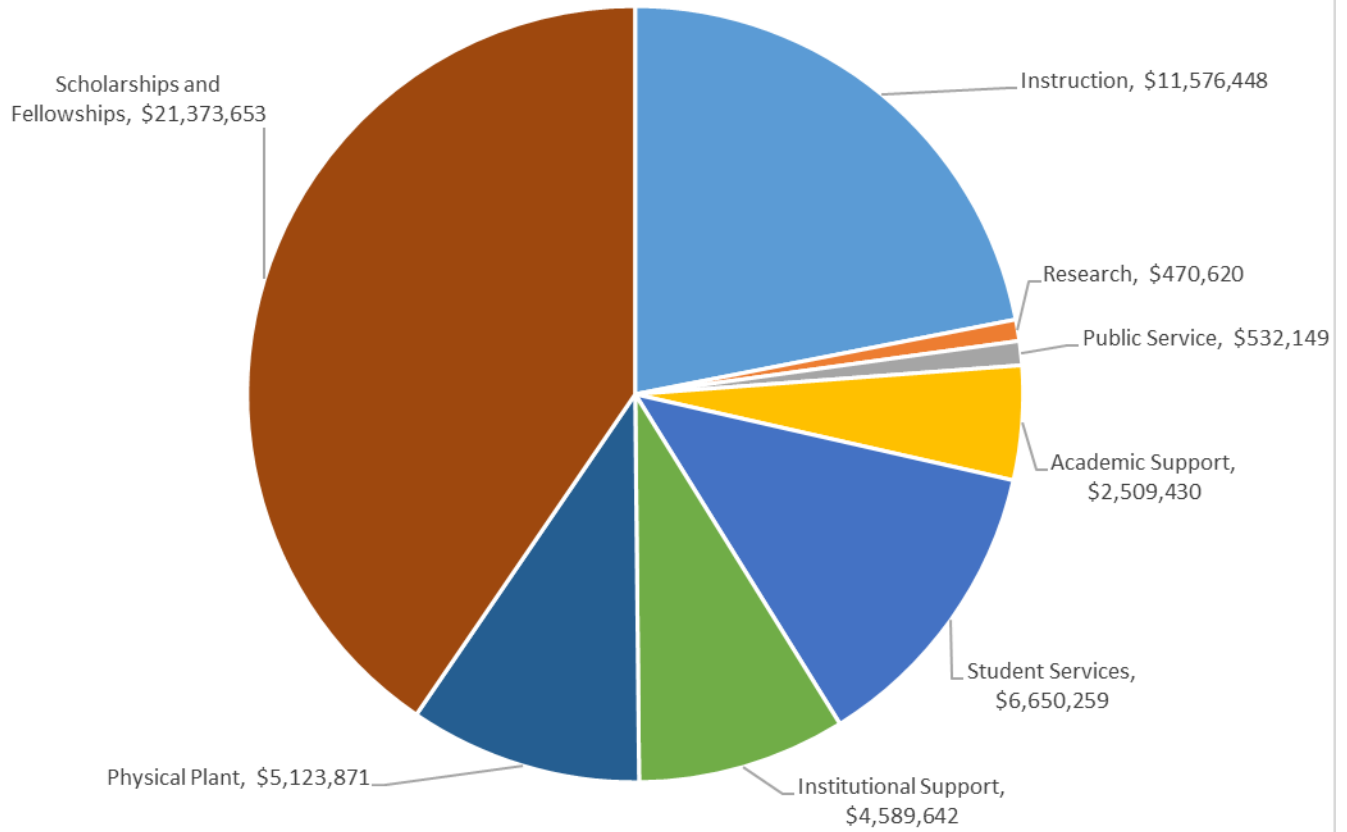
**Tennessee State University**  
**Statements of Revenues, Expenditures and Transfers - Budget and Actual**  
**Fiscal Year to Date as of October 31, 2022**

	<b>2023</b>				<b>FY2022</b>
	<b>BUDGET</b>	<b>FYTD</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>ACTUAL</b>
<b>REVENUES:</b>					
<b>Education and General</b>					
Tuition and Fees	\$ 83,931,700	\$ 55,747,985	\$ 28,183,715	66.42%	\$ 80,977,943
State Appropriation	46,531,100	12,171,000	34,360,100	26.16%	45,082,810
Federal Grants and Contracts	2,500,000	-	2,500,000	0.00%	3,676,732
State Grants and Contracts	33,000	-	33,000	0.00%	5,286
Private Grants and Contracts	47,000	-	47,000	0.00%	57,279
Foundation Gifts	-	-	-	0.00%	-
Sales and Services of Educ Depts	64,300	-	64,300	0.00%	57,058
Sales and Services of Other Activities	7,352,600	3,075,217	4,277,383	41.82%	5,176,535
Other Sources	790,000	-	790,000	0.00%	(116,119)
<b>Total Education and General</b>	<b>\$ 141,249,700</b>	<b>\$ 70,994,202</b>	<b>\$ 70,255,498</b>	<b>50.26%</b>	<b>\$ 134,917,524</b>
<b>Sales/Svs Aux Enterprises</b>					
Aux Enterprises	\$ 35,302,000	\$ 22,707,302	\$ 12,594,698	64.32%	\$ 30,584,452
<b>TOTAL REVENUES:</b>	<b>\$ 176,551,700</b>	<b>\$ 93,701,504</b>	<b>\$ 82,850,196</b>	<b>53.07%</b>	<b>\$ 165,501,976</b>
<b>EXPENDITURES:</b>					
<b>Education and General</b>					
Instruction	\$ 63,947,600	\$ 11,576,448	\$ 52,371,152	18.10%	\$ 52,840,752
Research	2,477,100	470,620	2,006,480	19.00%	1,446,038
Public Service	2,091,700	532,149	1,559,551	25.44%	2,318,412
Academic Support	11,552,600	2,509,430	9,043,170	21.72%	9,150,320
Student Services	21,795,800	6,650,259	15,145,541	30.51%	19,778,944
Institutional Support	14,683,900	4,589,642	10,094,258	31.26%	13,608,454
Physical Plant	15,831,000	5,123,871	10,707,129	32.37%	16,088,464
Scholarships and Fellowships	6,387,500	21,373,653	(14,986,153)	334.62%	8,597,445
<b>Total Education and General</b>	<b>\$ 138,767,200</b>	<b>\$ 52,826,072</b>	<b>\$ 85,941,128</b>	<b>38.07%</b>	<b>\$ 123,828,829</b>
<b>Sales/Svs Aux Enterprises</b>					
Aux Enterprises Expenditures	\$ 26,080,300	\$ 17,767,444	\$ 8,312,856	68.13%	\$ 24,651,646
<b>TOTAL EXPENDITURES:</b>	<b>\$ 164,847,500</b>	<b>\$ 70,593,517</b>	<b>\$ 94,253,983</b>	<b>42.82%</b>	<b>\$ 148,480,475</b>
<b>EXCESS (DEFICIENCY) OF</b>					
<b>OVER (UNDER) EXPENDITURES</b>	<b>\$ 11,704,200</b>	<b>\$ 23,107,987</b>	<b>\$ (11,403,787)</b>	<b>197.43%</b>	<b>\$ 17,021,501</b>
<b>TRANSFERS:</b>					
<b>Education and General</b>					
Mandatory Transfers	\$ 2,364,900	\$ -	\$ 2,364,900	0.00%	\$ 2,352,188
Nonmandatory Transfers	150,000	-	150,000	0.00%	-
<b>Total Education and General</b>	<b>2,514,900</b>	<b>-</b>	<b>2,514,900</b>	<b>0.00%</b>	<b>2,352,188</b>
<b>Aux Enterprises</b>					
Mandatory Transfers	\$ 1,313,900	\$ (141,342)	\$ 1,455,242	-10.76%	\$ 1,342,645
Nonmandatory Transfers	7,907,800	-	7,907,800	0.00%	1,078,523
<b>Total Auxiliary Enterprise</b>	<b>9,221,700</b>	<b>(141,342)</b>	<b>9,363,042</b>	<b>-1.53%</b>	<b>2,421,168</b>
<b>Total Transfers</b>	<b>\$ 11,736,600</b>	<b>\$ (141,342)</b>	<b>\$ 11,877,942</b>	<b>-1.20%</b>	<b>\$ 4,773,356</b>
<b>EXCESS (DEFICIENCY) OF</b>					
<b>OVER (UNDER) EXPENDITURES</b>					
<b>AND TRANSFERS</b>	<b>\$ (32,400)</b>	<b>\$ 23,249,329</b>	<b>\$ (23,281,729)</b>	<b>-71757.19%</b>	<b>\$ 12,248,145</b>

