



# **Board of Trustees Materials September 16, 2021, Meeting**

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**Tennessee State University  
Board of Trustees**



**Tennessee State University  
Board of Trustees**



**Welcome  
and  
Introductions**

**Tennessee State University  
Board of Trustees**



**Roll Call/  
Declaration  
of a Quorum**

**Tennessee State University  
Board of Trustees**



**Board Meeting  
Agenda**

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

Tennessee State University  
Thursday, September 16, 2021  
2 p.m. CST

Board Committee Meetings Via Zoom  
Live Stream: [www.tnstate.edu/board/livestream.aspx](http://www.tnstate.edu/board/livestream.aspx)

**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 June 17, 2021, Board Meeting Minutes
  - B. Approval of TSU Board of Trustees 2022 Meeting Calendar
  - C. Audit Committee Report
    - i. Approval of the June 17, 2021, Audit Committee Meeting Minutes
    - ii. Review of Completed Internal and External Audits
    - iii. Review of Outstanding Audit Issues
    - iv. Executive Session – Discussion of Items Deemed Confidential under State Law
  - D. Finance and Budget Committee Report
    - i. Approval of the June 17, 2021, Finance and Budget Committee Meeting Minutes
    - ii. University Budget Update
    - iii. Construction and Facilities Update
    - iv. Report on CARES Act Funding
    - v. Finance and Budget Report
    - vi. Update on Enrollment
  - E. Academic Affairs and Student Affairs Committee Report
    - i. Approval of the June 17, 2021, Academic Affairs and Student Affairs Committee Meeting Minutes
    - ii. Approval of Academic Program Modification - Admission Standards - Ph.D. in Biology
    - iii. Approval of Academic Program Modification - Admission Standards - MS Professional School Counseling
    - iv. Approval of Academic Program Modification - Method of Instructional Delivery via Online - Master in Business Administration
    - v. Approval of Academic Program Modification - Method of Instructional Delivery via Online - Master of Science in Agricultural Science

- vi. Approval of New Academic Program – Graduate Certificate in Higher Education Administration Leadership
- vii. Approval of New Academic Program – Graduate Certificate in Public Health
- viii. Approval of Additional AY 2020-2021 Tenure Recommendations
- ix. Report on SACSCOC Ten Year Accreditation Review
- x. Academic Affairs Report
- xi. Report on Research Funding and Programs
- xii. Report on Student Housing
- xiii. Student Affairs Report
- F. Executive Committee Report
  - i. Approval of the June 17, 2021, Executive Committee Meeting Minutes
  - ii. Report on President’s Annual Performance Review Process
  - iii. Secretary’s Report
- V. Report on Student Housing and Research Funding
- VI. President’s Report
- VII. Board Chair’s Report
- VIII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
June 17, 2021,  
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of the June 17, 2021, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the minutes from the June 17, 2021, Board meeting is included in the September 16, 2021, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 17, 2021, meeting as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University Board of Trustees  
Regular Meeting – June 17, 2021  
Tennessee State University – Electronic**

**MINUTES**

**Board Members Present:** Trustees Deborah Cole, Obie McKenzie, Richard Lewis, Andre Johnson, Pam Martin, Ali Sekmen, Steve Corbeil; Joseph Walker III, Van Pinnock, and Tiara Thomas.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Michael Harris, 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. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Robbie Melton, Dean of Graduate School and Dr. Arlene Nicholas-Phillips, Liaison to BOT.

**I. CALL TO ORDER**

Chair Walker called the Board of Trustees meeting to order at 2:00 p.m., CST on June 17, 2021. Chair Walker 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 Corbeil seconded and the motion carried.

**II. WELCOME AND INTRODUCTIONS**

The Board Chair welcomed the attendees and gave the invocation.

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

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

Chair Walker 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 Walker 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 MARCH 11, 2021, BOARD MEETING MINUTES**

Chair Walker introduced the first action item – the approval of the minutes of the March 11, 2021 Board meeting. Chair Walker moved to approve the Board meeting minutes and Trustee Martin seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

### **B. APPOINTMENT/ELECTION OF BOARD CHAIR**

Chair Walker then announced the next agenda item as the election of the Board Chair. Chair Walker opened the floor for nominations and nominated the current Vice Chair, Dr. Deborah Cole for Board Chair. No other nominations were entered and so Vice Chair, Dr. Deborah Cole was named the new Board Chair, effective July 1, 2021. The motion carried unanimously by a roll call vote.

Chair Walker stated that it was an honor to serve as the inaugural Board Chair and to work with this President and Board. He stated that he was humbled by the stewardship of the Office and to pass the gavel to the new Chair, Dr. Deborah Cole.

### **C. APPOINTMENT/ELECTION OF BOARD VICE-CHAIR**

Chair Walker announced the next agenda item as the election of the Board Vice Chair. Chair Walker opened the floor for nominations for Board Vice Chair and nominated Trustee Pamela Martin for the two-year term. No other nominations were entered and so Trustee Pamela Martin was named the new Board Vice Chair, effective July 1, 2021. The motion carried unanimously by a roll call vote.

Chair Walker welcomed Trustee Martin as the new Vice Chair.

### **D. APPOINTMENT OF AT-LARGE EXECUTIVE COMMITTEE MEMBERS**

Chair Walker stated the next agenda item as the appointment of at-large Executive Committee members. Chair Walker reminded all that the Board's Executive Committee was comprised of the Board Chair, Board Vice Chair, and at least one at-large voting member elected by the Board. Members of the Executive Committee serve for a term of two years. Historically, the Chairs of each Board committee have served as the at-large members of the Executive Committee. With expiration of the terms of the current and inaugural Board Chair and Board Vice Chair, under this proposal, the Executive Committee would be comprised of the committee chairs and the currently serving and soon-to-be former Board Chair as the at-large members of the Executive Committee.

Chair Walker then made a motion to appoint Trustee Lewis and the currently serving and soon-to-be Board Chair to serve as the at-large members of the Executive Committee for a two-year term. Trustee Cole accepted the motion and Trustee McKenzie seconded it. The motion carried unanimously by a roll call vote.

Chair Walker then congratulated Trustee Lewis and announced that he looked forward to working alongside him on this committee.

## **E. APPROVAL OF APPOINTMENT OF AUDIT COMMITTEE MEMBERS**

Chair Walker then announced the next agenda item as the approval of the appointment of the Audit Committee members. In compliance with state law and Board policy, and in consultation with the Audit Committee Chair, Chair Walker selected the following Trustees to serve a two-year term on the Audit Committee, subject to Board approval: Trustee Deborah Cole, Trustee Obie McKenzie, and Trustee Van Pinnock.

Chair Walker made the motion for this approval, which was seconded by Trustee Martin. The motion carried unanimously by a roll call vote.

## **F. APPROVAL OF REAPPOINTMENT OF AUDIT COMMITTEE CHAIR**

Chair Walker then announced the next agenda item as the approval of the reappointment of the Audit Committee Chair, Trustee Deborah Cole, to serve another one-year term, as noted in the Board materials for June 17, 2021, Board meeting.

The motion carried unanimously by a roll call vote and Trustee Deborah Cole was renamed the Chair of the Audit Committee.

## **G. APPOINT OF THE STUDENT TRUSTEE**

Chair Walker then announced the next agenda item as the appointment of the Student Trustee.

After President Glover had conducted several interviews of the recommended candidates, she decided to recommend the reappointment of Ms. Tiara Thomas to serve another term as the Student Trustee. Having done an exceptional job serving during the unprecedented 2020-2021 academic year, Chair Walker moved to reappoint Trustee Thomas to serve another one-year term as Student Trustee on the TSU Board of Trustees. Trustee Martin seconded the motion. The motion carried unanimously by a roll call vote and Trustee Tiara Thomas was reappointed as Student Trustee for another one-year term.

## **H. AUDIT COMMITTEE REPORT**

Trustee Cole informed the Board that the Audit Committee met to take action on two agenda items and received reports on three other items. The Audit Committee voted to recommend to the full Board the approval of the March 11, 2021, Audit Committee meeting minutes and the approval of the fiscal year 2021-22 Audit Plan. Trustee Cole added that the Audit Committee reviewed and discussed the annual report on the Audit Office's Audit Activities, and completed Internal Audit reports and the Audit Office's Internal Quality assessment.

### **i. APPROVAL OF THE MARCH 11, 2021, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to approve the minutes of March 11, 2021, Audit Committee meeting as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

## **ii. APPROVAL OF FISCAL YEAR 2021-2022 AUDIT PLAN**

Trustee Cole stated that the Audit Committee voted to recommend to the full Board the approval of the FY 2021-2022 Audit Plan as contained in the June 17, 2021, Board materials. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

Chair Walker thanked Trustee Cole and the Audit Committee for their work.

## **I. FINANCE AND BUDGET COMMITTEE REPORT**

Trustee Lewis stated that the Finance and Budget Committee met this morning to act on six items and received reports on three other items. The Finance and Budget Committee voted to recommend to the full Board the approval of the March 11, 2021, Finance and Budget Committee meeting minutes; approval of Fiscal Year 2021-22 Tuition and Mandatory Fee Increase of 1.9%; approval of Institutional Budgets – Estimated Budget FY21, Proposed Budget FY22; approval of FY21 Supplemental Compensation Payment to Eligible Employees; approval of the Institution's Fiscal Year 2021-22 Compensation Plan; and approval of the Institution's FY 2021-22 Capital Construction Plan. In addition, the Finance and Budget Committee heard reports from President Glover and her team on finance and budget, enrollment, marketing and student recruitment plan, and TSU Athletics.

### **i. APPROVAL OF THE MARCH 11, 2021, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Lewis moved to approve the March 11, 2021 Finance and Budget Committee meeting minutes, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

### **ii. APPROVAL OF THE FISCAL YEAR 2021-2022 TUITION AND MANDATORY FEE INCREASE OF 1.9 PERCENT**

On behalf of the Finance and Budget Committee, Trustee Lewis moved to approve the fiscal year 2021-2022 tuition and mandatory fee increase of 1.9%, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

### **iii. APPROVAL OF THE INSTITUTIONAL BUDGETS**

Trustee Lewis moved to recommend to the full Board, the approval of the institutional budgets, as contained in the Board materials for the June 17, 2021, Board meeting. These reflect the estimated budget for fiscal year 2020-2021 and the proposed budget for fiscal year 2021-2022. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

### **iv. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2021 SUPPLEMENTAL PAYMENT TO ELIGIBLE EMPLOYEES**

On behalf of the Finance and Budget Committee, Trustee Lewis moved to approve the institution's fiscal year 2021 supplemental payment to eligible employees, as contained in the Board materials

for the June 17, 2021 Board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

**v. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2021-2022  
COMPENSATION PLAN**

On behalf of the Finance and Budget, Trustee Lewis moved to approve the institution's fiscal year 2021-2022 compensation plan, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

**vi. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2021-2022  
CAPITAL CONSTRUCTION PLAN**

On behalf of the Finance and Budget, Trustee Lewis moved to approve the fiscal year 2021-2022 Capital Construction Plan, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Pinnock seconded the motion, which carried unanimously by roll call vote.

Trustee Lewis concluded the Finance and Budget report.

Chair Walker thanked the Finance Committee for their work.

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

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

Trustee Martin stated that the Academic Affairs and Student Affairs Committee voted to recommend to the full Board the approval of the March 11, 2021, Academic Affairs and Student Affairs Committee meeting minutes; approval of the AY 2020-2021 Tenure and Promotion Recommendations; and the approval of an Academic Program Modification – a Change to the MS Psychology, Counseling Psychology Concentration Admission Standards. The committee also voted to recommend to the full Board the approval of the Academic Program Modification – a Change to the MS Biology Admission Standards, and the approval of the TSU Intellectual Property policy.

The agenda item, Academic Program Modification – a Move of the Department of Criminal Justice from the College of Liberal Arts to the College of Public Service, was tabled at the request of the administration.

Trustee Martin added that President Glover and her team provided reports on the SACSCOC Ten Year accreditation review, Academic Affairs, and Student Affairs.

**i. APPROVAL OF THE MARCH 11, 2021, 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 March 11, 2021, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee McKenzie seconded and the motion carried unanimously by roll call vote.

**ii. APPROVAL OF THE ACADEMIC YEAR 2020-2021 TENURE AND PROMOTION RECOMMENDATIONS**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the academic year 2020-2021 Tenure and Promotion recommendations as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Pinnock seconded and the motion carried unanimously by roll call vote.

**iii. APPROVAL OF THE ACADEMIC PROGRAM MODIFICATION – A CHANGE TO THE M.S. PSYCHOLOGY, COUNSELING PSYCHOLOGY CONCENTRATION ADMISSION STANDARDS**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the academic program modification – a change to the M.S. Psychology, Counseling Psychology Concentration Admission Standards, as contained in the Board materials for the March 11, 2021, Board meeting, Trustee Cole seconded and the motion carried unanimously by roll call vote.

**vi. APPROVAL OF AN ACADEMIC PROGRAM MODIFICATION – A CHANGE TO THE M.S. BIOLOGY ADMISSION STANDARDS**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve an academic program modification – a change to the M.S. Biology Admission Standards, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

**v. APPROVAL OF THE TSU INTELLECTUAL PROPERTY POLICY**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the TSU Intellectual Property policy, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Cole seconded and the motion carried unanimously by roll call vote.

Trustee Martin concluded the Academic and Student Affairs report.

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

**K. EXECUTIVE COMMITTEE REPORT**

Chair Walker stated that the Executive Committee met today to discuss and vote on specified committee agenda items. The committee voted to recommend to the full Board the approval of the March 11, 2021, Executive Committee meeting minutes, as contained in the Board materials for the June 17, 2021 Board meeting.

Chair Walker also stated that the Executive Committee heard reports on Board committee assignments, and a report from Secretary Pendleton.

**i. APPROVAL OF THE MARCH 11, 2021, EXECUTIVE COMMITTEE  
MEETING MINUTES**

On behalf of the Executive Committee, Chair Walker moved to approve the minutes of the March 11, 2021, Executive Committee meeting, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee McKenzie seconded the motion and it was approved by roll call vote.

Chair Walker concluded the Executive Committee report.

**V. REPORT AND UPDATE ON TSU ATHLETICS**

Chair Walker called on President Glover to present information regarding this agenda item, the report and update on TSU Athletics. President Glover asked the Athletic Director, Dr. Mikki Allen to report on this agenda item.

Dr. Allen pointed out that since the hiring of the 22<sup>nd</sup> Head Coach, Mr. Eddie George, there had been an extremely high amount of excitement, alumni engagement and exposure surrounding the football program at TSU. He pointed out that TSU had been on various forms of national media, including print and digital platforms. He listed several television stations and broadcast outlets with whom he and his team had been invited to participate. AD Allen thanked AVP Kelli Sharpe for reaching out to these outlets.

At this time Coach Eddie George had confirmed his staff which consisted of 10 assistant coaches and 6 support staff members. He noted that their profiles could be found on TSUTigers.com. AD Allen emphasized that the new leadership in our football program has had an increased effect on recruiting students in addition to great athletes. He mentioned the recent ‘roar city mega camp’ held on campus and the excess of 500 prospects that were in attendance.

AD Allen proudly mentioned the fact that they now had \$2.3 million in gift commitments for the Athletics Department. He thanked Mr. Jamie Isabel and his Institutional Advancement team for their assistance in these efforts. He took the opportunity to thank, former Board member, Mr. Bill Freeman and his wife, Barb, for their gift of \$300,000.00 to the Athletics Department which was used to transform the 3<sup>rd</sup> floor of Hankel Hall, the home of the football department. Another major gift recently received was \$300,000.00 from Mr. Paul Wieck (CEO – Western Express) and his family. This gift is to support the Athletics Department with a new weight room and locker room, for football and both men’s and women’s track & field. AD Allen expressed how thrilled and excited everyone was about the enhancements. He pointed out that there had been increased corporate interest in the Athletics programs. He also addressed the reorganizing of the department and the conversations of new programs such as, ice hockey (an extension to our relationship with the Predators), baseball and soccer. Presently feasibility studies are underway.

AD Allen reiterated that these are exciting times in Athletics at TSU and thanked everyone who assisted in getting the Athletics program back on top.

Chair Walker thanked Dr. Mikki Allen and President Glover for this report and shared how excited everyone was about the direction that the Athletics Department was headed. He thanked President Glover for hiring Coach Eddie George.

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

Chair Walker recognized President Glover to present the President's Report, including an update on COVID-19.