# Revenues Fiscal Year-To-Date 2023

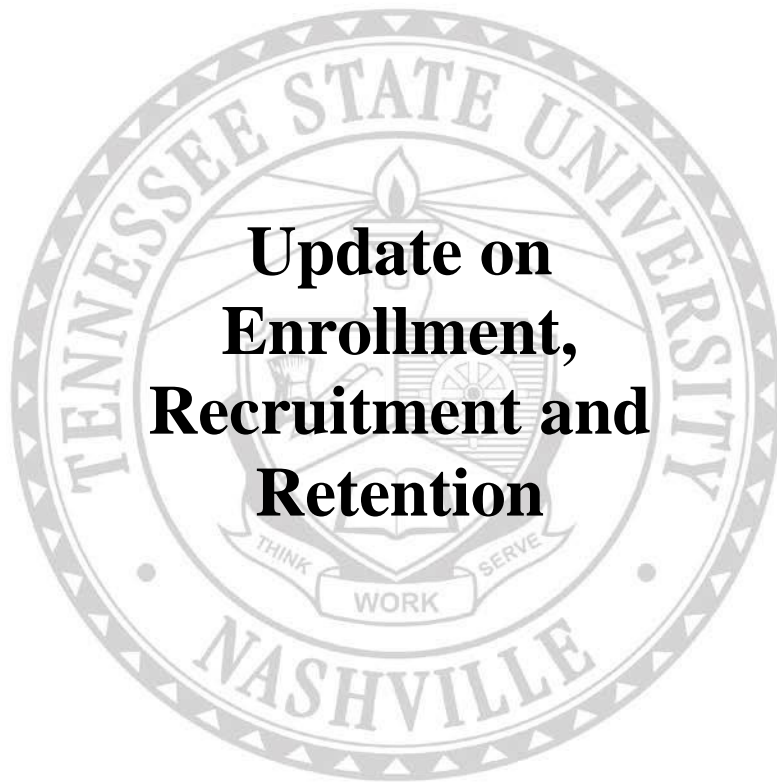


## Expenditures Fiscal Year-To-Date 2023



**Tennessee State University**

**Board of Trustees**



**Update on  
Enrollment,  
Recruitment and  
Retention**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 17, 2022

ITEM: Update on Enrollment, Recruitment and Retention

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or designee will report on matters related to this agenda item.



**BOARD OF TRUSTEES  
ENROLLMENT REPORT  
November 17, 2022**

**FALL 2022 ENROLLMENT**

Level	Headcount	FTE
UG	7678	7094.40
GR	1540	931.50
Total	9218	8025.90

**FALL ENROLLMENT COMPARISON**

Headcount				Headcount New First-Time Freshmen		
Level	Fall 2021	Fall 2022	% Diff	Fall 2021	Fall 2022	%Diff
UG	6,375	7678	20%	1637	3567	118%
GR	1,702	1540	-10%			
Total	8,077	9218	14%			

**SPRING 2023 REGISTRATION COMPARISON**

Level	Spring 2022	Spring 2023
UG	1973	3718
GR	471	428
Total Registered	2444	4146

## ENHANCED RETENTION EFFORTS

### Retention, Engagement and Support Efforts (President's Involvement)

- The President presented an inspiring keynote address at the freshman **Welcome Assembly** challenging all new first-time freshmen to *Begin with the End in Mind* and remain focused on academic success.
- Maintained the tradition of the annual **New Student Convocation** with over 3500 new first-time freshmen in attendance in the Gentry Center Complex with President Glover as the dynamic convocation speaker.
- Hosted an in-person **Chat with the President** session for all new first-time freshmen allowing our new students to share their experiences and feedback directly with the President and members of the Executive Cabinet.

### The Office of Student Success Fall Retention and Engagement Efforts

- Created an all new **Advising Quick Guide** for new first-time freshmen designed to help students connect with an advisor and register for Spring 2023 classes.
- Enhanced the advisement process for first-time freshmen with streamlined **Preregistration Workshops**, resulting in freshman being advised and cleared to register prior to the opening of spring registration.
- Educated new students through **Advising Topic Series**—focusing on degree requirements, system operation, academic credit completion, course program of study implications on financial aid and academic interventions for early alerts.
- Hosted **Freshman Registration Blitz** with first-year advising team resulting in over 2100 new first-time freshmen receiving support and registering within the first (10) days of the Spring 2023 open registration period.

### First-Year Student Development Programs

- Launched the **Bloom Academy**, a 5-week leadership development program for First-Year women. The program offers community service, etiquette, networking, and bonding among first-year women.
- Developed the first-ever **TSU26 Mentor Match** to provide the opportunity for first-year students to sign up to be matched with a Tiger PAL Peer Mentor. Four hundred first-year students signed up for a mentor. Sophomores and Juniors serve as Tiger PAL Mentors.
- Launched the all-new **BUILD Academy**, a 5-week leadership development program designed to create a sense of belonging, build character, and develop leadership skills for first-year men. The program also offers community service, mentoring, networking, and bonding opportunities.
- Developed a weekly forum for new students known as **Talk Tuesday**, a weekly opportunity designated for first-year students to speak with a dedicated FYE staff member about any concerns or issues they may be experiencing. Students are welcomed

by a student leader who serves as the SGA Representative at Large for first-year students. New Students may attend virtually or in person each week.

- Published the **Tiger Tribe Newsletter** went out to nearly 2,000 parents/supporters who signed up to receive ongoing communications from the FYE team regarding opportunities, updates and news for first-year students.

### **First-Year Experience Fall Retention and Engagement Efforts**

- Hosted numerous events and programs for new students and their parents/supporters at the start of the school year to create a sense of belonging as our new student began their college experience.
- Hosted a special event for new students called **Day 1 Ready**. This was an academic preparation event held on the first day of classes. First-year students were educated on how to understand a syllabus, provided planning tools and a notebook, and given the opportunity to talk 1-on-1 with a peer mentor about their first day of classes.
- Hosted live workshop for new students entitled, “**So, You Want to Run for Freshman Class Office,**” This was an informative program explaining the roles and responsibilities of Freshman Class Council and was used to encourage new students to run for their class office positions. The goal was to increase new student participation in SGA.
- Hosted **You Survived Your First 30 Days**, a creative social media initiative that celebrated new students on reaching this small yet significant milestone. Students were able to submit responses about their first 30 days, and those responses were posted on social media.
- Hosted the “**Postcards and Pizza**” event, an exciting engagement opportunity for new students to write a message home to their families. The Office of First Year Experience provided postage and a FREE Slim & Huskey’s pizza.
- Hosted **First Fitness**, an opportunity for first-year students to socialize and connect with their peers in a fun environment. The goal of this event was to increase physical activity due to the benefits of healthy living and provide a fun, competitive environment for first-year men.
- Hosted ongoing study sessions, **Crocs & Chill Study Jam**, a monthly study hall for first-year students. Students were invited to wear comfortable clothes and come study with their peers with snacks and study music provided.
- Launched the **FYE Tour** to increase student engagement among first-year students and create additional memorable bonding experiences in living and learning communities that house freshmen. University Ambassadors and staff visited sponsored each night of conversation, competition, and connection.
- Hosted **FAFSA Fast Break**, a social media initiative to get more first-year students to complete their FAFSA early. This event included a daily countdown until the 2023 FAFSA opened, and we went live on Instagram each day with fast tips on how to complete your FAFSA.
- First-Year Students were invited to take a **Study Break Movie Night** during study week and come watch the new documentary about Sidney Poitier. Each student received their own medium pizza from Pizza Hut and a movie ticket. UNIV 1000 students were able to attend for extra credit.

- R&B recording artist **OMARION** visited on October 27, 2022 and spoke about his new book *Unbothered: The Power of Choosing Joy* before leading students in a meditation and yoga stress reliever.



**SCHOLARSHIP PLAN**  
**University Academic Merit Awards**  
**2023-2024 Academic Year**

**Overview**

Tennessee State University is pleased to offer competitive academic scholarships for new students enrolling at TSU during the fall 2023-2024 academic school year. To be considered for an academic scholarship, new first-time freshmen and transfer students must apply for admission and be accepted to the University by **December 15, 2022**. No separate scholarship application is required for consideration for academic scholarships. However, the GPA and test score on file in the Office of Admissions will be reviewed to determine scholarship eligibility at the time of admission. Students who apply by the deadline and meet minimum eligibility requirements for an academic scholarship award will be offered the appropriate scholarship as long as funding is available. Students will receive notification of the scholarship award offers by February 28, 2023.

**Scholarships Opportunities**

The name and amount of each scholarship is listed below.

<b>Academic Merit Scholarships</b>	<b>GPA</b>	<b>ACT</b>	<b>Per Academic Year</b>
Dr. Levi Watkins/Healthcare Scholarship	3.5	28	Tuition, Fees, Housing, Meals, & Books
TSU Trailblazer Scholarship	3.5	28	Tuition, Fees, Housing, & Meals
Presidential Scholarship	3.5	28	\$9,000.00
Trustee Scholarship	3.3	25-27	\$7,000.00
Academic Excellence	3.3	24-26	\$6,500.00
TSU Dream Scholarship	3.2	21-23	\$5,500.00
Future Leader Scholarship	3.2	19-20	\$4,500.00
Diversity and Access Scholarship	3.1	19	\$4,000.00
Big Blue Scholarship	3.0	19	\$3,500.00
Guaranteed Transfer Scholarship	3.0	N/A	\$3,000.00

### **Scholarship Terms and Conditions**

Academic merit scholarships are applicable for fall and spring semesters. These scholarship awards are renewable for up to four consecutive years (8 consecutive semesters) for new first-time freshmen and up to two consecutive years (4 consecutive semesters) for new transfer students if the scholarship renewal eligibility requirements are met at the end of each semester. Academic merit scholarships are not applicable during summer terms unless otherwise noted in the official scholarship offer agreement.

Scholarships will not auto-renew if the student falls below the required criteria to maintain the award. Continuing scholarship eligibility is reviewed at the end of each semester. For scholarship renewal, students must be enrolled full-time each fall & spring semester, earn a minimum of (15) credit hours both semesters, and maintain a minimum cumulative GPA of 3.0. This information is also explained in the scholarship offer letter.

Students who receive multiple scholarship offers from the University (such as scholarships awarded through other departments but funded by Tennessee State University, including band, athletics, academic departments, deans' scholars, etc.) may be awarded the higher of the two or accept both offers if the total does not exceed the total Cost of Attendance (COA) – *Housing, Tuition, and Meals*. University-funded awards cannot be converted to cash or issued as a refund. Therefore, a student's total financial aid, including scholarships and grants, may be reduced based on specific financial aid sources restricted to Cost of Attendance (COA) limitations.

### **GPA and Test Scores**

The GPA and test score received by the Office of Admissions at the time of the scholarship review will be used for awarding purposes. When determining scholarship eligibility, we will consider the GPA based on either the 6th or 7th-semester transcript and the highest composite test score on file with the Office of Admissions (excluding writing sub-score) as of the December 15, 2022, deadline. Tennessee State University does not combine sub-scores from multiple standardized tests to formulate the student's highest composite score, also known as Super-Scores. Once the student application has been reviewed, and the scholarship offer has been sent, the offer is final. Tennessee State University reserves the right to rescind the scholarship offer if the student no longer meets the required scholarship criteria at the completion of their senior year of high school.

Additionally, the weighted GPA for scholarship consideration is preferred; however, if the high school provides only the unweighted GPA, we will use the unweighted GPA for the review of scholarship opportunities. Likewise, if the weighted GPA is less than the unweighted GPA, the unweighted GPA will be used for scholarship consideration. Unfortunately, students who graduate high school with either a GED or HiSet score will not be eligible for academic merit scholarships due to no high school GPA being provided.

### **Deadlines and Termination**

To be considered for academic scholarships, students must apply and be admitted to the University by December 15, 2022. If selected, students must accept the scholarship offered by

the scholarship acceptance deadline noted in the scholarship agreement. All expired scholarship offers not signed by the scholarship acceptance deadline listed in the contract will be terminated. Additionally, all scholarship recipients with signed agreements must also complete the following:

1. Enrollment verification/Intent to Enroll form.
2. Register for New Student Orientation.
3. Pay the housing deposit.
4. Verify their FAFSA has been submitted and received in the Office of Financial Aid by **February 28, 2023**.

Failure to complete these steps will result in the scholarship agreement being terminated. The awarding of academic merit scholarships is based on the availability of funds, and the criteria set forth by the appropriate governing bodies are subject to change without notice.



**Tennessee State University**

**Board of Trustees**



**Report on  
Institutional  
Development**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: November 17, 2022

ITEM: Report on Institutional Development

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or designee will report on matters related to this agenda item.



*"Think. Work. Serve."*  
Institutional Advancement

3500 John A. Merritt Boulevard  
Nashville, Tennessee 37209-1561  
Office: (615) 963-5287

# Institutional Advancement Strategy

## 2022 – 2025

Capturing Philanthropic Momentum

In FY 2022  
TSU raised a  
record \$8  
million+ in  
public and  
private  
support

TSU has a  
globally  
recognizable  
president

TSU has  
elevated  
athletics  
(globally  
recognized  
head football  
and  
basketball  
coaches)

HBCU  
Support  
(Unprece-  
den-  
ted influx of  
private and  
federal  
funding)

# Development Priorities

- Student Scholarships
- Alumni Giving
- Corporate Partnership

## Timeline


**All philanthropic gifts and pledges made July 1, 2022, to June 30, 2025, will be counted towards the goal (3–5-year period to pay off pledges).**

# Transforming Fundraising


**Aggressive Climate of Philanthropy** – Create a high performing and fully staffed IA team to grow philanthropy




**Strategic Emphasis on Focused Initiatives** – Connect alumni and stakeholder passion and interest to the needs of the University



**Increase Donor Opportunities** – Develop strong individual major and planned giving programs and corporate partnerships

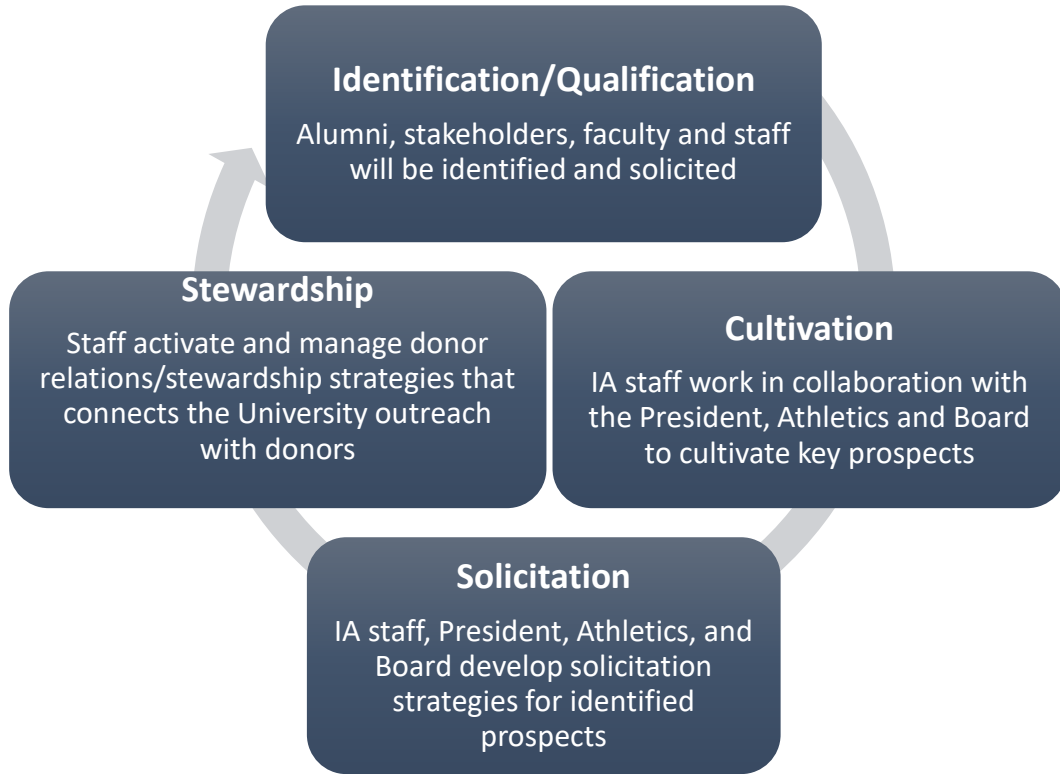


**Greater and Concise Utilization of the Board(s)** – IA team will guide them through personal major gifts and introduction of potential donors