President Glover provided reports on various items contained in the Board materials for the June 17, 2021, Board Meeting and her President's Report PowerPoint slides. She provided reports on: COVID-19, SACSCOC, enrollment and recruitment, CARES Act funding, and Land Grant funding. President Glover's COVID-19 update included the fact that the university will be open this Fall for in-person operations. She stated that faculty will return on August 9<sup>th</sup>, while administration and staff will return to campus with staggering dates beginning July 1<sup>st</sup>. Classes will be held both in-person and online. President Glover stressed that we are not relaxing our safety protocols and are requiring face masks, temperature checks and other health measures. We are strongly stressing vaccinations among our students, staff and faculty. We will be going to the residence halls to offer vaccinations.

Regarding SACSCOC, President Glover noted that the institution has corrected all of the deficiencies noted on the audit reports and have made staffing and other organizational changes. She also provided updates on enrollment and recruitment, explaining some factors that positively impacted the enrollment, such as expanding into other major markets such as, first-year students, veterans and non-traditional students; expanded the Dual Enrollment partnerships; opened a new Health Science building; and two new residence halls coming in the Fall 2022; and grants awarded and research funded. President Glover mentioned the impact of the establishment of the Dr. Levi Watkins, Jr. Institute and the historic partnership with Meharry Medical College. She also shared her excitement about CARES Act funding and all the extra funding that TSU will receive. President Glover briefly reminded everyone about the excitement surrounding our Athletic program and concluded with an update on the Land Grant funding that is owed to TSU and assured the committee that TSU would not be backing down until we get what is owed to TSU.

President Glover thanked everyone and the Board.

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

Chair Walker thanked Trustee Sekmen for his work on the Board and wished him all the best as he continues to work for TSU. He then welcomed the new Faculty Trustee to the Board, Dr. William Johnson. Chair Walker acknowledged the new Board Chair, Dr. Deborah Cole and then thanked everyone for the opportunity that he has had as the Chair. Chair Walker thanked President Glover for her leadership. He thanked Provost Harris and all others.

Trustee Sekmen added his thanks to the Board and stated that it was an honor to serve on the Board of Trustees. He reminded everyone that we all work for one goal – TSU. He took the opportunity to thank all faculty, staff and administrators for all their hard work. He especially thanked President Glover and Provost Harris.

On behalf of the Board, Chair Walker thanked everyone for supporting the students. Everyone was then invited to the Ribbon-cutting ceremony of the new Health Sciences building.

## **VIII. ADJOURNMENT**

Chair Walker moved to adjourn which was seconded by Trustee McKenzie. The motioned carried by roll call vote. The meeting was adjourned at 3:16 p.m. CST.

**Tennessee State University  
Board of Trustees**



**Approval of TSU  
Board of Trustees  
Meeting Calendar**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of the Board of Trustees Calendar Year 2022  
Meeting Calendar

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Deborah Cole

The document reflecting the proposed Calendar Year 2022 Board of Trustees meeting calendar is included in the September 16, 2021, Board materials.

**MOTION: To approve the Calendar Year 2022 Board of Trustees meeting dates, as contained in the Board materials for the Board's September 16, 2021, meeting.**

### **Calendar Year 2022 Proposed Board of Trustees Meeting Dates**

1. March 17, 2022
2. June 16, 2022
3. September 15, 2022
4. November 17, 2022

**Tennessee State University  
Board of Trustees**



**Audit Committee  
Report**

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

Tennessee State University  
Thursday, September 16, 2021  
10 a.m. CST

Board Committee Meetings Via Zoom  
Live Stream: [www.tnstate.edu/board/livestream.aspx](http://www.tnstate.edu/board/livestream.aspx)

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 17, 2021, Audit Committee Meeting Minutes
- IV. Review of Completed Internal and External Audits
- V. Review of Outstanding Audit Issues
- VI. Executive Session Discussion of Items Deemed Confidential Under State Law
- VII. Adjournment

**Tennessee State University  
Board of Trustees**

**Approval of the  
June 17, 2021,  
Audit Committee  
Meeting Minutes**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Audit Committee Report - Approval of the June 17, 2021,  
Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the June 17, 2021, Audit Committee meeting is included in the September 16, 2021, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 17, 2021, Audit Committee meeting, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Meeting of the Tennessee State University Board of Trustees**  
**Audit Committee Meeting**  
**June 17, 2021**  
**Tennessee State University – Electronic**

**MINUTES**

**Committee Members Present:** Trustees Deborah Cole, Obie McKenzie (joined later) and Richard Lewis;

**Other Board Members Present:** Joseph W. Walker, III, Pam Martin, Andre Johnson, Steve Corbeil, Van Pinnock, Dr. Ali Sekmen, and Tiara Thomas.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Michael Harris, 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. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; and 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 10:08 a.m. on June 17, 2021. 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 Lewis 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, Richard Lewis, and Obie McKenzie joined later. A quorum was established.

Trustee 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. Trustee 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 MARCH 11, 2021, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to recommend to the full Board the approval of the minutes from the March 11, 2021, Audit Committee meeting, as contained in the June 17, 2021, Board materials. Trustee Lewis seconded the motion, which carried unanimously by a roll call vote.

### **IV. ANNUAL REPORT ON THE AUDIT OFFICE'S AUDIT ACTIVITIES**

Trustee Cole introduced the next item on the agenda, the annual report on the audit office's audit activities. 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 June 17, 2021, 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 then stated that the year-end report was guided by their annual audit plan. She stated that her report will detail audits that were completed during the fiscal year as well as those currently in progress.

Director Davis reviewed the audit of TSU Foundation Gifts as outlined in the Board materials on pages #44 to #55. She reminded the committee that the objective of this audit was to determine if the gifts received by the foundation were deposited and recorded timely, and if they were used in accordance with the donors' intent. She pointed out that the period being audited was July 1, 2020 through March 30, 2021 and found that 12 of 13 deposits were made timely. One deposit totaling \$17,710.50 was made 4 days late, to which Director Davis attributed the delay to the decreased office days due to the COVID-19 pandemic.

Regarding timely recording of gifts, Director Davis stated that 66 deposits were randomly selected for the audit sample. She stated that the audit revealed that 20 of 66 were recorded within 10 days of receipt; 3 of 66 totaling \$42,000 were not recorded; 20 of 66 totaling \$118,726 could not be verified and 23 of 66 totaling \$591,994 were recorded 11 to 266 days after the funds were received.

Director Davis stated that for 10 months of the 12-month Fiscal Year, the former Director had not recorded any of the Foundation's investment related transactions. The new Director of Foundation Accounting has since ensured that all transactions are recorded and current.

Trustee Cole expressed her disappointment and indicated that this behavior was "unacceptable." She reminded the committee that the former director and whomever he/she reported to, were both equally at fault. She expressed disappointment with moving the poor performing individual to another position and presumably at the same salary. Trustee Cole asked VP Allen to take responsibility to ensure that all transactions are deposited and recorded timely. She asked President Glover to do whatever was necessary to ensure this matter does not come up again.

After a lengthy discussion between Trustees Cole and Lewis, President Glover and Vice President Allen, Trustee McKenzie pointed out that this issue has a direct effect on our (TSU) ability to raise funds, and ultimately has an effect on all of our programs. He stated that we must show that we have the capacity and ability to raise money and manage money.

Trustee Cole suggested to President Glover that strengthening the relationship with the Foundation was secondary to getting the Foundation reconciliations and finances in order. Trustee Martin concurred with everyone's suggestions and concerns.

Trustee Cole stated that as Chair of the Audit Committee, she was holding President Glover responsible for getting this report fixed and providing the committee with an update at the next Board meeting. President Glover promised to be ready with a report.

Director Davis reported that in auditing whether the gifts received were being spent in accordance with the donors' intent, her team found that 82% of the gifts received were for scholarships to students. A sample of 212 students' awards were reviewed and all but 12 were found to have met the criteria of the donor. Director Davis stressed that although only 12 were found non-compliant, her team deemed this as 'high risk' since it is imperative to adhere to the criteria established by the donor.

Trustee Cole requested that Director Davis and her team change their original audit schedule so as to conduct another review sooner than expected.

Trustee Andre Johnson inquired about the joint reporting of the financial activities for both the Foundation and the University. After a discussion it was confirmed that the two entities had to be reported together or else the University would be subjected to a finding.

Director Davis next referred to the audit of the TSU Department of Human Resources as it related to the question posed by Trustee Sekmen about the E-Verify system and completion of the I9 Forms. The Associate Vice President for Human Resources did confirm that the department will begin using the E-Verify system to determine an employee's eligibility to work in the U.S. This should be implemented by FY2022. We are currently reviewing the Memorandum of Understanding (MOU) between the Department of Homeland Security and TSU.

Director Davis then shared with the committee the results from the audit of student housing revenue as outlined in the Board Meeting materials on pages #59 to #62. She pointed out that the objective was to determine if there were effective controls in place to ensure accurate recording of student housing revenue, and to determine if the university was compliant with federal guidelines, state laws and institutional policies regarding employees working in student housing.

Director Davis advised that there are currently two systems being used, the RMS Mercury system and the Banner system. When these systems were compared there were no issues found except for 7 students whose transactions were showing twice. The error was pointed out to management and immediately fixed.

When reconciling the Banner Finance system and the Banner Student system, there was a difference of \$100,000 found in the totals. Director Davis explained that this was due to adjustments made to students' accounts. She explained that when a student decides to withdraw their application or even change rooms, the system does an adjustment. It was also shared that these charges were not made during the applicable semester, which also affected the reconciliation.

Trustee Cole shared with the committee that President Glover spearheaded the reconciliation effort with the audit report and thanked her for doing whatever was necessary to keep us off the front pages. Trustees McKenzie and Lewis also concurred.

Trustee Cole thanked Director Davis and President Glover for the report.

## **V. DISCUSSION OF THE AUDIT OFFICE'S INTERNAL QUALITY ASSESSMENT**

Trustee Cole announced the next item on the agenda, the discussion of the audit office's internal quality assessment and asked President Glover to provide pertinent information related to this agenda item. The information is included in the June 17, 2021, Board Meeting packet. 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 adheres to the standards of the Institute of Internal Auditors (IIA) and so is required to perform annual internal quality assessment reviews. She shared that the purpose of this assessment was to determine the level of compliance that the office has with the IIA standards and the IIA code of ethics.

Director Davis shared that there are 3 levels of standards: generally conforming; partially conforming; not in conformance. The results of her review determined that the office was found to be generally conforming to the IIA standards and code of ethics.

Trustee Cole thanked Director Davis for her report on this agenda item.

## **VI. APPROVAL OF THE FISCAL YEAR 2021-2022 AUDIT PLAN**

Trustee Cole introduced the next item on the agenda, the approval of the fiscal year 2021-2022 audit plan as included in the June 17, 2021, Board Meeting packet.

Trustee Cole made a motion to recommend to the full Board the approval of the Fiscal Year 2021-2022 Audit Plan as contained in the Board materials for June 17, 2021 Board meeting. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

With no further questions or comments, Trustee Cole moved to recommend to the full Board the motion to adjourn the meeting to enter into Executive Session. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

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

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

## **VIII. ADJOURNMENT**

There was no further discussion. Trustee Cole moved to adjourn the meeting and the motion was seconded by Trustee Lewis. The motion carried unanimously by roll call vote. The meeting was adjourned at 11:17 a.m.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

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

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Director of Internal Audit, Ms. Adrian Davis, President Glover and/or her designee will discuss the results of recent audits completed by the Tennessee State University Department of Internal Audit, including the audit of the financial statements for Tennessee State University and the Tennessee State University Foundation for the fiscal year ended June 30, 2019. The details of the audit findings will be discussed.



**Review of the  
National Collegiate Athletic Association  
Student Assistance Fund  
For the Fiscal Year Ended June 30, 2021**

August 11, 2021

Ms. Beth DeBauche  
Commissioner  
Ohio Valley Conference  
215 Centerview Drive, Suite 115  
Brentwood, TN 37027

Dear Ms. DeBauche:

Enclosed is the Tennessee State University Department of Internal Audit's report on our review of the National Collegiate Athletic Association (NCAA) Student Assistance Fund for the fiscal year ended June 30, 2021.

The review indicated that the university had procedures in place to ensure student-athletes were eligible to receive SAF funds. It was determined that the expenditure of funds were in compliance with NCAA guidelines. Our observations are documented in the attached executive summary.

If you or members of your staff should require additional information, please feel free to contact me at 615-963-7656 or [adavis74@tnstate.edu](mailto:adavis74@tnstate.edu).

Sincerely,

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

CC: Dr. Glenda Glover, President, Tennessee State University  
Dr. Deborah A. Cole, Audit Committee Chair, Tennessee State University  
Dr. Michael Allen, Director of Athletics, Tennessee State University

Enclosure

<b>Key Department</b>	Tennessee State University Department of Athletics	<b>Internal Auditor</b>	Adrian R. Davis, <i>CPA, CGFM</i> , Director of Internal Audit
<b>Introduction</b>	This review of the expenditures generated by the Student Assistance Fund for the year ended June 30, 2021 was performed at the request of the Ohio Valley Conference (OVC).		
<b>Background</b>	<p>The National Collegiate Athletic Association (NCAA) funds the Student Assistance Fund (SAF) each year by providing funds to the conference offices. The Ohio Valley Conference (OVC) then distributes funds to each university annually. The SAF was created due to expanded uses of the former Special Assistance Fund to mirror the permissible uses of the former Student-Athlete Opportunity Fund. These former funds are now combined into one fund known as the Student Assistance Fund.</p> <p>SAF funds are to be used “to assist student-athletes in meeting financial needs that arise in conjunction with participation in intercollegiate athletics, enrollment in an academic curriculum, or that recognize academic achievement.” All student athletes are eligible to receive SAF benefits. The student-athletes are not required to be grant-in-aid recipients or have demonstrated financial need. Student-athletes are also eligible if they have exhausted their eligibility or may no longer participate for medical reasons. Prospective student-athletes are not eligible to receive SAF benefits, unless they are receiving summer financial aid prior to full-time enrollment under NCAA Bylaw 15.2.8.</p>		
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. To determine if SAF expenditures for fiscal year 2021 were in compliance with NCAA guidelines</li> <li>2. To determine if account balances and expenditures were accurately reported to the Ohio Valley Conference</li> </ol>		
<b>Scope</b>	<p>Our review was conducted in accordance with the <i>International Standards for the Professional Practice of Internal Auditing</i> issued by the Institute of Internal Auditors. The review included an examination of the accounting records and other auditing procedures as considered necessary.</p> <p>The review included, but was not limited to the following:</p> <ul style="list-style-type: none"> <li>– A review of the National Collegiate Athletic Association’s SAF guidelines</li> <li>– Interviews with appropriate university staff in the Athletics Department</li> <li>– An examination of the documentation supporting all expenditures made with SAF funds during the year</li> <li>– A review of the year-end report of expenditures and balance of funds on hand submitted to the Ohio Valley Conference and the NCAA by TSU Athletics Department personnel</li> </ul>		
<b>Prior Audit Finding(s)</b>	Two university students were paid a total of \$13,914.00 for providing tutoring services to student-athletes during the fall 2019 and spring 2020 semesters. The payments were erroneously applied to the students’ accounts as scholarships. SAF guidelines allow scholarship payments in the summer semester only and the recipient must be a student-athlete. These payments to non-student athletes should have been made via the university’s procurement system as they are not eligible scholarship payments. The amounts were accurately reported as tutoring expenses on the <i>NCAA 2019-2020 SAF and SAOF Reporting of Expenses</i> .		
<b>Current Year Finding(s)</b>	There were no findings noted for the fiscal year ended June 30, 2021.		

<b>Conclusion</b>	The results of our review indicate that the Athletics Department has controls in place to ensure that student-athletes are eligible to receive SAF benefits and that expenditures from SAF funds for the year ended June 30, 2021 were in compliance with NCAA guidelines.
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**Follow-up Review**  
**Tennessee State University 2020 Single Audit**

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August 24, 2021

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

Dear Dr. Glover:

Enclosed is our report on the follow-up review of management's actions taken in response to the audit findings included in the Division of State Audit's *Tennessee State University 2020 Single Audit Report* for the year ended June 30, 2020. This report is required by Section 8-4-109(c), *Tennessee Code Annotated*. The review was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by The Institute of Internal Auditors.

The results of our follow-up review are in the attached report.