**Expanded Stakeholder Engagement** – Extend the donor pipeline locally, regionally and nationally. Engage alumni regionally and nationally,

# Engagement Cycle



# Preparation

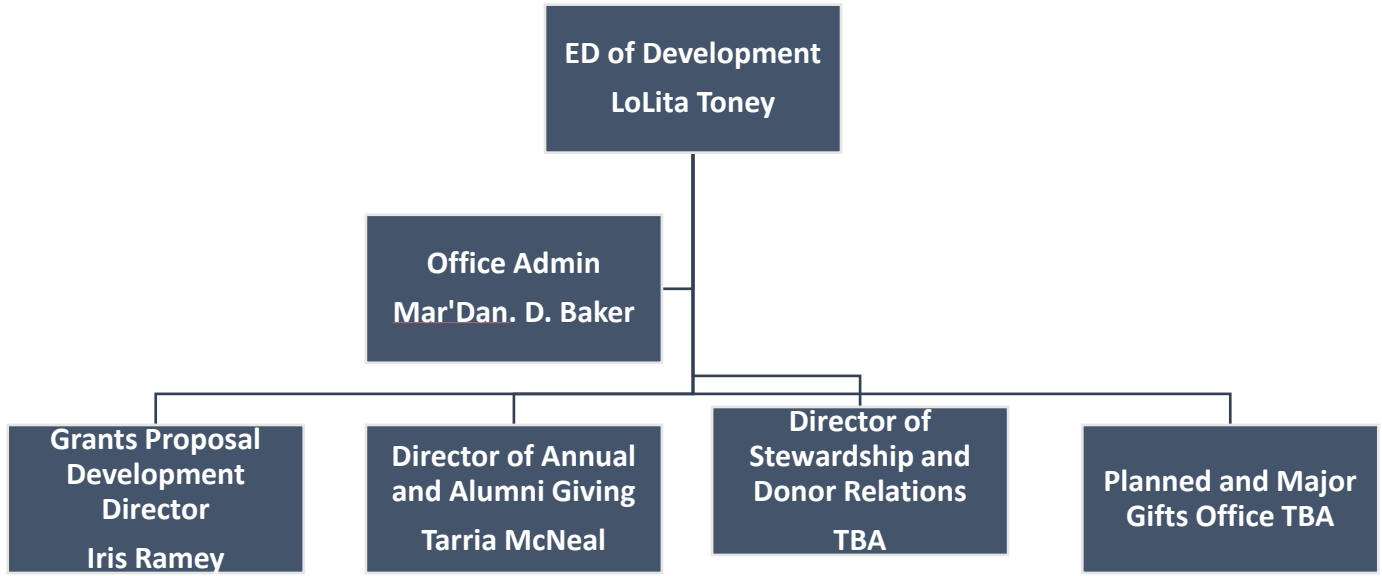




# Critical Success Factors

Level 1	Level II	Level III
<ul style="list-style-type: none"><li>• Presidential and Senior Leadership Relationships</li><li>• Trustee and Key Stakeholders Relationships</li><li>• Athletic Relationships</li><li>• Leadership Gift Commitments</li><li>• Additional Critical IA Staff</li></ul>	<ul style="list-style-type: none"><li>• Buy-in from National Alumni Association (Regional Alumni Leadership)</li><li>• Expanded Marketing and Communications</li></ul>	<ul style="list-style-type: none"><li>• Boosting Campaign Priorities</li><li>• Emphasizing Annual Giving Societies</li><li>• Deploying National Social Media Initiative</li><li>• Outreach to Regional Partners for Sponsorships and Key Events</li></ul>

# Advancement Staff To Be Hired by June 2023



**Tennessee State University  
Board of Trustees**



**Academic Affairs  
and  
Student Affairs  
Committee Report**

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

Thursday, November 17, 2022  
8:30 a.m. CST

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the September 15, 2022, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of Academic Program Modification – Change in Credit Hours – M.S. in Speech and Hearing Science
- V. Approval of Academic Program Modification – Name Change for an Existing Concentration – Information Systems within the B.B.A., Business Information Systems
- VI. Approval of New Academic Program – M.S., Agricultural Business and Leadership
- VII. Approval of New Academic Program – M.S., Accounting and Accounting Analytics
- VIII. Academic Affairs Report
- IX. Student Affairs Report
- X. Adjournment

**Tennessee State University**

**Board of Trustees**



**Approval of the  
September 15, 2022,  
Academic Affairs  
and  
Student Affairs  
Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of the September 15, 2022, 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 September 15, 2022, Academic Affairs and Student Affairs Committee meeting is included in the November 17, 2022, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 15, 2022, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's November 17, 2022, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee Meeting  
September 15, 2022  
Tennessee State University, Electronic**

**MINUTES**

**Committee Members Present:** Trustees Pam Martin, Andre Johnson, Bill Johnson, and Shaun Wimberly Jr.

**Other Board Members Present:** Trustees Deborah Cole, Van Pinnock, Richard Lewis, Obie McKenzie, and Joseph Walker, III.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Acting Interim Provost and Vice President for Academic Affairs; Douglas Allen, Vice President for Finance and Budget; Jamie Isabel, Vice President of Institutional Advancement; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Associate Vice President of Student Affairs; Dr. Quincy Quick, Interim Associate Vice President of Research & Sponsored Programs; Terrence Izzard, Associate Vice President of Enrollment Management; Gregory Robinson, Assistant Vice President and Chief of Police; Kelli Sharpe, Assistant Vice President of Public Relations and Communications; Dr. Mikki Allen, Director of Athletics; Charlise Anderson, Director, Accreditation and Assessment; Adrian Davis, Director of Internal Audit; and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

**I. CALL TO ORDER**

Chair Martin called the meeting to order at 8:41 a.m. CDT on September 15, 2022.

Trustee Martin began by welcoming student trustee, Shaun Wimberly Jr., and provided the committee with an introduction to Mr. Wimberly. Trustee Martin also thanked former Trustee Thomas for her two-year service.

Trustee Martin then 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 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 B. Johnson seconded the motion, and the motion carried unanimously by roll call vote.

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

Board Secretary Pendleton called the roll at the Committee chair's request. Trustees Pam Martin, Andre Johnson, Bill Johnson, and Shawn Wimberly were present. Secretary Pendleton announced the presence of a quorum.

### **III. APPROVAL OF THE JUNE 16, 2022, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES**

Trustee Martin moved to recommend to the full Board the approval of the June 16, 2022, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee B. Johnson seconded the motion, which was carried unanimously by roll call vote.

### **IV. APPROVAL OF ACADEMIC PROGRAM MODIFICATION – INACTIVATION OF ACADEMIC CONCENTRATION – INTERNATIONAL BUSINESS CONCENTRATION AND MINOR WITHIN THE BACHELOR OF BUSINESS**

Chair Martin announced the next agenda item as the approval of an academic program modification: the inactivation of the International Business Concentration and Minor within the Bachelor of Business. Chair Martin asked President Glover or her designee to provide pertinent information related to this agenda item.

President Glover designated Acting Interim Provost Melton to present on this item. Dr. Melton presented that there are no qualified faculty to teach the program at this time and no students are pursuing the program. After inactivating the concentration, the University will still have three years to reactivate the program if it wishes to do so.

Chair Martin moved to recommend to the full Board the approval of an academic program modification: the inactivation of the International Business Concentration and Minor within the Bachelor of Business, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee B. Johnson seconded the motion and the motion carried unanimously by roll call vote.

### **V. REPORT ON SACSCOC ACCREDITATION REVIEW MATTERS**

Chair Martin introduced the next item on the agenda as the report on SACSCOC accreditation review matters. Chair Martin asked President Glover or her designee to provide pertinent information related to this agenda item, as contained in the Board materials for the September 15, 2022, Board meeting.

President Glover designated Dr. Charlise Anderson to present on this agenda item. Dr. Anderson provided an update that the University's is on track for its reaffirmation of accreditation in 2030 with its next step to be the submission of a report to SACSCOC on September 30<sup>th</sup>. Dr. Anderson also reported that the upcoming on-site follow up visit has been scheduled for April 2023. Finally, Dr. Anderson reported that the University's request to provide 50% or more of an MBA program at the Avon Williams campus moved forward at SACSCOC's June 2022 meeting and will be reviewed, including campus visits, and discussed at the June 2023 SACSCOC meeting.

Trustee Martin thanked Dr. Anderson for her report.



## **VI. ACADEMIC AFFAIRS REPORT**

Chair Martin announced the next agenda item as the Academic Affairs Report. She noted that Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in the Board materials dated September 15, 2022. Chair Martin asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational discussion item only so no vote will be required.

Dr. Glover designated IA Provost Melton to comment on this agenda item. Provost Melton began by thanking the University employees who stepped up to help with the increase in enrollment, particularly Dr. Cheryl Seay and Dr. Johnnie Smith. Dr. Melton reported that the University has learned from the enrollment increase that occurred this fall 2022 semester and is using the information to plan ahead for spring 2023 and fall 2023. Dr. Melton also reported on retention efforts and pointed the Committee to the list of university accomplishments contained in the Committee materials.

Trustee Martin asked for information about the plan for the next semester and Dr. Melton reported on her efforts in collaboration with academic deans and other University personnel. Dr. Glover added that the University understands the seriousness of the issue, assured the Committee that the University did not and will not wait until the last minute to provide solutions, and credited Dr. Robbie Melton for her hard work when she took on the provost position in the middle of academic planning. Trustee Cole asked for specifics on when planning began to secure faculty for the student increase and Dr. Glover reported that plans were made prior to August 1 when Dr. Melton came on board as Interim Provost.

Trustee Cole acknowledged that Board members received calls regarding student complaints and reminded the University to protect its brand, particularly as it relates to customer service. Dr. Glover confirmed that customer service is a primary concern to the University, noted that HBCU culture often results in individuals calling authorities when they are unhappy, and called upon Dr. Johnson to provide additional information related to customer service.

Dr. Johnson provided information related to the University's plans for increased customer service moving forward, including some measures to be kicked off in the next five days. Trustee Bill Johnson asked how the university is engaging freshman, sophomores, and juniors who came out of COVID with no on-site university experience. Dean Stevenson reported on the efforts and successes of Student Affairs in this area. Trustee B. Johnson thanked Dean Stevenson for his efforts and encouraged the University to create Thursday night and Friday events for the students.

Trustee McKenzie asked what the University is doing in the public relations area to report on the successes of the student engagement initiatives. Trustee Lewis stated that there must be a follow up to see if the efforts are working. Trustee Bill Johnson proposed creating "Tiger Fridays" as a reason to come and stay at TSU. Trustee McKenzie asked again about PR efforts and Dr. Glover asked Kelli Sharpe to report on this item. Ms. Sharpe reported on the University's PR plan, the recent engagement of a media consultant, partnerships with media organizations, the promotion of positive news regarding the University, and the monitoring of social media platforms including follow-ups with posters. Trustee Pinnock noted that some of the efforts are reactive and less are

proactive and asked for key communications points and a communication plan to be provided to the Board. Ms. Sharpe replied that the University's plan would be sent to the Board today. Trustee Cole stated that she is holding Dr. Glover responsible for improving University customer services and asked the University to hire experts in order to maintain and improve the University's branding.

Trustee Martin asked that Dr. Glover makes sure that these items are covered at the next meeting in a report including PR efforts and strategic planning.

## **VII. REPORT ON ATHLETICS**

Chair Martin announced the Report on Athletics agenda item. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in the Board materials dated September 15, 2022. Chair Martin asked President Glover or her designee to provide pertinent information related to this agenda item. This is an informational discussion item only so no vote will be required.

Dr. Glover designated Dr. Mikki Allen to comment on this agenda item. Dr. Allen shared a brief update on Athletics including the football program's activities and the increased visibility of the football program and the Aristocrat of Bands. Dr. Allen also reported on student and community engagement opportunities in Athletics activities including upcoming Homecoming events. There are also some big games planned in future seasons, including Notre Dame, and the University is looking at ways to engage alumni and fans at away games. Dr. Allen invited everyone to attend the volleyball tournament which started that day and reported on the roll out of a new mobile fan app where users can also purchase tickets and donate to the University.

Dr. Cole thanked Dr. Allen for his report and encouraged him to look for ways to maximize customer service within Athletics. Trustee McKenzie congratulated Dr. Allen on securing the Notre Dame game.

Trustee Martin thanked Dr. Glover and Dr. Allen.

## **VIII. STUDENT AFFAIRS - HOUSING REPORT**

Chair Martin introduced the next item on the agenda as the Student Affairs Housing report. Chair Martin asked President Glover or her designee to provide pertinent information related to this agenda item.

Dr. Glover designated Dean Frank Stevenson to report on this agenda item. Dean Stevenson reported on upcoming Student Affairs events including next week's career fair and the new Tiger Patrol student employment opportunity. Dean Stevenson then provided information about the new residence hall which came online this fall semester and also listed this semester's overflow housing locations. Dean Stevenson referred the Committee to the graph in the Committee materials and discussed the housing demand trends and strategic plans for future housing including a plan to increase campus housing to over 6,000 beds in the next few years. Dean Stevenson reported that the University was able to accommodate all students who applied for housing within the open

period as well as a couple of hundred students who were on the waiting list. Dean Stevenson explained the timing of student housing assignments for the past fall semester and the factors that created the significant increase in demand for housing. The successes and challenges of overflow housing were also discussed.

Trustee Martin asked for additional information regarding staff assigned to overflow housing facilities and Dean Stevenson explained the staff and student employees assigned to each location and their duties. Trustee Martin also asked for a number of students on the housing waiting list and Dean Stevenson reported that the number is down to 140.

Trustee Bill Johnson asked about any policy or procedure changes that will push the housing decision date earlier to help avoid some of the issues. Dean Stevenson reported that the University administrators are working through the University's policies to determine future processes.

Trustee Cole noted that she is confident that the University has learned from its experience this semester and will address things differently going forward. Trustee Cole asked about the University's presentation to the State Building Commission including any alternatives presented that were not accepted. Dr. Glover provided a timeline of housing planning and requests to the State. Trustee Cole encouraged the University to have a debriefing meeting with the State Building Commission to find out how to present future requests. Dr. Glover stated that is exactly what the University will be doing at a brainstorming meeting with THEC next week.

Trustee Lewis thanked Trustee Cole for asking Dr. Glover about the details; Trustee Lewis wants this type of information to be shared with the Board in the future.

Trustee Cole stated that Dr. Glover needs to be the main communicator with the State boards.

Trustee Lewis observed that anyone related to the University who has a relationship with someone related to State government should strengthen those relationships. Trustee McKenzie agreed with this statement and added that it is an additional PR and communications strategy. Trustee B. Johnson noted that the University will have the same housing issues next fall and that the sooner we can get plans in place the better, and planning will also be helpful in proactive communications. Trustee Lewis suggested hiring a local firm with media and government connections to help with PR.

Trustee Wimberly agrees that it is important to promote the positives related to higher enrollment to students and be transparent with how the University is moving forward.

Dr. Glover thanked the Committee for this discussion and the opportunity to provide information on the University's efforts. Trustee Cole clarified that the Board is requiring the University to hire a firm to assist with communications and PR. Trustee McKenzie warned that the University should be sensitive to the fact that enemies use the negative information as an opportunity to attack Dr. Glover.