We appreciate the cooperation and assistance of university personnel during our 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  
Dr. Michael Harris, Interim Provost and Vice President for Academic Affairs

**Tennessee State University Department of Internal Audit**  
**Follow-up Review**  
**Tennessee State University 2020 Single Audit Report**  
**Executive Summary**

<b>Key Areas:</b> Office of Financial Aid; Office of the Registrar	<b>Auditor:</b> Adrian R. Davis, <i>CPA, CGFM</i> , Director of Internal Audit
<b>Introduction:</b> The Comptroller of the Treasury, Division of State Audit, issued a report related to its <i>Tennessee State University 2020 Single Audit</i> . The report included two audit findings. This report presents the current status of the two findings.	
<b>Objective:</b> The objective of this review was to determine whether adequate corrective actions have been taken to address the audit findings.	
<b>Scope:</b> The audit included a review of the current status of actions taken by Tennessee State University management to correct deficiencies reported by the Division of State Audit for the fiscal year ended June 30, 2020.	
<b><u>State Audit Findings and Current Status:</u></b>  <b><u>Finding 1:</u></b> The Financial Aid Office did not adequately reconcile its Direct Loan records to the Direct Loan Servicing System’s records, as required by federal regulations, and did not resolve discrepancies timely  Title 34, <i>Code of Federal Regulations</i> , Part 685, Section 300(b)(5), states that to participate in the Direct Loan program, a school must “on a monthly basis, reconcile institutional records with Direct Loan funds received from the Secretary and Direct Loan disbursement records submitted to and accepted by the secretary.” The Financial Aid Office at Tennessee State University did not properly reconcile and document the university’s Direct Loan financial records with the federal Direct Loan Servicing System. The Financial Aid Office did perform informal monthly reconciliations for August and September. After noting a large discrepancy in October 2019, however, they prepared an informal aggregated reconciliation for the remaining academic year.  <b>Current Status:</b> Management in the Office of Financial Aid needs to implement procedures to address the issue cited in this finding. We requested the monthly Direct Loan reconciliations prepared for each month from July 2020 through June 2021. Management in the Office of Financial Aid stated that the required monthly reconciliations were prepared. However, we were only provided with reconciliations prepared for 4 of the 12 months requested. The reconciliations provided were not accompanied with enough supporting documentation to allow us to determine if they were complete. In addition, management could improve its method for documenting that all differences are properly investigated and corrected.	
<b><u>Finding 2:</u></b> Tennessee State University did not return Title IV funds in compliance with federal regulations  We selected a sample of 11 students from a population of 120 Title IV aid recipients who officially or unofficially withdrew from classes at Tennessee State University during the 2019–	

2020 award year. When we reperformed the return of Title IV funds calculations, we found that the university did not perform its return of Title IV funds calculations in compliance with federal regulations for 6 of the 11 Title IV aid recipients tested (54.5%). In addition...financial aid personnel did not return Title IV funds to the Department of Education (ED) in a timely manner. For our sample of 11 students, the university calculated a total return of \$15,543 in Title IV funds. The corrected total for the 11 students was \$18,547.15, which is \$3,004.15 more than the university returned to the U.S. Department of Education.

**Current Status:** Management in the Office of Financial Aid has implemented recommended corrective actions to ensure that return of Title IV fund calculations are accurate. However, we identified inaccuracies in several calculations prepared during the year. In addition, Title IV funds were not always returned during the required 45-day timeframe during the fiscal year ended June 30, 2021. Management in the Office of Financial Aid needs to improve procedures for ensuring that return calculations are accurate and for ensuring that unearned Title IV funds are returned in the required timeframe.

## **FINDING CONDITION AND RECOMMENDATION**

1. **The Financial Aid Office did not adequately reconcile its Direct Loan records to the Direct Loan Servicing System's records, as required by federal regulations, and did not resolve discrepancies timely**

### ***Condition***

The United States Department of Education (ED) requires a mandatory Direct Loan reconciliation be performed monthly. The reconciliation should compare Direct Loan data between the school's financial aid office and business office, and between school data, ED's Common Origination and Disbursement (COD) System, and ED's Grants Management (G5) System. The Financial Aid Office at Tennessee State University did not properly reconcile and document the university's Direct Loan financial records with the federal Direct Loan Servicing System. The Financial Aid Office did perform informal monthly reconciliations for August and September. After noting a large discrepancy in October 2019, however, they prepared an informal aggregated reconciliation for the remaining academic year. As of January 14, 2021, the Financial Aid Office has not been able to resolve all discrepancies from the academic year.

### ***Recommendation***

The Director of Financial Aid should ensure that the required monthly reconciliations are prepared based on instructions in the *Federal Student Aid Handbook* and yearly training documents. If any items on the School Account Statement do not agree to the institution's financial records, Financial Aid staff should investigate and resolve these differences in a timely manner. In addition, the Director of Financial Aid should ensure that reconciliations are documented. The Director of Financial Aid and a member of the Business Office should review the reconciliation each month and at award year-end to ensure accuracy and completeness. The Financial Aid Office and the Business Office should develop policies and procedures for the reconciliation process.

## **CURRENT STATUS**

We requested the monthly Direct Loan reconciliations prepared during the fiscal year ended June 30, 2021 from management. We were provided with four of the 12 required monthly reconciliations prepared during the fiscal year. The reconciliations were not accompanied with enough supporting documentation to allow us to determine if they were complete.

As of March 5, 2021 (the latest 19-20 aid year reconciliation provided by management), the direct loan reconciliation for the aid year 19-20 included a total difference of \$144,633.00 between the university's Direct Loan financial records and the federal Direct Loan Servicing System. We did not receive subsequent reconciliations to determine if these differences were later resolved.

As of March 7, 2021 (the latest 20-21 aid year reconciliation provided by management), the direct loan reconciliation for the aid year 20-21 included a total difference of \$268,746.00 between the university's Direct Loan financial records and the federal Direct Loan Servicing System. We did not receive subsequent reconciliations to determine if these differences were later resolved.

## **FINDING CONDITION AND RECOMMENDATION**

### **2. Tennessee State University did not return Title IV funds in compliance with federal regulations**

#### ***Condition***

We selected a sample of 11 students from a population of 120 Title IV aid recipients who officially or unofficially withdrew from classes at Tennessee State University during the 2019–2020 award year. When we reperformed the return of Title IV funds calculations, we found that the university did not perform its return of Title IV funds calculations in compliance with federal regulations for 6 of the 11 Title IV aid recipients tested (54.5%). Based on the high error rate for the original 11 students tested, we did not expand our testwork.

For 6 of 11 students tested, management made the following errors:

1) For the fall 2019 semester, the university did not exclude the fall break from the total number of calendar days in the period of enrollment and the number of calendar days completed; as a result, an additional 8 class days were included in the calculation. Because the days in the semester were incorrectly calculated, the date on which the student had earned his or her financial aid was incorrect for the return of funds calculation. These errors resulted in the university returning more funds than required for 3 of the students tested.

2) When calculating summer term returns, the university incorrectly used the first day of the May term as the start of the summer term, regardless of which summer term the student attended. Because the days in the semester were incorrectly calculated, the date on which one student had earned financial aid was incorrect for the return of funds calculation. This error resulted in the university not returning enough required funds for 1 of the students tested.

3) The university did not calculate the return of funds for 2 students who did not attend class. This error resulted in the university not returning enough required funds for these 2 students.

In addition, for the 3 students discussed in items 2 and 3 above, financial aid personnel did not return Title IV funds to the Department of Education (ED) in a timely manner. After we brought these errors to management's attention, the institution stated that they had returned the funds for 2 of the 3 students on December 20, 2020. These funds were returned to ED over 489 days late. The funds for the final student who withdrew during the summer of 2020, have not been returned as of January 12, 2021.

#### ***Recommendation***

The Registrar's Office and the Financial Aid Office should follow federal regulations. Although the Registrar's Office is responsible for entering the number of days, including breaks, in the period of enrollment into the Banner information system, the Financial Aid Office should verify that the Registrar's Office entered the information correctly. Management should ensure that the Financial Aid Office reperforms all return of Title IV funds calculations and makes necessary corrections to student and federal fund accounts for the 2019-2020 academic year. Management should ensure that the Registrar's Office communicates any status changes to the Financial Aid Office.

## **CURRENT STATUS**

When an enrolled student completely withdraws from the university before completing 60% of the enrollment period, the Return of Title IV calculation must be performed to determine the amount of earned/unearned Title IV funds.

We obtained a population of 208 Title IV financial aid recipients who officially or unofficially withdrew from all classes at the university during the fiscal year ended June 30, 2021. We selected for testing a sample of 40 students from this population of Title IV aid recipients. We reperformed the return of Title IV funds calculations for these 40 students who withdrew during the fall 2020 and spring 2021 semesters.

For the 40 Title IV financial aid recipients included in our sample, we found that:

- The amount of Title IV funds returned for 6 of these 40 (15%) Title IV financial aid recipients was not accurate. The university calculated a total return of \$9,614 for these 6 students. The corrected total for the 6 students is \$12,077, which is a difference of \$2,463.
  - For two of these six return of Title IV funds calculations, management in the Office of Financial Aid did not ensure that the fall 2020 semester start and end dates were updated in the system prior to performing the calculations. The incorrect dates lead to the return calculation including an additional 8 days in the period, resulting in the university returning \$104.00 more funds than were required for the two students.
  - Management in the Office of Financial Aid did not calculate the \$369 return of funds for one student who withdrew during the fall 2020 semester until it was brought to their attention by auditors.
  - For three of these six return of Title IV funds calculations, management in the Office of Financial Aid did not ensure that the calculated return amount was accurate, that the amount returned agreed to the calculation, and/or that funds were returned in the required order. These errors resulted in the university returning \$769.00 more funds than were required for two students and returning \$2,967 fewer funds than were required for a third student.
    - Management revised the three return calculations and made the necessary student account corrections and initiated the return of the accurate amount of funds to the Department of Education

The 2020-2021 *Federal Student Aid (FSA) Handbook*, Volume 5, page 5-28 states, “Except in unusual instances, the date of the institution’s determination that the student withdrew should be no later than 14 days (less if the school has a policy requiring determination in fewer than 14 days) after the student’s last date of attendance as determined by the institution from its attendance records. The 14 days includes holidays, breaks, and weekends.”

The 2020-2021 *Federal Student Aid (FSA) Handbook*, Volume 5, page 5-30 states, “The school must return the amount of Title IV funds for which it is responsible no later than 45 days after the date of determination.”

- The calculated return amount for 20 of the 40 (50%) Title IV financial aid recipients selected for testing was not returned within the required timeframe. Management returned Title IV funds from 48 to 321 days after the students withdrew, which is from 3 to 276 days late.
  - Unearned funds for 16 of these 20 recipients were returned from 48 to 70 days after the student withdrew, which is from 3 to 25 days late.
  - Unearned funds for 4 of these 20 recipients were from 171 to 321 days after the student withdrew
    - These 4 Title IV aid recipients are those mentioned above for whom management needed to correct the return calculation or had not performed the calculation

Federal regulations allow for a maximum 14-day period after a student withdraws for the university to determine that the student has withdrawn. The Interim Registrar indicated that the university determined the withdrawal date for the 20 students mentioned above between 1 to 5 days after the withdrawal. We were not able to verify the date of determination for students included in our sample. However, applying the 14-day maximum for the date of determination, returned funds for 11 of the 20 Title IV financial aid recipients were returned timely. The withdrawal information input into the student information system by Office of the Registrar personnel is used by Office of Financial Aid personnel to determine if a return calculation is required and to prepare the necessary calculation, when applicable. Based on our review of the information available in the system, Office of Financial Aid personnel have approximately two weeks between the time the Office is made aware of a withdrawal and the 45-day window for returning unearned funds.

## **AUDIT CONCLUSIONS & AUDITOR RECOMMENDATIONS**

1. **Conclusion:** Management has not implemented the audit recommendations by ensuring that the required monthly Direct Loan reconciliations were documented, and discrepancies timely investigated, during the fiscal year ended June 30, 2021.

**Auditor's Recommendation:** The Assistant VP for Financial Aid and Scholarships (Assistant VP) should ensure that procedures are implemented that require the Assistant Director of Loans to complete the required monthly reconciliations and timely investigate and resolve identified differences. The Assistant VP should ensure that the reconciliations are properly documented and prepared in a manner that allows for verification of accuracy and completeness by auditors. The current method of documentation utilized by the Assistant Director of Loans should be modified so that someone not familiar with the preparation of the reconciliation can easily identify differences, see why the differences exist, and when those differences are resolved. The Assistant VP should also consider documenting her review of the monthly reconciliations or designating someone to perform the review to ensure that they are being performed and documented appropriately.

2. **Conclusion:** Management in the Office of Financial Aid implemented recommended corrective actions to ensure that return of Title IV fund calculations are accurate. However, we identified inaccuracies in several calculations prepared during the fiscal year ended June 30, 2021, and unearned Title IV funds were not always returned within the required timeframes.

**Auditor's Recommendation.** To ensure the accuracy of returned funds, management in the Office of Financial Aid needs to improve procedures to ensure that return calculations are accurate when initially prepared and unearned Title IV funds are returned within the required timeframe. These procedures should include ensuring the accuracy of semester start and end dates, as the number of days in the period impact the accurate calculation of the percentage of earned and unearned Title IV funds. In addition, management should consider establishing a maximum 7 or 10-day timeframe from when the Office of Financial Aid is notified of a withdrawal and when designated personnel will prepare the return calculation and initiate the return of unearned Title IV funds.



**Details of  
External Audit Report**

**Tennessee State University  
Department of Internal Audit  
Executive Summary**

**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 was for the fiscal year ended June 30, 2019. The Division of State Audit issued an unmodified audit opinion (i.e., the financial statements for the university and foundation were fairly presented in accordance with generally accepted accounting principles in the United States). However, the report included five audit findings. As a result of the audit, the university's unaudited net position was decreased by \$423,537.25 and the foundation's unaudited net position was increased by \$1,179,764.67.

**Finding Recommendations and Management's Responses:**

- 1. TSU management did not ensure staff performed key fiscal and financial reporting functions, which led to a pervasive breakdown of controls that resulted in errors in the financial statements and delays in required audits**

**Recommendation**

TSU management must act to safeguard the university's legacy and future. As the steward of TSU's assets, including both physical assets and the university's reputation, TSU management must address identified deficiencies and correct pervasive issues. Management should develop mechanisms to regularly assess and respond to known deficiencies. Upon failure to address and correct these deficiencies, management should hold itself and staff accountable. Management should ensure staff who are preparing and/or reviewing the financial statements have the adequate knowledge of accounting and reporting requirements.

**Management's Response**

We concur. As this finding is essentially a summary of the following findings, we refer you to our comments for findings 2 through 5. Additionally, the newly formed Executive Leadership Team of the Division of Business and Finance has established regular communication with members of the Tennessee Comptroller's office and is committed to meeting the financial and audit deadlines. Please see our responses to findings 2 through 5.

- 2. As noted in the prior four audits, management needs to improve procedures for preparing and reviewing financial statements**

**Recommendation**

As noted in the prior four audits, 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 institute procedures that ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and the accompanying notes. The procedures should 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 the adequate knowledge of governmental accounting and reporting requirements to properly perform their responsibilities.

**Management's Comment**

We concur. Errors were made by inadequate personnel staff and that has been revamped with new staffing members with accounting experience and expertise. To ensure the specific errors documented in the audit finding do not recur, we are implementing necessary changes in processes and internal controls.

Additional personnel with the proper background in accounting and finance have been hired to specifically perform the accounting duties of the Foundation and to ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and accompanying notes.