Trustee Martin thanked everyone for their comments and requested that the Board receive more information in advance regarding the University's efforts with the State.

Dean Stevenson concluded his report with information regarding off-campus overflow housing as a national trend. Dr. Glover added information regarding other HBCUs' housing challenges.

## **IX. ADJOURNMENT**

Chair Martin asked if there were any additional comments or business. Hearing none she asked for a motion to adjourn the meeting. Trustee B. Johnson and Trustee A. Johnson moved to adjourn the meeting. Secretary Pendleton called roll and the Committee members voted unanimously in favor of adjournment. The meeting was adjourned at 10:25 a.m. CDT.

**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a lamp of knowledge, a book, and a scale of justice. The shield is surrounded by a wreath. The outer ring of the seal contains the text "TENNESSEE STATE UNIVERSITY" at the top and "NASHVILLE" at the bottom, separated by small triangles.

**Approval of  
Academic Program  
Modification  
–Change in Credit Hours–  
M.S. in Speech and Hearing  
Science**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of Academic Program Modification – Change in Credit Hours – M.S. in Speech and Hearing Science

RECOMMENDED ACTION: Approval

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

The University, with the support of the College of Health Sciences, requests approval to proceed with changing the number of credit hours of the existing Speech and Hearing Science Master of Science degree program.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes revised programs, academic departments may seek the change (increase or decrease) in number of hours of an existing program by initiating an internal review process. The department initiates the review process by developing and proposing the change in the number of credit hours of an existing 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 submissions.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the change in the number of credit hours of an existing academic program or concentration. Upon approval by the Board, the University must submit notification to THEC.

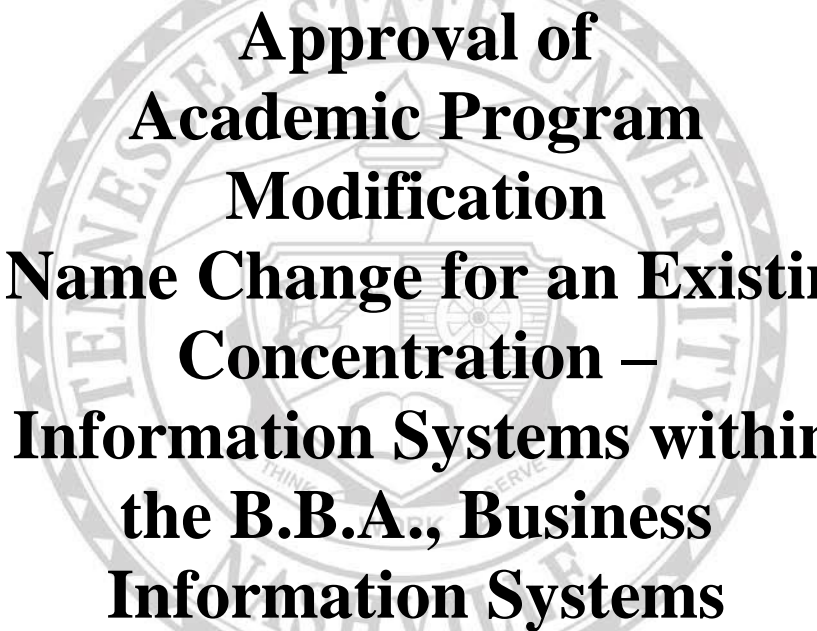
Background

The University, with the support of the College of Health Sciences, requests approval to proceed with changing the number of credit hours of the existing Master of Science in Speech and Hearing Science degree program. Underlying the request for the change is the current Academic Program Inventory (API) which lists 41 credit hours as the requirement for the Master of Science program in Speech and Hearing Science degree. However, the MS program in Speech and Hearing Science has historically required 53 credit hours (which includes both academic and clinical courses). Thus, the program submits that the 41 credit hours listed on the Academic Program Inventory should be changed to 53 credit hours.

**MOTION: To approve an academic program modification by changing the required credit hours for the M.S. in Speech and Hearing Science, as contained in the Board materials for the Board's November 17, 2022, meeting.**

**Tennessee State University**

**Board of Trustees**



**Approval of  
Academic Program  
Modification  
– Name Change for an Existing  
Concentration –  
Information Systems within  
the B.B.A., Business  
Information Systems**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of Academic Program Modification – Name Change for an Existing Concentration – Information Systems within the B.B.A., Business Information Systems

RECOMMENDED ACTION: Approval

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

The University, with the support of the College of Business, requests approval to proceed with changing the name of the existing Industry & Business Information Systems Concentration within the Bachelor of Business Administration in Business Information System degree program to the Information Systems Concentration.

Pursuant to TSU’s Academic Programs, Units and Modifications process, which includes name change for program/concentration, academic departments may seek the name change initiating an internal review process. The department initiates the review process by developing and proposing the academic modification for review at the departmental committee, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board’s Bylaws, and the Board’s Delegation of Authority to the President Policy, the Board must approve the modification of existing programs. Upon approval by the Board, THEC Policy A1.5B Academic Actions Notification: Program Name Change will be submitted.

Background

The College of Business herewith seeks approval for changing the name of the existing Industry and Business Information Systems within the Bachelor of Business Administration in Business Information System degree program to the Information Systems Concentration. The term/name “Industry” is vague and not descriptive enough, and it does not reflect any specifics as to which industry the concentration applies. The BIS department is proposing to change the concentration name to clarify that the concentration is for Information Systems and related fields. This will be a general concentration for students who do not want to pursue a major in a specific area like data analytics or e-business, and rather wish to receive a degree in general information systems/technology. The BIS department also conducted an online survey among the current

TSU students, alumni, IS/IT industry, and advisory board members. Over 86% of the survey respondents selected “Information Systems (IS)” as a more favorable BIS concentration than “Industry” which shows the College is moving in the right direction to change the name of the concentration from "Industry" to "Information Systems (IS)."

**MOTION: To approve an academic program modification by changing the name of the Business Information Systems concentration within the B.B.A. program to Information Systems, as contained in the Board materials for the Board’s November 17, 2022, meeting.**

**Tennessee State University**

**Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a lamp of knowledge at the top, a book in the middle, and a banner at the bottom with the word "WORK". The shield is flanked by two figures. The outer ring of the seal contains the text "TENNESSEE STATE UNIVERSITY" at the top and "NASHVILLE" at the bottom, separated by two small dots. The seal is rendered in a light gray, semi-transparent style.

**Approval of  
New Academic Program -  
M.S., Agricultural Business  
and Leadership**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of New Academic Program – M.S., Agricultural Business and Leadership

RECOMMENDED ACTION: Approval

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

The University, with the support of the College of Agriculture, requests approval for the proposed Master of Science in Agricultural Business and Leadership degree program and proceeding with submission of the Letter of Notification to THEC.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes new academic programs, academic departments may seek the establishment of a new academic program 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 submissions.

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

Background

The College of Agriculture herewith seeks approval for the proposed Master of Science in Agricultural Business and Leadership degree program and proceeding with submission of the Letter of Notification to THEC.

The Department of Agricultural and Environmental Sciences of the College of Agriculture proposes this request to submit a Master of Science Degree Program in Agricultural Business and Leadership. As this degree offering will not require additional university resources and expects to use existing approved faculty positions, the impact will be positive as regards faculty development, student collaboration, increased student enrollment and industry and international exposure.

One of the missions of the College of Agriculture at TSU is to improve the quality of academic programs through review, modification, and update of curricular offerings. This request for an additional academic major is, thus, consistent with the College's mission.

The newly proposed master's program in Agricultural Business and Leadership is also consistent with the University's mission of fostering scholarly inquiry and research, lifelong learning, and a commitment to service. The program will contribute to the University's mission by producing and retraining graduates with masters in Agricultural Business and Leadership and realigning curriculum to market needs, thereby providing additional employable skills to graduates. It also transforms the existing program based on input from stakeholders. The University's mission is to design and shape its instructional, research, and service programs to effectively serve Metropolitan Nashville, Middle Tennessee, the State of Tennessee, the Nation, and the global community.

In its academic master plan, TSU pledges to establish academic program priorities and to maximize the resources committed to its strengths and to new programs that respond to demonstrated need. The plan points out that growth should consider the future Tennessee job markets; priority will be given to the development or expansion of academic programs that have a direct relationship with career opportunities. Therefore, the proposed Master's degree program will contribute to the University's mission by realigning curriculum to market needs, by attracting and retaining a diverse student body and by providing additional employable skills to graduates.

To sustain the economic future of the State, there is a need to increase the number of Tennesseans who obtain higher education degrees. The Agribusiness and Agriculture Education sectors are an important component of the State's economy. The proposed program will make a major contribution to higher education in the state and beyond by increasing the number and quality of higher education graduates in the field of Agricultural business and leadership. Such graduates are needed to support the state's future development efforts.

The proposed program at Tennessee State University will provide increased degree production and will also provide additional opportunities to underrepresented or minority students. Faculty members involved in Agribusiness and Leadership have extensive research programs that will incorporate graduate students in the research process, providing additional skills not taught in the classroom.

This new program will also aid in the retention of students and act as an incentive for more students to stay within Tennessee rather than seeking higher education out of state. These educational opportunities are potential priority career paths and will be beneficial by increasing Tennessee's impact on higher education and degree production. By providing a larger pool of trained workers, this will potentially enhance Tennessee's economic development by as well as attract employers to the state.

**MOTION: To approve a new academic program, the Master of Science in Agricultural Business and Leadership, as contained in the Board materials for the Board's November 18, 2021, meeting.**

**Tennessee State University**

**Board of Trustees**



**Approval of  
New Academic Program –  
M.S., Accounting  
and Accounting Analytics**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of New Academic Program – M.S., Accounting and Accounting Analytics

RECOMMENDED ACTION: Approval

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

The University, with the support of the College of Business, requests approval for the proposed Master of Accounting and Accounting Analytics degree program and proceeding with submission of the Letter of Notification to THEC.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes new academic programs, academic departments may seek the establishment of a new academic program 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 submissions.

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

Background

The College of Business, requests approval for the proposed Master of Accounting and Accounting Analytics degree program and proceeding with submission of the Letter of Notification to THEC.

On behalf of the Department of Accounting, we are presenting the proposed academic program: the Master of Accounting and Accounting Analytics. This proposed program of 30 credit hours to be completed in 12 months is designed as an innovative, technology-based accounting master's degree. The proposed academic program is aligned with the Tennessee Higher Education Commission (THEC) State Master Plan and TSU and College of Business mission statement.

According to THEC Master Plan, “as emerging technologies have created a pace of change faster than at any time in history, navigating this challenge requires the full commitment of our colleges and universities.” This proposed academic program is in response to changes in the business and accounting industry, changes on the CPA (Certified Public Accountant) Exam and in our AACSB accreditation standards, and technology advancements in accounting. Majority of our accounting students (98%), when surveyed last April, expressed the need for this program. The Accounting Advisory Board of the Department of Accounting strongly supports this program.

The proposed academic program will allow students who have completed undergraduate degrees to further their education and earn the appropriate graduate level credentials needed for successful careers in accounting-related fields and meet educational requirements to sit for the newly revised CPA Evolution CPA Exam (2024). The current MBA-Concentration in Accounting program does not allow graduates to meet those educational requirements.

The attached proposal (see Appendix II) includes detailed information regarding the proposed new academic program, including: Overview, Background, Feasibility Study, and Letters of Support. Described are also key components for this proposal that include admission requirements, curriculum, program structure, as well as tuition and fees.

**MOTION: To approve a new academic program, the Master of Science in Accounting and Accounting Analytics, as contained in the Board materials for the Board’s November 18, 2021, meeting.**



**Tennessee State University  
Board of Trustees**



**Academic Affairs  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 17, 2022

ITEM: Academic Affairs Report

RECOMMENDED ACTION: None

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

The President and/or designee will provide a report on Academic Affairs.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM  
**ACADEMIC AFFAIRS REPORT**  
November 17, 2022

This overview is to provide an update from the opening of the Fall 2022 Semester to our Midterm period. The Office of Academic Affairs worked collaboratively with the deans, chairs, faculty and staff in monitoring the academic status of the students by implementing the EAB (early academic alert system) to provide the academic support services and tutoring to identified students. In addition, a strategic Retention Plan was established with the Office of Enrollment Management, Advising, and the Academic Success Center that included assigning a Retention Coordinator to each of the colleges, as well as two student mentors from the respective majors to mentor with students.

Furthermore, the Office of Academic Affairs Team scheduled on-site forums at each of the off-site hotels to find out from the students their academic needs, challenges, and accomplishments. Thus, the results of this information will further provide insight regarding the academic needs of students off-site and online. One recommended enhancement is to arrange for the tutors to provide on-site support at the off-site centers.

Furthermore, to assist with the increased number of new freshmen, we created an Educational Plan that includes Curriculum Mapping and, Careers Awareness in alignment with our SACSCOC – Quality Education Plan (QEP).

## **OAA UPDATES**

Academic Affairs continues to offer new opportunities for program, staff, and faculty development. Below are some of the development opportunities and initiatives available to TSU faculty initiated by the Office of the Provost and Vice President for Academic Affairs.

- **Title III:** The Collaborative Research-Racial Equity Project (CRRE) received an \$8.8 million, five-year grant from the National Science Foundation to examine undergraduate Black students' postsecondary STEM experiences.
- **International Programs:** TSU appointed as Chair on the HBCU Africa Education Coalition (HAEC) . Plus, the US Department of State's Fulbright Program named Tennessee State University as an HBCU Institutional Leader in Fulbright.
- **SMART Immersive Teaching and Learning Research Center:** Received the first place international award for Technology Innovation for Academic eSports with 5G from T-Mobile with an award of \$25,000
- **Open Education Resources (OER)** – TSU awarded a special partnership grant with the Massachusetts Institute of Technology (MIT), the California System of Higher Education, and MERLOT.org, by the William and Flora Hewlett Foundation, in overseeing the Open Education Diversity and Cultural Collections.
- **College of Engineering:**
  - Achieved ABET accreditation renewal for four (4) Engineering Programs (Civil, Architectural, Electrical and Mechanical Engineering) and Computer Science
  - Hosted the 29th AMIE Annual Conference September 27-27, 2022; 200 in attendance including 11 Deans from ABET-accredited HBCUs

➤ **College of Health Sciences –**

- As of September 30, 2022, May 2022 graduates of the BSN program have taken and passed the NCLEX-RN exam on the first attempt with a 100% pass rate.
- The Dental Hygiene program has been reaccredited by the Commission on Dental Accreditation (CODA). There are some reporting requirements that go with the program's reaccreditation and the program is working diligently to address CODA's request for more information. Additionally, the Departments of Speech Pathology, Public Health and Health Administration, among others, successfully submitted self-studies or interim accreditation reports to respective accreditation organizations.
- COHS continues to provide free or low-cost health services to the community through its three in-house clinics. In addition to community service, the clinics also serve as educational sites for students matriculating through their respective programs under the supervision of program faculty and clinical supervisors. The clinics include:
  - Dental Hygiene Clinic – Clement Hall
  - Tiger Community Rehabilitation Clinic (Physical and Occupational Therapy) – Health Sciences Building
  - Speech Pathology Clinic – Avon Williams Campus
- Note: The Tiger Community Rehabilitation Clinic, a student-run pro-bono clinic, experienced increases in volunteer and student participation in the clinic and an elevated awareness of services in the community.

➤ **Honors College –**

- The Honors College hosted the HONORS T.E.D. that impacted honor students across all disciplines.

The Office of Academic Affairs continues to seek opportunities to enhance teaching and learning, improve educational outcomes, and deliver exceptional services across campus. As we embark on a new academic year, the Office of AA is already planning several new initiatives to engage faculty, staff, and students in processes aimed at improving and enhancing our campus, communities, and preparing for the global digital workplace.

**Tennessee State University  
Board of Trustees**



**Student Affairs  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: November 17, 2022  
ITEM: Student Affairs Report  
RECOMMENDED ACTION: None  
PRESENTED BY: Chair of Academic Affairs and Student Affairs Committee,  
Trustee Pamela Martin

The President and/or her designee will provide a report on Student Affairs.