TSU Management has undertaken several corrective measures to address Finding #1 and the related recommendations:

- **Staffing Changes.** To address the deficiencies and issues contained in the Audit Report, the Division of Business and Finance (Division) overtook significant staffing changes, including effectuating staff departures and the hiring of new personnel to ensure TSU has corrected understaffing issues, and have a professional and experienced team to implement and follow the policies, procedures, and actions required to address the deficiencies reflected in Finding #1.
- **Key Senior Personnel Hired.** The personnel changes and hires include the hiring of a new Vice President for Business and Finance, who is a CPA with extensive experience in managing financial services related staff in a state university system; the hiring of an experienced Controller with significant experience in the Tennessee Board of Regents system in managing accounting functions (including bank reconciliations) and preparing financial statements; and the hiring of a new Director of Grants Accounting with several years of management and grants accounting experience.
- **Additional Personnel Hired/Personnel Changes.** We have also hired a Director of Foundation Accounting and a Director of General Accounting and Financial Reporting. TSU also converted three Business and Finance positions to accountants and will be adding a fourth accountant. Each accountant has been assigned specific duties that must be completed on a monthly basis.
- **Organizational Structure Changes.** The Division's organizational structure has been modified to create a Controller position. The Director of Foundation Accounting position now reports directly to the Controller.
- **Retained CPA Firm.** TSU retained the services of a reputable CPA firm to assist with preparation and submission of outstanding financial statements and bank reconciliations.
- **Training.** TSU personnel has solicited and received input on training information to upgrade the practices for Business and Finance financial related personnel. Business and Finance staff members completed trainings in several different areas, including the use of Banner and the running of various processes and reports. In addition, two staff members completed two days of Government Auditing Training that was recommended by peer institutions. Additional trainings have occurred and are ongoing on accounting processes. In addition, TSU continues to use the services of a reputable CPA firm to assist with questions as processes are evaluated and updated.

The accounting for transactions is now being maintained monthly by the Director of Foundation Accounting to ensure that year-end adjustments are minimal. The Director of Foundation Accounting

prepares the Foundation Financial Statements and notes timely so that the Executive Director of the Foundation and Fiscal Operations now reviews them to ensure completion and accuracy.

Additional personnel have also been hired to specifically perform the accounting duties of the university and to ensure the accuracy, proper classification, and disclosure of information presented in the financial statements and accompanying notes.

The accounting for transactions is being maintained monthly by the General Accounting staff; which has been staffed with experienced personnel. It is supervised by the Director of General Accounting to ensure that year-end adjustments are minimal. The General Accounting team prepares the university Financial Statements and notes timelier now so that the Director of General Accounting can review them to ensure completion and accuracy.

In addition, the Controller and the Vice President for Business and Finance review the final year-end financial statements and notes of the university and foundation to ensure completion and accuracy.

Management will continue to ensure staff preparing and/or reviewing the financial statements have the adequate knowledge of governmental accounting and reporting requirements to properly perform their responsibilities.

**3. As noted in the prior two audits, the university and the university foundation's accounting records did not reconcile to the bank statements**

**Recommendation**

Each month, business office personnel should prepare and review separate 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 reconciliations to be performed within 30 days. Once those policies are modified as needed, management should ensure TSU staff follow them consistently. Management should investigate the unresolved differences between cash per the bank and cash per the accounting records and determine what caused the differences. Management should then make necessary adjustments to the accounting records. Upon completion, management should forward the results of this examination to the Comptroller of the Treasury.

**Management's Comment**

We concur. Each month, business office personnel prepares and reviews separate bank reconciliations for each bank account. Currently bank reconciliations are performed within 10-60 days. We are refining the policy to complete reconciliations within 30 days, soon after receiving the bank statements but no later than 30 days after the end of the month. Management is investigating the unresolved differences between cash per bank and cash per the accounting records to determine the bases for the differences. Management is then making necessary adjustments to the accounting records. Additional care has been taken to ensure that all banking transactions are recorded in the general ledger. New staff members have been trained on how to properly and timely perform bank reconciliations. TSU staff members have undergone additional training to prepare and complete bank reconciliations in a timely manner. Staff from other areas of the university and/or temporary external personnel will be secured to assist with bringing the university's bank reconciliations to current and complete status if necessary.

**4. As noted in the prior two audits, university personnel did not perform adequate collection procedures for accounts receivable**

**Recommendation**

Management should ensure that staff perform collection efforts timely and that the tracking system maintains documentation of when collection letters are mailed. Management should provide oversight and review of the collection process to ensure each step is completed properly.

**Management's Comment**

We concur. The Associate Vice President for Financial Services worked with the Bursar's Office to write up-to-date policies and procedures for collection of accounts receivable. This updated policy was approved at the November 19, 2020, Tennessee State University Board of Trustees Meeting. The updated policy includes: 1) a schedule defining delinquent periods; 2) the timing of collection letters; 3) when an account should be considered in default; 4) a statement concerning when the account should be sent to a collection agency after the final collection letter has been sent and the debtor has not responded; and 5) a statement regarding the retention of collection records.

Members of the newly formed Executive Leadership Team of the Division of Business and Finance will work with Bursar's Office Staff to ensure that collection efforts are timely and to develop an efficient tracking system that maintains documentation of when collection letters are mailed. In addition, a dedicated position has been created as of August 2021 to focus primarily on collection of accounts receivable. This position will ensure that staff perform collection efforts timely, and that the tracking system maintains documentation of when collection letters are mailed. This position will meet with the Business and Finance Executive Staff monthly to ensure progress is made.

**5. Tennessee State University did not provide adequate internal controls in four areas, including one area reported for the sixth consecutive audit**

Pursuant to Standard 4.40 of the U.S. Government Accountability Office's *Government Auditing Standards*, we omitted details from this finding because they are confidential under the provisions of Section 10-7-504(i), *Tennessee Code Annotated*. We provided the university with detailed information regarding the specific conditions we identified, as well as the related criteria, causes, and our specific recommendations for improvement.

**Recommendation**

Management should ensure that these conditions are corrected by the prompt development and effective implementation of internal controls in these areas. Management should implement effective controls to ensure compliance with applicable requirements; assign staff to be responsible for ongoing monitoring of the risks and mitigating controls; and take action when deficiencies occur.

**Management's Comment**

We concur. We have either corrected the issues or are in the process of correcting the issues brought to our attention.

**Current Status:**

The Division of State Audit released the audit report for its audit of the university and foundation's financial statements and related notes on August 13, 2021. The audit resulted in a decrease in the unaudited net position of the university and an increase in the unaudited net position of the foundation. University and foundation personnel are working with state auditors to obtain supporting documentation to update the university and foundation's net position for the 2019 fiscal year in the accounting system. State auditors anticipate the release of its audit report related to the audit of university and foundation financial statements for the fiscal year ended June 30, 2020, in September 2021. Management will make necessary updates to the fiscal year 2020 net position balances in the university's accounting system after the audited totals are provided. The corrected totals are needed to ensure that the financial statements prepared for the current fiscal year-end are accurate. This information will also aid in the preparation of accurate and complete bank reconciliations for the 2021 fiscal year. Management for the university and foundation is ensuring the posting of all entries for the 2021 fiscal year and also corrected identified issues with the information system that impacted the fair reporting of the financial statements in the past.

The Director of Foundation Accounting (hired March 8, 2021) has posted entries for current-year Foundation investment activity and ensures that daily gifts received in the Foundation Office are taken to the Bursar's Office for daily depositing at the bank. (\*The Department of Internal Audit will test Foundation procedures after 2021 year-end financial statements are prepared and submitted.)

Management in the Bursar's Office is developing a process to document accounts receivable collection attempts. Bursar's Office staff members are instructed to follow the current collections policy, as approved by the Tennessee State University Board of Trustees.

**Tennessee State University  
Board of Trustees**



**Review of  
Outstanding  
Audit Issues**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 16, 2021

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 August 25, 2021

**INTERNAL AUDITS**

	<b>Audit Issues</b>	<b>Status</b>
2/12/2021	<b>Follow-Up Review of Admissions</b>	<i>Follow-up to begin October 2021</i>
	<p>The university did not always obtain required immunization history records for applicable newly admitted and readmitted students registered for full-time enrollment during the spring 2021 semester</p>	
2/11/2021	<b>Audit of TSU Department of Human Resources</b>	<i>Follow-up to begin December 2021</i>
	<ol style="list-style-type: none"> <li>1. Management did not provide the required U.S. Citizenship and Immigration Services (USCIS) Form I-9, Employment Eligibility Verification, for 1 of 44 employees selected for testing. In addition, forms were not completed in the required timeframe for 15 of 44 employees selected for testing.</li> <li>2. Management did not ensure that employee performance evaluations for approximately 50% of non-faculty personnel were submitted to the Tennessee State University Department of Human Resources for inclusion in employees' personnel file folders during the fiscal year ended June 30, 2020.</li> <li>3. Details of noncompliance in the area of Pre-Employment Screening/Employee Background Checks was determined to be confidential pursuant to Section 10-7-504(i), Tennessee Code Annotated.</li> <li>4. University management did not provide us with a copy of the signed Employee Confidentiality Agreement for 1 of 44 employees tested.</li> </ol>	
2/11/2021	<b>Follow-Up Review of Federal Work-Study Timesheets- Fall 2020</b>	<i>Follow-up to begin January 2022</i>
	<ol style="list-style-type: none"> <li>1. For 6 of 14 (43%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the month(s) under review.</li> <li>2. For 8 of the 40 (20%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session.</li> <li>3. For 2 of the 8 (25%) 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>4. A net overpayment of \$599.10 was paid to 9 of the 17 students whose timesheets were selected for review. The related supervisor did not ensure that documented time worked was accurately calculated.</li> </ol>	

<b>Audit Issues</b>		<b>Status</b>
3/19/2021	<b>Student Housing Revenue Review</b>	<i>Follow-up to begin March 2022</i>
<p>1. During the fall 2020 and spring 2021 semesters, management in the Department of Residence Life and Housing posted approximately \$100,000 in adjustments to the housing and/or meal plan charges on student accounts for charges incurred in previous fiscal years ranging from fall 2016 to spring 2020. While the charges did not relate to the fiscal year under review, the charges impact the revenue amounts to be reported for the fiscal year ending June 30, 2021.</p> <p>2. Details of noncompliance in the area of Pre-Employment Screening/Employee Background Checks was determined to be confidential pursuant to Section 10-7-504(i), Tennessee Code Annotated.</p>		
3/19/2021	<b>Foundation Gifts</b>	<i>Ongoing Follow-Up Testing to Begin October 2021</i>
<p>1. The Former Director of Fiscal Affairs did not ensure that gifts received in the Office of the Tennessee State University Foundation were always timely deposited during the period under review. For 1 of 13 daily deposits tested, daily gifts were not taken to the Office of the Bursar to be deposited within 1 business day. The funds were deposited three business days late.</p> <p>2. The Former Director of Fiscal Affairs did not ensure that gifts deposited into the bank account of the Tennessee State University Foundation were always recorded or timely recorded during the period under review. For 46 of 66 (69.7%) bank deposits selected for testing, the deposits were either not recorded or not recorded within 10 days of the receipt of the donated funds.</p> <p>3. The Former Director of Fiscal Affairs did not ensure that donated funds were always spent in accordance with donor intent. For 12 of 212 (5.66%) scholarship recipients selected for testing, the awarded students did not meet the documented awarding criteria as determined by the donor.</p>		

## EXTERNAL AUDITS

Report Date	Audit Issues	Status
3/29/2021	<b>Division of State Audit, Financial &amp; Compliance Audit, Tennessee State University Single Audit 2020</b>	<i>Follow-Up Report Issued 08/24/2021;</i>
	<ol style="list-style-type: none"> <li>1. Tennessee State University did not return Title IV funds in compliance with federal regulations</li> <li>2. The Financial Aid Office did not adequately reconcile its Direct Loan records to the Direct Loan Servicing System's records, as required by federal regulations, and did not resolve discrepancies timely</li> </ol>	<ol style="list-style-type: none"> <li>1. Returns not always in compliance during FYE 06/30/2021</li> <li>2. Direct Loan records not adequately reconciled during FYE 06/30/2021</li> </ol>
8/13/2021	<b>Division of State Audit, Financial &amp; Compliance Audit, Tennessee State University for the Fiscal Year Ended June 30, 2019</b>	<i>Ongoing Follow-Up Follow-Up Report Due 02/13/2022</i>
	<ol style="list-style-type: none"> <li>1. TSU management did not ensure staff performed key fiscal and financial reporting functions, which led to a pervasive breakdown of controls that resulted in errors in the financial statements and delays in required audits</li> <li>2. As noted in the prior four audits, management needs to improve procedures for preparing and reviewing financial statements</li> <li>3. As noted in the prior two audits, the university and the university foundation's accounting records did not reconcile to the bank statements</li> <li>4. As noted in the prior two audits, university personnel did not perform adequate collection procedures for accounts receivable</li> <li>5. Tennessee State University did not provide adequate internal controls in four areas, including one area reported for the sixth consecutive audit</li> </ol>	
9/21/2020	<b>Division of State Audit, Financial &amp; Compliance Audit, Endowment For Educational Excellence at the Tennessee State University Foundation for the Fiscal Year Ended June 30, 2018</b>	<i>Ongoing Follow-Up</i>
	As noted in the prior two audits, management needs to improve procedures for preparing and reviewing financial statements	

**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a torch, a book, and a gear. The shield is flanked by the words "THINK" and "SERVE". Below the shield is a banner with the word "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.

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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: September 16, 2021

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**

Tennessee State University  
Thursday, September 16, 2021  
10 a.m. CST

Board Committee Meetings Via Zoom  
Live Stream: [www.tnstate.edu/board/livestream.aspx](http://www.tnstate.edu/board/livestream.aspx)

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 17, 2021, Finance and Budget Committee Meeting Minutes
- IV. University Budget Update
- V. Construction and Facilities Update
- VI. Report on CARES Act Funding
- VII. Finance and Budget Report
- VIII. Update on Enrollment, Marketing and Student Recruitment Plan
- IX. Adjournment

**Tennessee State University  
Board of Trustees**

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**Approval of the  
June 17, 2021,  
Finance and Budget  
Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of the June 17, 2021, 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 June 17, 2021, Finance and Budget Committee meeting is included in the September 16, 2021, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 17, 2021, Finance and Budget Committee meeting, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting  
June 17, 2021  
Tennessee State University. Electronic**

**MINUTES**

**Committee Members Present:** Trustees Steve Corbeil, Van Pinnock and Richard Lewis

**Other Board Members Present:** Joseph W. Walker, III, Dr. Deborah Cole, Pam Martin, Obie McKenzie, Andre Johnson, Dr. Ali Sekmen, and Tiara Thomas.

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

**I. CALL TO ORDER**

Trustee Lewis called the meeting to order at 11:20 a.m. on June 17, 2020. 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 (“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 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 the roll at the committee chair’s request. Present: Trustees Richard Lewis, Van Pinnock and Steve Corbeil. A quorum was established.

Trustee Lewis 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. Trustee Lewis 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 MARCH 11, 2021, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Lewis moved to recommend to the full Board the approval of the minutes from the March 11, 2021, Finance and Budget committee meeting, as contained in the June 17, 2021, Board materials. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

#### **IV. APPROVAL OF FISCAL YEAR 2021-22 TUITION AND MANDATORY FEE INCREASE OF 1.9 PERCENT**

Trustee Lewis announced the next item on the agenda as the approval of fiscal year 2021-22 tuition and mandatory fee increase of 1.9 percent, as contained in the June 17, 2021 Board materials. Trustee Lewis noted that in accordance with the Tennessee Tuition Transparency and Accountability Act, and Board Policy 006, the proposed fee increase was posted to the Board website at least fifteen days prior to the meeting giving members of the public the opportunity to submit comments on the proposed tuition and fee increase.

Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover called on VP Allen to report on this item. VP Allen stated that the state of Tennessee and THEC had provided a range of zero to 2% and the administration selected to request 1.9%. He stressed that TSU was still the lowest cost per credit hour and maintenance fee in the state of Tennessee and most affordable. Trustee Corbeil asked about what the other institutions were doing. Secretary Pendleton and President Glover shared that two institutions were choosing to not increase, while others were also choosing 1.9% or similar.

Trustee Thomas asked the committee for the reason behind the increase. President Glover and others shared various explanations on the point but continued to stress that TSU was still the lowest cost in the state. Trustee Sekmen asked if CARES Act funding could be used to offset the increase to the students. President Glover explained that it could not be used for this, but instead for specific revenue losses. Trustee Thomas continued to express concern for the students regarding this increase. President Glover reassured her and the committee that all students with the qualifying GPA were being assisted using the CARES Act funds. Trustee Lewis asked if there were any further questions.

Seeing no further questions, Trustee Lewis moved to recommend to the full Board the approval of FY 2021-22 tuition and mandatory fee increase of 1.9%, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

#### **V. APPROVAL OF INSTITUTIONAL BUDGETS – ESTIMATED BUDGET FY21, BUDGET FY22**

Lewis introduced the next agenda item, the approval of institutional budgets – estimated budget FY21, proposed budget FY22, as contained in the June 17, 2021, Board materials. Trustee Lewis then asked President Glover or her designee to provide pertinent information related to this agenda item.

President Glover called on VP Allen to report on this item. He directed the committee to pages #85 through #98 in the Board materials for June 17, 2021 and proceeded to review the necessary information. Trustee Sekmen asked for clarity on several categories including the Federal Grants and Contracts expenditures. VP Allen, along with VP Williams and Provost Harris added explanations to the concerns. VP Allen noted that his aim was to maximize the indirect costs as much as possible, since this will be very beneficial to the students and the research conducted.

Trustee Lewis asked if there was any further discussion. Trustee Pinnock pointed out that VP Allen had not yet discussed Revenues (Pg#88/89). Trustee Corbeil concurred. A discussion continued regarding Transfers. VP Allen pointed out that his goal was to not use funds from the Reserves and

added that in fact, he wanted to grow the Reserves. The discussion continued regarding the 48.97% Instruction expense. VP Allen stated that he wanted to get that up to 50%. Thereby confirming that approximately half of the budget was going to Instruction. A short discussion continued regarding Scholarships and the effect of the pandemic.

Trustee Lewis then moved to recommend to the full Board the approval of the FY21 Institutional Budgets, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Pinnock seconded and the motion carried unanimously by roll call vote.

## **VI. APPROVAL OF FY21 SUPPLEMENTAL COMPENSATION PAYMENT TO ELIGIBLE EMPLOYEES**

Trustee Lewis introduced the next agenda item, the approval of FY21 supplemental compensation payment to eligible employees and asked President Glover or her designee to provide pertinent information related to this Finance and Budget Committee agenda item. The material was included in the June 17, 2021, Board meeting materials.

President Glover again called on VP Allen to comment on the details of this agenda item. VP Allen explained that the University proposed a one-time payment of 1% base salary or \$500, whichever is greater, for active employees who were on payroll January 1, 2021, and remained an active employee on June 30, 2021. VP Allen shared that the state of Tennessee funded \$603K and TSU will fund \$194K (if approved by the Board) for a total of \$797K. Trustee Corbeil asked if this amount was included in the budget projections and VP Allen confirmed that it was included.

With no further question or comments, Trustee Lewis moved to recommend to the full Board the approval of FY21 supplemental compensation payment to eligible employees, as contained in the Board material for the June 17, 2021, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

## **VII. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2021-22 COMPENSATION PLAN**

Trustee Lewis introduced the next agenda item, the approval of the Institution's Fiscal Year 2021-22 Compensation Plan, and asked President Glover or her designee to provide pertinent information related to this Finance and Budget Committee agenda item. The material was included in the June 17, 2021, Board meeting materials.

President Glover asked VP Allen to comment and he stated that the purpose of this agenda item was to consider approval of the University's compensation plan for Fiscal Year 2021-22, including a proposed salary adjustment of 4.04% to the base salary for all full time regular employees effective July 1, 2021. VP Allen shared that the overall financial impact of this adjustment would be \$3.1 million of which the State of Tennessee was funding \$2.5 million. The remaining 600,000.00 was included as part of the projected budget for 2011-22.

A brief discussion followed after Trustee Corbeil inquired whether as a University, we had ever contemplated going to a minimum wage standard. President Glover stated that she had in fact increased the staff minimum salary to \$22K and faculty to \$55K. President Glover noted that if the Board wanted her to, she would certainly take a look at that option.

Trustee Lewis moved to recommend to the full Board the approval of the Institution's Fiscal Year 2021-22 Compensation Plan, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Pinnock seconded and the motion carried unanimously by roll call vote.

### **VIII. APPROVAL OF THE INSTITUTION'S FY 2021-22 CAPITAL CONSTRUCTION PLAN**

Trustee Lewis introduced the next agenda item, the approval of the Institution's FY 2021-22 Capital Construction Plan, and asked President Glover or her designee to provide pertinent information related to this agenda item. The material was included in the June 17, 2021, Board meeting materials.

President Glover again asked VP Douglas Allen to report on this agenda item. VP Allen shared that this agenda item consisted of three areas for consideration: the capital outlay request, the maintenance request and the disclosed funding request. If these are approved by the Board, they will be submitted to THEC for further review and approval.

VP Allen briefed the committee on the three areas being submitted for consideration. He pointed out that the outlay request pertained to a complete building renovation for the Brown-Daniel Library. The maintenance request consisted of several projects including the campus electrical system upgrade, steam tunnel repairs, building renovation, road resurfacing and other necessary upgrades. A list of these and their projected costs are itemized in the Board material on pages #107 and #108. The disclosed requests were listed in detail on page #109 in the Board materials and totaled \$22,404,690. VP Allen shared that the University was expecting a total of \$25 million from insurance reimbursement for tornado recovery. After being questioned by Trustee Lewis, VP Allen shared that the insurance would pay for each separate project and not as a lump-sum payment.

Seeing no further questions on this agenda item, Trustee Lewis moved to recommend to the full Board the approval of the Institution's FY 201-22 Capital Construction Plan, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

### **IX. FINANCE AND BUDGET REPORT**

Trustee Lewis introduced the next agenda item as the Finance and Budget report. This was an informational item so no vote was required. Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover once again called on VP Douglas Allen to report on this item.

Glover asked VP Allen to make some final comments. He shared that he had been working closely with the state auditor and that the report should be completed soon. He reminded the committee that there will be findings, which were previously addressed.

VP Allen mentioned that campus beautification was in process and several areas of the campus were undergoing paint jobs and other enhancements. He mentioned that there is food court interest in some residence halls. He also stated that during the upcoming months, he would be looking at various positions and processes. He mentioned several organizational changes that were recently made, including the addition of the new controller and foundation accountant. He promised to continue working to fix anything that seems broken.

Trustee Lewis took the opportunity to thank VP Allen for accepting the position of VP of Business and Finance and thanked him for the work he was doing. He thanked President Glover for finding VP Allen. At that moment, VP Allen thanked Provost Harris for all that he had done with assisting on the SACSCOC accreditation and the audit. Trustee Lewis concurred and also thanked Provost Harris.

Trustee Lewis thanked everyone for this report.

## **X. UPDATE ON ENROLLMENT, MARKETING AND STUDENT RECRUITMENT**

Trustee Lewis introduced the next agenda item as the update on enrollment, marketing and student recruitment. This was also an informational item so no vote was required. Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover called Mr. Terrence Izzard to report on this item

Mr. Izzard thanked his entire enrollment, marketing and recruitment team, including the advisors and specialists in his division. He stressed that the excitement and recruiting success was a result on a group effort from across all sectors of the campus. Mr. Izzard directed everyone to page #112 - #115 of the June 17, 2021 Board Meeting materials for a breakdown of the enrollment, recruitment and marketing update, comparison and admission analyses. Mr. Izzard pointed out that to-date he recorded an excess of 10,800 applications and that number represented the highest number for the past five years. He stated that the increase number of students admitted represented a 4.87% increase from Fall 2020 and praised the leadership of President Glover and the Cabinet for the success. He also mentioned that his staff recorded a significant decrease in the number of students who withdrew from the university. Efforts were made across campus to assist students and we were thankful for the show of teamwork from everyone.

Mr. Izzard pointed out the enrollment comparative data that total number of students registered for Fall 2021 (3,658) far exceeded that of Fall 2020 (3,039), representing a 18.49% difference. He again praised all divisions across campus for making this happen. He stressed that everyone worked together in getting students registered and ready.

In addition to the outstanding recruitment efforts, Mr. Izzard described his team's retention efforts, dual enrollment efforts, and graduate school efforts. These are all outlined in detail on pages #113 to #115 in the Board materials.

Trustee Lewis thanked President Glover and Mr. Izzard for the report.

## **XI. REPORT ON ATHLETICS**

Trustee Lewis introduced the final agenda item as the report on Athletics. This was also an informational item so no vote was required. Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover stated that she would call on Athletics Director, Dr. Mikki Allen to report on this item.

Dr. Allen pointed out that since the hiring of the new Head Coach, Mr. Eddie George, there had been an extremely high amount of excitement, alumni engagement and exposure surrounding the football program at TSU. He pointed out that TSU had been on various forms of national media, including

print and digital platforms. He listed several television stations and broadcast outlets with whom he and his team had been invited to participate. AD Allen thanked AVP Kelli Sharpe for reaching out to these outlets.

At this time Coach Eddie George had confirmed his staff which consisted of 10 assistant coaches and 6 support staff members. He noted that their profiles could be found on TSUTigers.com. AD Allen emphasized that the new leadership in our football program has had an increased effect on recruiting student in addition to great athletes. He mentioned the recent ‘roar city mega camp’ held on campus and the excess of 500 prospects that were in attendance.

AD Allen proudly mentioned the fact that they now had \$2.3 million in gift commitments for the Athletics Department. He thanked Mr. Jamie Isabel and his Institutional Advancement team for their assistance in these efforts. He took the opportunity to thank former Board member, Mr. Bill Freeman and his wife, Barb, for their gift of \$300,000.00 to the Athletics Department which was used to transform the 3<sup>rd</sup> floor of Hankel Hall, the home of the football department. Another major gift recently received was \$300,000.00 from Mr. Paul Wieck (CEO – Western Express) and his family. This was to support the Athletics Department with a new weight room and locker room, for football and both men’s and women’s track & field. AD Allen expressed how thrilled and excited everyone was about the enhancements. He pointed out that there had been increased corporate interest in the program. He addressed the reorganizing of the department and the conversations of new programs such as ice hockey (an extension to our relationship with the Predators), baseball and soccer.

AD Allen reiterated that these were exciting times in Athletics at TSU and thanked everyone who assisted in getting the athletics program back on top.

Trustee Martin added that she was aware of the fund-raising activities that Coach George was hosting and reminded everyone of how important and committed he was to TSU. AD Allen concurred.

Trustee Lewis commended President Glover on the ‘heck of a job’ she was doing and praised everyone who were on the call and supported her efforts. He also thanked VP Allen for doing a great job.

Trustees Lewis then thanked AD Dr. Mikki Allen for the report. He asked if there was any additional questions or comments.

Seeing none, he asked for a move to adjourn the meeting. Trustee Pinnock then seconded which carried by roll call vote. The meeting was adjourned at 12:51 p.m.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: September 16, 2021

ITEM: University Budget Update

RECOMMENDED ACTION: None

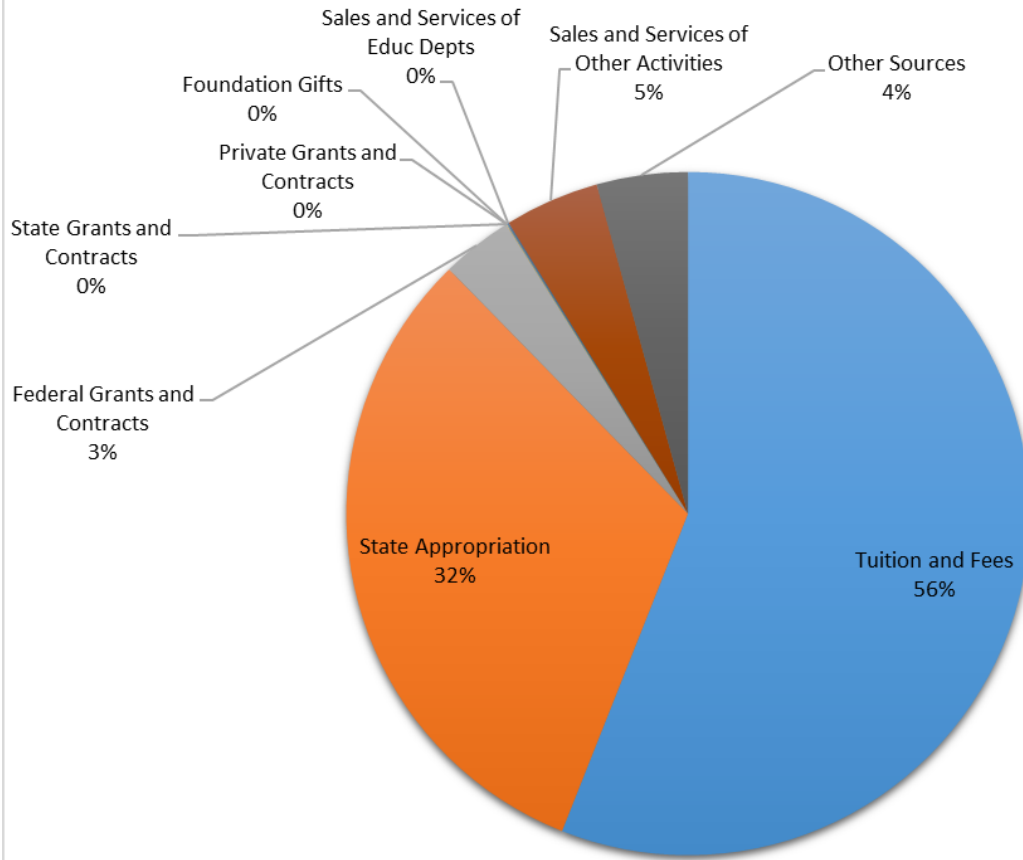
PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President or designee will provide an update on the University budget.

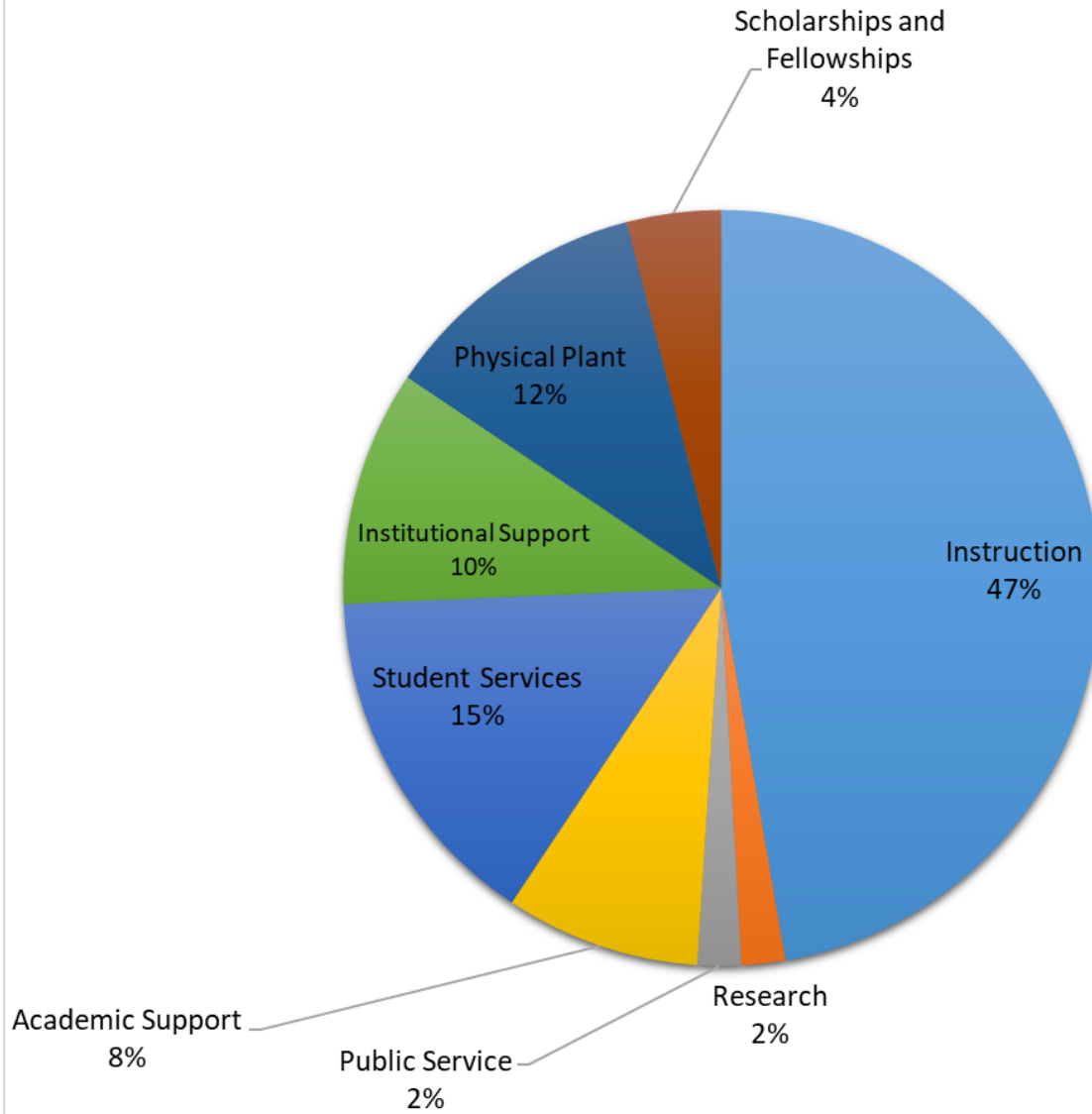
**Tennessee State University**  
**Statements of Revenues, Expenditures and Transfers - Budget and Actual**  
**Fiscal Year to Date as of August 31, 2021**