# Student Affairs Board Report

## Housing

A Housing update will be presented in the Finance and Budget Committee meeting.

## Career Development Center

The Career Development Center continues to create new engagement opportunities to connect TSU students with future and current job opportunities. This work includes helping student to examine their skills, values, and interest as they focus on their career pathways Below are a few highlights from the Fall 2023 semester achievements.

\*First Generation students will have access to an online service designed to equip students for internships and job searching techniques called GoinGlobal.

\*The Career Center received a grant from NIKE, Inc. in the amount of \$100K to expand career pathway opportunities at TSU.

\*The Fall 2022 Career Fair was the largest attended by students and employers. Over 1000 students attended and over 240 employers participated.

\*Thurgood Marshall College Fund provided TSU students collectively over \$286,561 this academic school year.

\*We have two students who represented the University as Ambassadors for Federal Express – Mr. Shawn Wimberly Student Trustee and Ms. Breana Jefferson. Ms. Jefferson will be traveling to represent TSU in Pittsburgh PA in November. Mr. Wimberly represented the University on Wall Street.

\*JCP Suit Up event is an annual program designed to motivate students to dress for success. Over 100 students participated and received gift cards between \$25 and \$100. They also received a discount of 60% off on certain professional clothing.

**Tennessee State University  
Board of Trustees**



**Executive Committee  
Report**



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

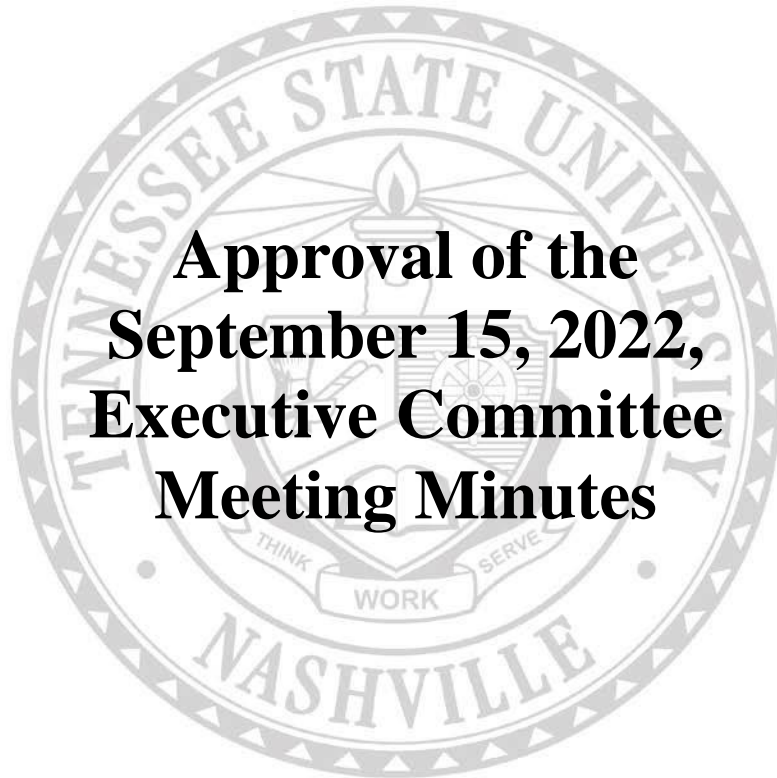
Thursday, November 17, 2022  
9:30 a.m. CST

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the September 15, 2022, Executive Committee Meeting Minutes
- IV. Report on President’s Annual Performance Review Process
- V. Secretary’s Report
- VI. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
September 15, 2022,  
Executive Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 17, 2022

ITEM: Approval of the September 15, 2022, Executive Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Executive Committee,  
Board Chair Deborah Cole

The document reflecting the minutes from the September 15, 2022, Executive Committee meeting is included in the November 17, 2022, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' September 15, 2022, Executive Committee meeting, as contained in the Board materials for the Board's November 17, 2022, meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting – September 15, 2022**

**MINUTES**

**Executive Board Members Present:** Trustees Deborah Cole, Richard Lewis, Joseph Walker, III, and Pam Martin.

**Other Board Members Present:** Trustees William Johnson, Andre Johnson, Pinnock, and Wimberly.

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

**I. CALL TO ORDER**

Chair Cole called the Executive Committee meeting to order at 10:32 a.m. CDT. Chair Cole 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. Chair Cole indicated that the Board is scheduled to take up important and timely 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 Board meeting is necessary for the safety of Board members, staff, and guests. Trustee Martin seconded. Secretary Pendleton called the roll and the motion carried unanimously.

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

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

Secretary Pendleton announced the presence of a quorum.

Chair Cole asked the committee members to state now if any of the committee members cannot hear or speak with each other. No committee members answered in the affirmative. Chair Cole also asked the committee members to indicate if someone is present with them from the location in which they are calling. No committee members indicated there was anyone present.

**III. APPROVAL OF THE JUNE 16, 2022, EXECUTIVE COMMITTEE MEETING MINUTES**

Chair Cole introduced the first order of business — the approval of the June 16, 2022, Executive Committee meeting minutes. Chair Cole informed the Committee that the minutes for the Executive Committee’s June 16, 2022, meeting are included in the Board materials for the September 15, 2022, Board meeting.

Chair Cole moved to recommend to the full Board the approval of the June 16, 2022, Executive Committee meeting minutes, as contained in the Board materials for the September 15, 2022, Board meeting. Trustee Martin seconded the motion. With there being no discussion, Chair Cole called for a roll call vote. Secretary Pendleton called the roll and the motion carried unanimously.

#### **IV. REPORT ON PRESIDENT’S ANNUAL PERFORMANCE REVIEW PROCESS**

Chair Cole provided a report on the President’s Annual Performance Review Process. She noted that the Executive Committee administers the review by appointing a member to carry out the process with the President. Chair Cole noted that she would be appointing a Trustee to administer the President’s annual review process covering the FY 22. She also commented on the process requiring the President’s submission of a confidential written self-assessment.

#### **VII. SECRETARY’S REPORT**

Chair Cole asked Secretary Pendleton to provide a report to the Board.

Secretary Pendleton noted that Governor Lee has reappointed Trustee Martin and Trustee Corbeil to serve another term on the TSU Board of Trustees. Both will be going through the General Assembly’s confirmation process sometime in early next year.

Secretary Pendleton also noted the Board orientation sessions for Trustee Wimberly.

Secretary Pendleton also shared that the General Assembly’s Education, Health and General Welfare Joint Evaluation Committee of the Government Operations Committee has scheduled a sunset hearing for September 27, 2022, as part of the sunset review process for the TSU Board of Trustees. Board Chair Cole will speak at the hearing on behalf of the Board.

Chair Cole thanked Secretary Pendleton for his report.

#### **VIII. ADJOURNMENT**

Chair Cole opened the floor for any additional business. With no further business, Chair Cole moved for adjournment. Trustee Lewis seconded the motion. With there being no discussion, Chair Cole called for a roll call vote. Secretary Pendleton called the roll and the motion carried unanimously. Chair Cole adjourned the meeting at 10:48 a.m. CDT.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2022

ITEM: Report on President's Annual Performance Review Process

RECOMMENDED ACTION: None

PRESENTED BY: Chair of the Executive Committee,  
Board Chair Deborah Cole

Chair Cole will provide a report on the President's annual performance review process.

**Tennessee State University  
Board of Trustees**



**Secretary's Report**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 17, 2022

ITEM: Secretary's Report

RECOMMENDED ACTION: None

PRESENTED BY: Chair of the Executive Committee,  
Board Chair Deborah Cole

Secretary Pendleton will provide a report.

**Tennessee State University  
Board of Trustees**



BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2022

ITEM: Report on Housing

RECOMMENDED ACTION: None

PRESENTED BY: Chair Deborah Cole

President Glover and/or her designee will provide a report on university housing.

**Tennessee State University  
Board of Trustees**



**President's Report**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2022

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

The President shall provide a report at the November 17, 2022, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Board Chair's  
Report**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 17, 2022

ITEM: Board Chair's Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair Deborah Cole

Board Chair Deborah Cole will provide a report at the November 17, 2022, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Adjournment**