	<b>2022</b>				<b>2021</b>
	<b>BUDGET</b>	<b>FYTD</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>PYTD</b>
<b>REVENUES:</b>					
<b>Education and General</b>					
Tuition and Fees	\$ 74,513,200	\$ 47,074,613	\$ 27,438,587	63.18%	\$ 36,306,051
State Appropriation	42,126,200	-	42,126,200	0.00%	6,875,600
Federal Grants and Contracts	4,500,000	-	4,500,000	0.00%	-
State Grants and Contracts	33,000	-	33,000	0.00%	-
Private Grants and Contracts	47,000	-	47,000	0.00%	-
Foundation Gifts	25,000	-	25,000	0.00%	37,687
Sales and Services of Educ Depts	84,300	1,727	82,573	2.05%	-
Sales and Services of Other Activities	5,971,200	1,812,609	4,158,591	30.36%	1,566,305
Other Sources	5,730,000	347	5,729,653	0.01%	92,184
Total Education and General	\$ 133,029,900	\$ 48,889,296	\$ 84,140,604	36.75%	\$ 44,877,828
<b>Sales/Svs Aux Enterprises</b>					
Aux Enterprises	\$ 26,534,900	\$ 15,715,461	\$ 10,819,439	59.23%	\$ 10,171,507
<b>TOTAL REVENUES:</b>	<b>\$ 159,564,800</b>	<b>\$ 64,604,757</b>	<b>\$ 94,960,043</b>	<b>40.49%</b>	<b>\$ 55,049,334</b>
<b>EXPENDITURES:</b>					
<b>Education and General</b>					
Instruction	\$ 61,673,483	\$ 3,724,512	\$ 57,948,971	6.04%	\$ 4,859,917
Research	2,444,708	196,985	2,247,723	8.06%	302,548
Public Service	2,428,703	343,785	2,084,918	14.16%	237,627
Academic Support	10,871,374	1,583,672	9,287,702	14.57%	1,418,958
Student Services	19,539,188	2,490,595	17,048,592	12.75%	1,850,822
Institutional Support	13,152,775	1,831,931	11,320,844	13.93%	2,069,625
Physical Plant	15,087,594	1,810,310	13,277,285	12.00%	1,478,103
Scholarships and Fellowships	5,246,530	764,815	4,481,715	14.58%	1,990,889
Total Education and General	\$ 130,444,355	\$ 12,746,605	\$ 117,697,750	9.77%	\$ 14,208,489
<b>Sales/Svs Aux Enterprises</b>					
Aux Enterprises Expenditures	\$ 22,281,469	\$ 1,794,488	\$ 20,486,981	8.05%	\$ 300,638
<b>TOTAL EXPENDITURES:</b>	<b>\$ 152,725,824</b>	<b>\$ 14,541,093</b>	<b>\$ 138,184,731</b>	<b>9.52%</b>	<b>\$ 14,509,128</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES</b>	<b>\$ 6,838,976</b>	<b>\$ 50,063,664</b>	<b>\$ (43,224,688)</b>	<b>732.03%</b>	<b>\$ 40,540,207</b>
<b>TRANSFERS:</b>					
<b>Education and General</b>					
Mandatory Transfers	\$ 2,364,900	\$ -	\$ 2,364,900	0.00%	\$ -
Nonmandatory Transfers	150,000	-	150,000	0.00%	-
Total Education and General	2,514,900	-	2,514,900	0.00%	-
<b>Aux Enterprises</b>					
Mandatory Transfers	\$ 1,313,900	\$ -	\$ 1,313,900	0.00%	\$ -
Nonmandatory Transfers	2,895,500	-	2,895,500	0.00%	-
Total Auxiliary Enterprise	4,209,400	-	4,209,400	0.00%	-
<b>Total Transfers</b>	<b>\$ 6,724,300</b>	<b>\$ -</b>	<b>\$ 6,724,300</b>	<b>0.00%</b>	<b>\$ -</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS</b>	<b>\$ 114,676</b>	<b>\$ 50,063,664</b>	<b>\$ (49,948,988)</b>	<b>43656.63%</b>	<b>\$ 40,540,207</b>

## Revenues



## Expenditures



**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: September 16, 2021

ITEM: Construction 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**

The permanent greenhouse rebuilding project is over 9 months from completion. Because of this, TSU has worked with the insurance adjuster to build a temporary greenhouse to support TSU's agricultural research and avoid losing another growing/planting season. The temporary greenhouse is currently under construction, and it is expected to be operational at the end of September – early October.

### **Animal Shelter**

Most animal shelters have been completed and are being used. A few larger shelters are under construction and waiting for the necessary metal roofing material to arrive (COVID19 related delays).

### **Fence Repairs**

Pasture fence installation is near completion but has been temporarily placed on hold due to animal research relocation and breeding, at the request of the researchers. Other miscellaneous fence repairs are about 80% 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. We are still waiting for the Department of Environmental Quality to issue the necessary permit to use equipment to complete the cleanup.

### **Greenhouses**

Architects are currently working on the design and bidding documents for all three greenhouses. A pre-bid meeting for Greenhouse 503 took place on the week of 8/30/2021, and bids are expected on 9/15/2021. Bidding documents for Greenhouses 501 and 502 are near completions and will be issue for bids within the next 4 weeks.

### **Ag Pavilion**

Bidding documents are near completion and are under review by the State Fire Marshal's office.

### **Ag Education Building**

Architects are currently working on the design and bidding documents.

### **Horse Barn**

This structure will not be rebuilt. Replacement value of this structure is being negotiated with the insurance company. The negotiated funds will be reinvested in other farm improvement projects.

### **Silos (two)**

These structures will not be rebuilt. Replacement value is being negotiated with the insurance company. The negotiated funds will be reinvested in other farm improvement projects.

### **Chicken Waste Storage Tank**

This structure will not be rebuilt. Replacement value of this structure is being negotiated with the insurance company. The negotiated funds will be reinvested in other farm improvement projects.

### General Services Building

Interior renovation work has been completed. A temporary roof was installed immediately following the tornado, but repairs are currently being completed. Bids for the permanent roof are expected within the next 3 weeks.

### Other Farm Structures

No report at this time:

Hoop Houses; Poultry Building rebuilt; Education Building at Poultry Site; Hay Storage Building

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

Bids for Phase 2 (of 4) were received on 8/26/21. The electrical loop master plan implementation is broken into 4 total phases, at a cost of approximately \$5,000,000 each phase. We are currently on phase 2. Consulting engineers (ICT) and NES are working together to develop the necessary construction documents for the remaining 2 phases. We have received a Memorandum of Understanding from NES and it has been submitted to review and comments to TSU Legal office, VP of Business and Finance, and the President's Office.

### **NEW RESIDENCE HALL**

Under construction with expected completion summer 2022. Project is currently on budget and within schedule. Work continues inside and outside the structure.

### **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 "shelved" until the fall 2021, when it may be rebid, hoping that the COVID-19 effects have levelled off.

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

There have been many campus program moves that are outside the original Migration Plan. These changes have reshaped the original plan and will require a complete revision of the Migration Plan to reconcile the new program moves with an updated Campus Master Plan. These changes and other developments on campus such as Athletics programs, new alumni house development, and the Ag. Farm development will require a Master Plan update or the development of a new Campus Master Plan. We have had preliminary discussions with TBR and THEC regarding the need for a new or updated Master Plan.

### **QUARTERLY DISCLOSURE REPORTS**

TSU has disclosed the following project for the FY 21-22 2<sup>nd</sup> Quarter:

#### Indoor Practice Facility

Field turf replacement - \$300,000 estimate. (TSU Foundation Funds)

#### Indoor Practice Facility

New weight room - \$200,000 estimate. (TSU Foundation Funds)

#### Gentry Center

Interior painting (gymnasium) - \$200,000 estimate. (Plant Funds - Maintenance)

Gentry Center

Gymnasium lighting upgrade - \$200,000 estimate. (Plant Funds - Maintenance)

Gentry Center

New score and vision boards (gymnasium) - \$550,000 estimate. (TSU Foundation Funds)

Rudolph Hall Elevator Upgrade

Upgrade and modernize non-working elevator - \$250,000 estimate. (Plant Funds - Housing)

Farrell-Westbrook

New lab (Room 109) - \$250,000 estimate. (Grant Funds – Ag, Program)

Farrell-Westbrook

New lab (Old Greenhouse Rm 121) - \$560,000 estimate. (Grant Funds – Ag, Program)

**Campus Beautification**

The following painting projects have been completed across campus to include, painting the handrails, striped McWherter and Wilson Hall parking lots, and the Bookstore. We have also pressure washed the following areas around campus: Amphitheater, John Merritt area around the monument and flagpole, the large wall at the entrance to campus on John A Merritt Blvd, the Library, Clay and McCord Halls, Courtyard outside of campus, the area between the campus center and the library and the wall and sidewalks outside of post one. In addition to pressure washing, we have sealed and cleaned the overhang between the campus center and McWherter building.

**Tennessee State University**

**Board of Trustees**



**Report on  
CARES Act Funding**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: September 16, 2021

ITEM: Report 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 August 31, 2021**

<b>HEERF I (CARES Act)</b>		<b>Award Amount</b>	<b>Budget</b>	<b>Expenditures Per Banner</b>	<b>Encumbrances</b>	<b>Balance Available</b>	<b>Expenditure Deadline</b>
228074-12826-550	HEERF - Student Portion	3,607,331.00	3,607,331.00	3,556,840.00	-	50,491.00	30-Sep-22
226047-70116-450	HEERF - Institution Portion	3,607,330.00	3,607,330.00	2,414,259.00	-	1,193,071.00	30-Sep-22
226046-70116-450	HBCU Funds - Institutional Support		2,778,445.00	2,745,694.83	126,776.44	(94,026.27)	30-Sep-22
221399-70116-200	HBCU Funds - Academic Technology		2,790,757.00	2,080,927.45	221,625.83	488,203.72	30-Sep-22
228075-12826-550	HBCU Funds - Scholarships		10,050,583.00	10,026,326.84	-	24,256.16	30-Sep-22
221397-70116-200	HBCU Funds - Instruction		616,648.00	436,347.80	27,242.88	153,057.32	30-Sep-22
Total HBCU Funds		16,236,433.00	16,236,433.00	15,289,296.92	375,645.15	571,490.93	
<b>Total HEERF I Funds (CARES Act)</b>		<b>23,451,094.00</b>	<b>23,451,094.00</b>	<b>21,260,395.92</b>	<b>375,645.15</b>	<b>1,815,052.93</b>	
<b>HEERF II (CRRSSA)</b>		<b>Award Amount</b>	<b>Budget</b>	<b>Expenditures Per Banner</b>	<b>Encumbrances</b>	<b>Balance Available</b>	<b>Expenditure Deadline</b>
228080-12826-550	HEERF II - Student Portion	3,607,331.00	3,607,331.00	3,605,970.00	-	1,361.00	30-Sep-22
226051-70116-450	HEERF II - Institution Portion	9,699,052.00	9,699,052.00	-	-	9,699,052.00	30-Sep-22
228081-12826-550	HEERF II - HBCU Scholarship Funds	6,000,000.00	6,000,000.00	2,581,132.89	-	3,418,867.11	30-Sep-22
226050-70116-450	HEERF II - HBCU Funds	14,177,006.00	14,177,006.00	3,062,954.22		11,114,051.78	30-Sep-22
Total HBCU Funds		20,177,006.00	20,177,006.00	5,644,087.11	-	14,532,918.89	
<b>Total HEERF II Funds (CRRSSA)</b>		<b>33,483,389.00</b>	<b>33,483,389.00</b>	<b>9,250,057.11</b>	<b>-</b>	<b>24,233,331.89</b>	
<b>HEERF III (ARP)</b>			20,177,006.00				
	HEERF - Student Portion	11,727,888.00	11,727,888.00	-	-	11,727,888.00	30-Sep-22
	HEERF - Institution Portion	11,600,946.00	11,600,946.00	-	-	11,600,946.00	30-Sep-22
	HBCU Funds	35,309,909.00	35,309,909.00	-	-	35,309,909.00	30-Sep-22
<b>Total HEERF III Funds (ARP)</b>		<b>58,638,743.00</b>	<b>58,638,743.00</b>	<b>-</b>	<b>-</b>	<b>58,638,743.00</b>	
<b>Total HEERF Funds</b>		<b>115,573,226.00</b>	<b>115,573,226.00</b>	<b>30,510,453.03</b>	<b>375,645.15</b>	<b>84,687,127.82</b>	
Total Award Student Portion		18,942,550.00					
Total Award Institution Portion		24,907,328.00					
Total Award HBCU Funds		71,723,348.00					
		115,573,226.00					

**Tennessee State University**

**Board of Trustees**



**Finance and Budget  
Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: September 16, 2021

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.

**Financial Statements:**

The State Auditors issued the FY2019 audit on July 30, 2020 and scheduled to release the FY2020 on or before September 28, 2020. The Office of Business and Finance provided a Corrective Action Plan and has addressed the audit findings presented in the FY2019 audit report. We expect the FY2020 audit findings will be similar to the FY2019 audit due to the both audits being released within 60 days of each other. The office of Business and Finance has begun the process for year-end close and preparation for the FY2021 audit and will keep the Board apprised of its progress.

**Financial Planning and Operations:**

The university is reviewing the Proposed FY2022 Budget and will present any proposed revisions at the November Board of Trustee meeting. The budget is being monitored daily and the university will not initiate any transfers from the reserve fund in FY2022.

An assessment for staff training on our ERP (Ellucian/Banner) system was deemed a critical need and we scheduled extensive training for February 2022. The consultants will assess our current system setup and provide training at the individual staff level.

**SACSCOC Accreditation:**

SACSCOC standard 13.2 requires that the university provide an institutional audit for the two most recent fiscal years. The most recent fiscal years are FY2020 and FY2019. Both audit reports will be submitted with other institutional data in Compliance Certification report in September 2021 to SACSCOC.

**Tennessee State University**

**Board of Trustees**



**Update on Enrollment**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 16, 2021

ITEM: Update on Enrollment

RECOMMENDED ACTION: None

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

President Glover and/or her designee will provide an update on enrollment related matters.



**BOARD OF TRUSTEES  
ENROLLMENT UPDATE FOR SEPTEMBER 16, 2021**

**Fall 2021 Enrollment Update\***

<b>Semester</b>	<b>Headcount</b>	<b>FTE</b>
UG	6375	5490
GR	1698	1061
<b>Total</b>	<b>8073</b>	<b>6552</b>

**Fall 2020/2021 Enrollment Comparison\***

<b>Headcount</b>				<b>Full-Time Equated (FTE)</b>			
<b>Semester</b>	<b>Fall 2020</b>	<b>Fall 2021</b>	<b>% Diff</b>	<b>Semester</b>	<b>Fall 2020</b>	<b>Fall 2021</b>	<b>% Diff</b>
UG	6000	6369	6%	UG	5313	5490	3%
GR	1615	1703	5%	GR	983	1061	8%
<b>Total</b>	<b>7615</b>	<b>8072</b>	<b>6%</b>	<b>Total</b>	<b>6296</b>	<b>6552</b>	<b>4%</b>

**Undergraduate and Graduate Enrollment  
Fall 2019 – Fall 2021**

<b>Student Group</b>	<b>Fall 2019</b>	<b>Fall 2020</b>	<b>Fall 2021*</b>
UG Freshmen	1,845	2,302	2,430
UG Sophomore	1,048	933	974
UG Junior	1,192	1,052	1,043
UG Senior	1,501	1,420	1,407
UG Special/NonDegree	289	293	515
<b>Total Undergraduate</b>	<b>5,875</b>	<b>6,000</b>	<b>6,369</b>
GR Masters	898	973	1,080
GR Doctorate	373	320	375
GR Special/NonDegree	816	214	163
GR Certificate	119	108	85
<b>Total Graduate</b>	<b>2,206</b>	<b>1,615</b>	<b>1,703</b>
<b>Grand Total</b>	<b>8,081</b>	<b>7,615</b>	<b>8,072</b>

*\*Numbers in this report are preliminary. Updated numbers forthcoming following annual census report.*



### YTD Fall 2022 Undergraduate Admissions Applications Analysis

Semester	As of Date	Total Admitted	Denied	Incomplete	Withdrawn/Cancelled	Grand Total
Fall Term 2018	2-Sep-17	51	1	409	2	461
Fall Term 2019	2-Sep-18	40	0	341	2	381
Fall Term 2020	2-Sep-19	41	0	269	3	310
Fall Term 2021	2-Sep-20	45	1	179	0	225
<b>Fall Term 2022</b>	<b>2-Sep-21</b>	<b>68</b>	<b>5</b>	<b>589</b>	<b>0</b>	<b>662*</b>

\*Nearly 200% increase in the total number of applications for Fall 2022

#### Successful Recruitment and Retention Efforts for Fall 2021

1. Paid student balances for Spring 2020, Fall 2020, and Spring 2021 to allow students to return to school.
2. Implemented early scholarship award offers for high-achieving high school graduating seniors.
3. Offered Tuition Assistance Grants (TAG) with CARES Act Funding to aid students with current balances.
4. Increased outreach via phone, emails, and text to prospective and returning students.
5. Launched the inaugural class of the Dr. Levi Watkins, Jr. Institute.
6. Increased digital marketing campaigns for targeted populations.
7. Partnered with the Department of Athletics to support several celebrity student recruits.
8. Recruited a competitive high-achieving cohort of twelve talented scholars from the “We Are 5000” national mentoring organization in Miami, FL.
9. Expanded the admissions, recruitment, and enrollment services teams to better assist students throughout the enrollment process during the pandemic.
10. Worked collaboratively with College Deans, Academic Advisors, New Student Programs, Student Affairs, Marketing, Public Relations, and Enrollment Services teams to assist students with returning to school.
11. Expanded Dual Enrollment efforts for talented high school students.
12. Increased recruitment efforts for prospective graduate students and employees.
13. Offered on-ground and virtual campus visits to prospective undergraduate and graduate students.



### **Strategic Recruitment and Retention Priorities for Fall 2022**

1. Maintain a continued focus on increasing efforts to recruit from traditional high school populations within the state of Tennessee and a 250-mile radius.
2. Increase the admissions application funnel through digital marketing, social media engagement, campus visit programs (virtual and on ground), advertising, organic lead generation services, and SAT/ACT databases.
3. Market and promote (using videos) the opening of our new dormitories, health sciences building, high profile celebrity student recruits, new academic programs, unique student success stories, and distinguished TSU alumni.
4. Emphasize the importance of completing “early registration” each semester for new and continuing students.
5. Utilize strategic communication CRM workflows to guide prospective students from inquiry to enrollment.
6. Enhance technological infrastructure to improve data analytics and drive higher ROI, producing higher applicant conversion rates.
7. Expand recruitment outreach efforts to adult learners, veterans, transfers, community college, and graduate students.
8. Continue collaboration with Academic Affairs to expand recruitment efforts of each academic college.
9. Advertise and market new highly competitive academic programs.
10. Create additional “two plus two” agreements with Tennessee Community Colleges and expand Community College recruitment efforts.
11. Enhance the marketing of the Degree in 3, Take 15 to Finish, and Three Plus One program initiatives.
12. Market all online graduate and undergraduate degree programs.

**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**

Tennessee State University  
Thursday, September 16, 2021  
10 a.m. CST

Board Committee Meetings Via Zoom  
Live Stream: [www.tnstate.edu/board/livestream.aspx](http://www.tnstate.edu/board/livestream.aspx)

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 17, 2021, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of Academic Program Modification – Admissions Standards – Ph.D. in Biology
- V. Approval of Academic Program Modification – Admissions Standards – MS Professional School Counseling
- VI. Approval of Academic Program Modification – Method of Instructional Delivery via Online – Master in Business Administration
- VII. Approval of Academic Program Modification – Method of Instructional Delivery via Online – Master of Science in Agricultural Science
- VIII. Approval of New Program – Graduate Certificate in Higher Education Administration Leadership
- IX. Approval of New Program – Graduate Certificate in Public Health
- X. Approval of Additional AY 2020-2021 Tenure Recommendations
- XI. Report on SACSCOC Ten Year Accreditation Review
- XII. Academic Affairs Report
- XIII. Report on Research Funding and Programs
- XIV. Report on Student Housing

XV. Student Affairs Report

XVI. Adjournment

**Tennessee State University**

**Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a sun, a gear, and a book. 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 a decorative border of small triangles. The words "THINK" and "SERVE" are also visible within the seal's design.

**Approval of the  
June 17, 2021,  
Academic Affairs  
and  
Student Affairs  
Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of the June 17, 2021, Academic Affairs and  
Student Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the June 17, 2021, Academic Affairs and Student Affairs Committee meeting is included in the September 16, 2021, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 17, 2021, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee Meeting  
June 17, 2021  
Tennessee State University – Electronic  
MINUTES**

**Committee Members Present:** Trustees Pam Martin, Andre Johnson, Ali Sekmen, and Non-voting Member: Tiara Thomas.

**Other Board Members Present:** Trustees Richard Lewis, Van Pinnock and Joseph Walker III

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

**I. CALL TO ORDER**

Trustee Martin called the meeting to order at 8:33 a.m. on June 17, 2021. 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 (“CDC”) and the State of Tennessee to limit face-to-face contact whenever possible. Electronic participation for the Committee meeting is necessary for the safety of Board members, staff, and guests.

Trustee Martin 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. Trustee Martin 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.

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

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

**III. APPROVAL OF THE MARCH 11, 2021, COMMITTEE MEETING MINUTES**

Trustee Martin proceeded to the approval of the March 11, 2021, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the March 11, 2021, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Sekmen seconded the motion, which carried unanimously by roll call.

#### **IV. APPROVAL OF 2020-2021 TENURE AND PROMOTION RECOMMENDATIONS**

Trustee Martin announced the next agenda item as the approval of 2020-2021 tenure and promotion recommendation. She asked President Glover or her designee to provide pertinent information related to this agenda item. The material for this agenda item is contained in the Board Meeting materials for June 17, 2021.

President Glover called on Provost Harris to present this item. Provost Harris reminded the committee of the rigorous process that was undertaken in order to achieve these tenure and promotion recommendations. He stressed even during a COVID year, the Academic Affairs department was still able to maintain their commitment to quality in achieving these results.

The list of recommended candidates for tenure and promotion could be found on pages #132 through #134 in the Board Meeting materials.

Trustee Martin moved to recommend to the full Board the approval of the 2020-2021 tenure and promotion recommendations, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

#### **V. APPROVAL OF ACADEMIC PROGRAM MODIFICATION – A CHANGE TO THE M.S. PSYCHOLOGY, COUNSELING PSYCHOLOGY CONCENTRATION ADMISSION STANDARDS**

Trustee Martin announced the next item on the agenda is the approval of an academic program modification – a change to the MS Psychology, Counseling Psychology concentration admission standards. She asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the June 17, 2021, Board meeting materials.

President Glover asked Provost Harris to respond to this agenda item. Provost Harris explained that the two modifications being proposed were, (1) the removal of the GRE and MAT as requirements for admission, and (2) to add both a statistics and a research methods course as pre-requisites. He stated that this was part of a continuing effort to attract students and ensure their success. He also stated that more similar changes will be proposed in the future.

Trustee Martin moved to recommend to the full Board the approval of an academic program modification – a change to the MS Psychology, Counseling Psychology concentration admission standards, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Johnson seconded and the motion carried unanimously by roll call vote.

## **VI. APPROVAL OF ACADEMIC PROGRAM MODIFICATION – A CHANGE TO THE M.S. BIOLOGY ADMISSION STANDARDS**

Trustee Martin introduced the next item on the agenda as the approval of the academic program modification – a change to the MS Biology admission standards. She asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the June 17, 2021, Board meeting materials.

President Glover asked Provost Harris to present on this item. Provost Harris explained that similarly to the previous agenda item, the modification proposed was the removal of the GRE requirement for admission. This was an effort to remain competitive to other MS in Biology programs and attract qualified students.

Trustee Martin moved to recommend to the full Board the approval of an academic program modification – a change to the MS Biology admission standards, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

Trustee Sekmen commented that some other institutions were considering relaxing the requirements for ACT as well as the GRE and asked if we had intentions of doing the same. President Glover responded that we were in continuing discussions about this topic.

## **VII. APPROVAL OF ACADEMIC PROGRAM MODIFICATION – A MOVE OF THE DEPARTMENT OF CRIMINAL JUSTICE FROM THE COLLEGE OF LIBERAL ARTS TO THE COLLEGE OF PUBLIC SERVICE**

Trustee Martin introduced the next item on the agenda as the approval of the academic program modification – a move of the Department of Criminal Justice from the College of Liberal Arts to the College of Public Service. She shared that at this time, this item has been tabled for further internal discussion and consideration.

## **VIII. APPROVAL OF TSU INTELLECTUAL PROPERTY POLICY**

Trustee Martin announced the next agenda item as the approval of TSU intellectual property policy. She asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the June 17, 2021, Board meeting packet.

President Glover asked Dr. Frances Williams to comment on this agenda item. Dr. Williams shared that following the implementation of the FOCUS Act, the policies held under the Tennessee Board of Regents automatically became TSU policies unless the Board of Trustees adopted a new policy in any specific area. The Division of Research and Sponsored Programs embarked on a review and revamping of the TBR policy to develop a new Intellectual Property policy. This was with the intention of tailoring a specific policy for TSU.

Dr. Williams added that the new Intellectual Property policy was developed by reviewing IP policies at other well-regarded research universities, inviting and receiving input from several campus constituents, and obtaining legal sufficiency review by staff in the Office of the General Counsel. The policy is outlined on pages #145 through #154 of the Board Meeting materials for the June 17, 2021, meeting.

Trustee Martin then moved to recommend to the full Board the approval of the TSU Intellectual Property policy, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Sekmen seconded and the motion carried unanimously by the roll call vote.

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

Trustee Martin introduced the next item on the agenda as the report on SACSCOC accreditation review matters. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item, as contained in the Board materials for the June 17, 2021, Board meeting. This is an informational discussion item only so no vote will be required.

President Glover called on the Executive Director for SACSCOC Accreditation, Dr. Charlise Anderson give information relating to this agenda item. Dr. Anderson stated that she was happy for the opportunity to share the SACSCOC reaffirmation of accreditation process with the committee. She stated that in July 2020 and under the leadership of Provost Harris, her team began a self-study to address the university's reaffirmation of accreditation. She stated that 83 programs were under review: 1 Associates, 39 Bachelors, 24 Masters, 7 Doctorates, 1 Ed. Specialist and 11 Graduate Certificates. Dr. Anderson stated that she and her term were able to successfully complete the task of preparing for the SACSCOC Visiting Committee due to the fact that everyone on campus came together and worked together. She shared that a total of 19 interviews were held over a two-day period. In the end the final reaffirmation of accreditation report showed that we were compliant in 72 of the 74 standards and that this was huge! The two remaining standards to be addressed referred to Institutional Audit.

President Glover then called on Provost Harris to discuss the next steps in the process. He outlined all the accomplishments and thanked President Glover for her leadership in helping us all achieve so much in a short time. Provost Harris stated that he and others were working with the auditors on a daily basis and making considerable progress. He reminded the committee that the SACSCOC Board of Trustees Reaffirmation decision will be voted on December 4<sup>th</sup> -7<sup>th</sup> and that he believed that TSU will be reaffirmed for another 10 years.

President Glover assured the committee that the audit report will be completed and submitted timely and that we will meet all the requirements. Trustee Cole clarified that 2019 and 2020 are the reports that will be completed and submitted. She also suggested that any additional information that can be beneficial to TSU, should be submitted along with the reports.

Trustee Martin then thanked President Glover and Provost Harris for the report.

## **X. ACADEMIC AFFAIRS REPORT**

Trustee Martin announced the next agenda item as the Academic Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials dated June 17, 2021. Trustee Martin asked President Glover and her designee to provide pertinent information related to this agenda item. This is an informational discussion item only so no vote will be required.

President Glover asked Provost Harris to comment on this agenda item. Provost Harris detailed the outline found on pages #159 through #162 in the June 17, 2021, Board meeting materials. He gave highlights of Spring 2021 and plans for Fall 2021. He shared some of the academic program planning as it related to the proposed Ph.D. in Agriculture, BS in Africana/Black Studies, Ph.D. in Higher Education, Online MBA and the redesigned BS in interdisciplinary Studies.

Provost Harris then went on to briefly mention the implementation of the strategic plan “The Pathway to Excellence 2025”, the quality enhancement plan “CADENCE” and professional development opportunities for faculty and staff.

Trustee McKenzie asked if we had any curriculum to expose our students to blockchain. Provost Harris promised to get back to him. Trustee Van Pinnock wanted to know if the Chair is occupied for Banking. President Glover promised to work with the Dean in moving that seating process up. Trustee Cole was excited to learn about this, since she reminded the committee that it was both her and Ms. Delois Lewis who worked to get that Chair funded through the TN Bankers Association.

Several other comments were made by Trustee Pinnock and Student Trustee Tiara Thomas regarding programs and enhanced resources. Trustee Martin then thanked President Glover, Provost Harris and all others for the report. She also thanked everyone for their comments.

## **XI. STUDENT AFFAIRS REPORT**

Trustee Martin introduced the next item on the agenda as a Student Affairs report. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item. Information pertaining to this agenda item is included in the June 17, 2021, Board materials.

President Glover asked Dean Frank Stevenson to provide pertinent information related to this agenda item. Since this was an informational discussion item, no vote was required. Dean Stevenson shared updates which are outlined on pages #164 and #166 in the Board materials for the June 17, 2021 Board meeting. Dean Stevenson shared with the committee that the Tennessee State University ended last academic year with SEC week. This produced new student leaders who are: SGA President, Derek Sanders (Cincinnati, OH); SGA Vice President, Jabari Jefferson (Memphis, TN); Ms. TSU, Mallory Moore (Huntsville, AL); and Mr. TSU, Mark Davis (Cincinnati, OH).

Dean Stevenson took time to thank all the ‘front line’ workers on his team, namely the housing staff and Residence Life; the TSU Police Department; the IQ Team and all the student leaders. He stated that even during a pandemic, these groups kept working the frontline to ensure student safety and to provide the necessary student services. He wanted all to salute this group and he thanked them for doing an amazing job. Special mention was made to the nurse who was responsible for testing the students in the IQ Zone each day, even after sustaining a fall with injuries, she returned immediately to the job at hand with testing the students.

Dean Stevenson shared with the committee the impact of one of the Men’s Initiatives where the ‘murky middle students’ (GPA 2.2-2.8) are the ones being supported. He said that TSU had approximately 110 students falling into this category. They tend to be left out of the top and bottom academic group. Special mentoring is done for these students as they are assigned one to one mentor and matched with careers and relevant information to assist with matriculation. These students also get dedicated staff members who

work with them on a daily basis to ensure their success. They get academic coaching using the ‘gap program.’ Dean Stevenson was very proud of this model and stated that it could be reviewed as a national model for these students’ success. After this cohort, the outcomes will be measured and the data will be released.

Dean Stevenson closed off his report by stating that his Division was getting ready for the return of campus life. Everyone was anticipating an exciting year and were all happy to move on from the COVID year. He mentioned that Trustee Thomas was instrumental in organizing a TSU Time Capsule to be buried with memorabilia from the unprecedented pandemic year. Dr. Cole took the opportunity to thank Dean Stevenson and the Student Affairs staff for the fantastic job they did in keeping the students engaged during the pandemic year. Trustee Thomas made a point that the students felt very comfortable and safe during the semester. She commented that it was a vast improvement from the semester before, and when compared to other institutions, TSU was doing a much better job with the students than many others. She publicly thanked President Glover and the administration.

Trustee Martin added to the compliments that President Glover and her administration did an amazing job in keeping everyone safe and on track during the past pandemic year. Trustee Martin proceeded to thank Trustee Ali Sekmen for his service on the Board of Trustees from its inception. She stated that everyone has grown together in their roles and that he has given great insight to the Board from a faculty perspective and that he would be missed. As she again thanked President Glover and Dean Stevenson for the report, she went ahead and welcomed the new faculty trustee, Dr. William Johnson.

## **XII. ADJOURNMENT**

Trustee Martin asked if there was any additional business. Seeing none, she moved to adjourn the meeting, and the motion was seconded by Trustee Johnson which carried unanimously by roll call vote. The meeting was adjourned at 9:37 a.m.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of Academic Program Modification –  
Admissions Standards – Ph.D. in Biology

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 Life and Physical Sciences, requests approval to proceed with a revised admission standards for the Ph.D. in Biology.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes revised admission standards, the department chair initiates the process. The Dean, Provost and 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 revision of admissions standards.

Ph.D. in Biology

- **One Modification to the Admission Criteria is Proposed:**
  - a. **Removal of GRE requirement** to be competitive with neighboring Ph.D. in Biology Programs.

Background

In order to better situate TSU's graduate programs in a highly competitive market, the proposed changes provide applicants with a focused admissions approach which highlights the academic records and experience of the applicant rather than the test score. These approaches have proven effective in other TSU graduate programs and other institutions across the nation. These proposed changes should have a direct impact on recruitment, retention, and completion of graduate degree programs.

**MOTION: To approve an academic program modification by revising the admission standards for the Ph.D. in Biology, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University**

**Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of Academic Program Modification –  
Admissions Standards – MS Professional School  
Counseling

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 Education (Psychology Department), requests approval to proceed with a revised admission standard for the MS Professional School Counseling. The materials related to this agenda item are contained in the September 16, 2021, Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes revised admission standards, the department chair initiates the process. The Dean, Provost and 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 revision of admissions standards.

MS in Professional School Counseling:

- **One Modification to the Admission Criteria is Proposed:**
  - a. **Remove the GRE and MAT as requirements for admission**, based on lack of research evidence that these are significant predictors of completion of the degree.

Background

In order to better situate TSU's graduate programs in a highly competitive market, the proposed changes provide applicants with a focused admissions approach which highlights the academic records and experience of the applicant rather than the test score. These approaches

have proven effective in other TSU graduate programs and other institutions across the nation. These proposed changes should have a direct impact on recruitment, retention, and completion of graduate degree programs.

**MOTION: To approve an academic program modification by changing the admission standards for the Master of Science in Professional School Counseling, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University  
Board of Trustees**



**Academic Program  
Modification  
–Method of Instructional  
Delivery via Online –  
Master in Business  
Administration**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of Academic Program Modification – Method of Instructional Delivery via Online – Master in Business Administration

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 online instruction delivery of the Master in Business Administration degree. The materials related to this agenda item are contained in the September 16, 2021, Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes new and modified academic programs, academic departments may seek the establishment of a new or modified 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 Provost and 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 or modified academic program. Upon approval by the Board, THEC must provide final approval.

Background

The Department of Business Administration is proposing to make available the following existing graduate program in a distance education (online) format: Master of Business Administration. The proposed online delivery of the degree programs is designed to offer students the experience of advanced study in their field of business administration during a time and place that is convenient for the student. The proposed online delivery is in addition to the hybrid and on-ground delivery modes which will be retained. The program will be cohort based and follow the accelerated progression to degree attainment in twelve (12) months.

**MOTION: To approve an academic program modification by changing the method of instructional delivery for the Master in Business Administration to online delivery, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University  
Board of Trustees**



**Academic  
Program Modification  
–Method of Instructional  
Delivery via Online –  
Master of Science  
in Agricultural Science**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of Academic Program Modification – Method of Instructional Delivery via Online – Master of Science in Agricultural 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 Agriculture, requests approval to proceed with online instructional delivery of the Master of Science in Agricultural Science degree. The materials related to this agenda item are contained in the September 16, 2021, Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes new and modified academic programs, academic departments may seek the establishment of a new or modified academic program initiating an internal review process. The department initiates the review process by developing and proposing the new/modified academic program for review at the departmental committee, college, and University levels. The Provost and 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 or modified academic program. Upon approval by the Board, THEC must provide final approval.

Background

This online delivery of the MS in Agricultural Sciences degree program is in addition to the traditional delivery of the same degree program. The current traditional mode of delivery of this degree program will be retained. The online delivery is designed to reach students who otherwise would not be able to be on campus to take courses and increase enrollment.

**MOTION: To approve an academic program modification by changing the method of instructional delivery for the Master of Science in Agricultural Science to online delivery, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a torch, an open book, and a gear. Above the shield is a sunburst. The words "TENNESSEE STATE UNIVERSITY" are arched across the top, and "NASHVILLE" is arched across the bottom. A banner at the bottom of the shield contains the words "THINK", "SERVE", and "WORK".

**New Program –  
Graduate Certificate  
in Higher Education  
Administration Leadership**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of New Program – Graduate Certificate in Higher Education Administration 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 Education, requests approval of a new graduate program – a Graduate Certificate in Higher Education Administration Leadership. The materials related to this agenda item are contained in the September 16, 2021, Board materials.

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 Provost and 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 certificate in Higher Education Administration & Leadership (HEAL) is designed for faculty and staff already working at a college or university, or professionals working in the field of higher education for government or the private sector. Courses in this certificate will advance student knowledge of key managerial and organizational areas. The program is well-suited for those seeking to advance their career, e.g., from faculty to department chair; from department chair to dean; from a director-level position to an assistant/associate dean position; and so forth.

The HEAL certificate addresses a niche market of higher education professionals who may have been trained in a discipline or field other than higher education but are working as a higher education administrator or are seeking a position in administration. The required courses are also required for the Ed.D. in Higher Education, so the certificate could also serve as an embedded credential and a stepping-stone to the Ed.D. in higher education.

**MOTION: To approve a new program to offer a graduate certificate in Higher Education Administration Leadership, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University  
Board of Trustees**



**New Program –  
Graduate Certificate  
in Public Health**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of a New Program – Graduate Certificate in Public Health

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 Public Administration, requests approval of a new graduate program – a Graduate Certificate in Public Health. The materials related to this agenda item are contained in the September 16, 2021, Board materials.

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 Provost and 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 Graduate Certificate in Public Health is designed to provide high-quality, graduate courses in public health that can be completed on a full-time or part-time basis. The program provides students with the foundational knowledge and skills in public health that can enhance their career options and goals. The certificate integrates the public health principles that allow the candidate to transition into other educational paths and objectives including the Master of Public Health (MPH) degree.

The Graduate Certificate in Public Health will provide academic coursework in the area of Public Health and also serve as an interim credential toward the completion of the MPH. The program is a 4-course, 12-credit certificate which will be comprised of existing courses currently as part of the MPH program.

**MOTION: To approve a new program to offer a graduate certificate in Public Health, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University  
Board of Trustees**

**Approval of Additional AY  
2020-2021 Tenure  
Recommendations**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of Additional AY 2020-21 Tenure  
Recommendations

RECOMMENDED ACTION: Approval

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

**Background Information:** Per university policy, the President recommends the granting of tenure to eligible faculty members in accordance with the requirements set forth in the TSU policy on tenure and promotion.

Tenure

Pursuant to the TSU tenure policy, tenure eligible faculty members must apply for tenure in their sixth year. A faculty member is required to submit a portfolio of materials in support of their tenure application. The criteria TSU uses to evaluate applicants include quality instruction, research and creative activities, public service and professional activities, and potential for professional growth.

The University reviews the tenure candidate's portfolio at several levels, including at the departmental, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the applications. The comprehensive tenure review and approval process, as well as the list of those recommended for tenure, are included in your board materials.

As part of the tenure review process during this period, President Glover is recommending two (2) additional tenure applicants for tenure, as these two candidates were inadvertently left off the list of tenure applicants approved by the Board of Trustees at its June 17, 2021.

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 awarding of tenure based on recommendations from the President.

See Attachment.

**MOTION: To approve the list of recommended candidates for tenure, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Subject: Tenure recommendations**

**Background Information:** Per university policy, the President recommends the granting of tenure to eligible faculty members. The recommendations are based upon the requirements of TSU policy on tenure and promotion.

**Proposed Implementation Date:** September 16, 2021

**Item Details:** A total of 2 additional faculty members are recommended for tenure from the academic year 2020-2021 tenure review process. The list of faculty members recommended is provided below.

	Name	Department/Division	Current Academic Rank
1	Klomegah, Roger	Sociology	Associate Professor
2	Li, Lin	Civil & Architectural Engineering	Professor

Please note that this action is an update and correction from the June 17, 2021 Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Report on  
SACSCOC  
Ten Year  
Accreditation Review**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

ITEM: Report on SACSCOC Ten Year Accreditation Review

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 the SACSCOC Ten Year Accreditation Review.

## SACSCOC Report

### **University's Reaffirmation of Accreditation**

The SACSCOC On-Site Reaffirmation Committee conducted its virtual on-site visit March 16-18, 2021. The University received the Report of the Reaffirmation Committee on April 30, 2021 and all standards were found to be compliance with the following two (2) exceptions:

Standard 13.2 *Financial Documents*: Recommendation 1: The On-Site Reaffirmation Committee recommends that the institution provide an institutional audit (or Standard Review Report for those institutions audited as part of a system-wide or statewide audit) for FY2019 and FY2020.

Standard 13.4 *Control of Finances*: Recommendation 2: The On-Site Reaffirmation Committee recommends that the institution document that it exercises appropriate control over all its financial resources.

The University is currently preparing its Response Report to the Visiting Committee to address the two recommendations in the Report of the Reaffirmation Committee due to SACSCOC September 30, 2021 (originally August 15, 2021 - extension granted by SACSCOC)

#### **Next Steps and Timeline**

- December 2021 – The Report of the Reaffirmation Committee and the University's Response to any formal recommendation contained in the Committee's Report will be reviewed by the SACSCOC Board of Trustees.
- December 4-7, 2021 - SACSCOC Board of Trustees Reaffirmation Decision.

**Tennessee State University  
Board of Trustees**



**Academic Affairs  
Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

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  
September 16, 2021**

**HIGHLIGHTS**

Academic Affairs continues to make operational changes to respond to the needs of students, faculty, staff, and the University community. Two key changes are the improvements to UNIV 1000 (Freshman introductory course) and the transfer advising hold system. These changes are critical to students.

- **UNIV 1000** – UNIV 1000 continues to enhance its curriculum, content, and partners in order to best facilitate this campus transition and introduction course. The Center for Service Learning and Civic Engagement coordinates the UNIV 1000 course and has added features including videos on the history of TSU and HBCUs, career development programs, advising, civic engagement, mindfulness, and financial aid. These enhancements better acclimate students to TSU, its history, and the skills needed to succeed as a student.
- **Transfer Advising Holds** – previously students who were transferring with more than 30 credits had to be advised by a departmental advisor and then that advisor had to work with the Academic Success Center to remove the hold – often resulting in delayed registration and enrollment. Academic Affairs worked with the Records Office and Office of Technology Service to streamline the hold removal process by creating a separate hold for transfer students (versus freshman). This hold – the A7 hold – can be removed by departmental advisors; thus, reducing the time between advising and registration. The advising and registration process can be conducted simultaneously in real-time. This reduces frustration for all stakeholders and ensures registration.

**ACADEMIC PROGRAM PLANNING**

The Office of the Provost and Vice President for Academic Affairs has continued to work toward innovative program growth by designing and implementing new degrees that place TSU at the center of the marketplace and position our Colleges as centers for excellence. The following list provides an update on the strategic programs we are exploring and their current status in the design, review, and approval pipeline.

- ***Ph.D. in Agriculture*** – this degree program had its external THEC review in August 2021. If approved, the degree program will begin in Spring 2022.
- ***Bachelor's in Africana/Black Studies*** – the College of Liberal Arts developed a program proposal and is now in the program approval process (TSU, THEC, SACSCOC).
- ***Ph.D. in Higher Education*** – the College of Education is currently working with our Office to obtain approval from THEC and SACSCOC for this program. The plan is to begin this program in Fall 2022.
- ***Online MBA*** – the College of Business has designed an online version of their accelerated MBA program. The program is on the September 2021 Board agenda for review and approval. Following approval by all levels, including SACSCOC, the program intends to begin in Fall 2022.

While those listed above highlight our progress, other degree programs are currently being discussed, researched, and identified. This includes a Bachelor's in Nonprofit Leadership,

Doctor of Public Administration, and Master's of Music. Finally, in addition to the work on specific degree programs, the Office of the Provost has also been charged with exploring the feasibility of establishing professional colleges of law and pharmacy.

### **STRATEGIC PLAN** - *"The Pathway to Excellence 2025"*

The Tennessee State University Strategic Plan, *Pathways to Excellence 2025*, (Plan) was crafted with five goals, and twenty-four (24) objectives. Initial meetings with faculty and staff produced ninety-three (93) strategies. Follow-up discussions with faculty and staff focused on refinement and resulted in a reduction in the number of the strategies. Strategies were also deleted from the implementation process due to repetition/duplication or because the responsible department no longer existed. This reduction produced fifty-five (55) strategies.

The various responsible departments collected data on eighteen strategies for the 2020-2021 year: eleven strategies met the established performance target and seven did not meet their targets.

The Annual Strategic Plan Evaluation Report was submitted and approved by Provost and President. The evaluation of Year One's implementation was guided by an evaluation which proposed further tapering of the plan. The Plan was evaluated using the SMART model (Specific - simple, sensible, significant; Measurable - meaningful, motivating; Achievable - agreed, attainable; Relevant - reasonable, realistic and resourced, results-based; Time bound - time-based, time limited, time/cost limited, timely, time sensitive) with an eye toward focusing the plan on achievable directions. The reduction in the number of objectives and strategies enables the ability to concentrate the focus of the Plan toward achievable targets. Adoption of modifications to the Plan for year two have been approved and will reduce the objectives from 24 to 19 and the strategies from 55 to 37.

The Year Two implementation will focus on guiding departments in the assessment of and data collection for established strategies.

### **QUALITY ENHANCEMENT PLAN**

The TSU Quality Enhancement Plan – CADENCE – was successfully affirmed at the SACSCOC site visit in March 2021. CADENCE represents years of work from units across campus and will provide TSU students with a pathway to a holistic, comprehensive academic experience that validates the in and out of classroom learning students receive at TSU.

Overall, CADENCE (Connect → Assess → Develop → Engage → Navigate → Create → Excel) – seeks to promote student success through integrative advising, including improved utilization of academic and student support resources and the integration of educational and career planning.

CADENCE is centered on the following three initiatives:

1. Coordinated Care Network → CADENCE institutionalizes and expands the University's advising Coordinated Care Network by providing an ongoing leadership structure, professional development, and technical training and support.
2. Advising Resources → CADENCE provides for the collection review, and publication of advising resources in a single online location. New resources include matriculation maps identifying engagement and career development opportunities and milestones.
3. Technology → CADENCE promotes and integrates the use of EAB Navigate for advising, Tiger Print for educational planning and engagement, and Handshake for career development.

The CADENCE steering committee has been formed with representatives from Academic Affairs, Academic Colleges, Student Services, Student Affairs, Enrollment Management and

Student Leaders. The committee had its first meeting on Tuesday, August 3. The CADENCE director has also formed student and faculty advisory committees to provide insight and feedback during the implementation of the QEP. The director is also in the process of hiring an administrative assistant, a graduate assistant, and a faculty coordinator to support the implementation of the QEP. Preliminary discussions are underway with several constituencies regarding the steps that need to be taken for integration of technological platforms that support the outcomes of the QEP.

**Tennessee State University  
Board of Trustees**



**Report on  
Research Funding  
and Programs**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

ITEM: Report on Research Funding and Programs

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 Research Funding and Programs.

## **Report on Research Funding and Programs**

For FY21, Tennessee State University received a record \$70.7 million in grants and contracts from various funding agencies and sponsors. TSU's previous record was \$55.2M, received last fiscal year. Awards for the previous three years (FY19, 18, and 17) were \$47.9M, \$53.2M, and \$43.5M, respectively. This increase in grant awards received shows the commitment of our faculty and staff to scholarly achievement even during the pandemic. Further, it illustrates the growth and progression of TSU as a research institution (R2: Doctoral University – High research activity in the Carnegie Classifications for Institutions of Higher Education). In addition to our increased research awards, during FY21, TSU faculty and staff also submitted the highest number of proposals (221 proposals) to various funding agencies.

Grants were awarded from agencies including the Department of Defense, the National Science Foundation (NSF), the U.S. Department of Agriculture (USDA), the U.S. Department of Health and Human Services, the Department of Energy, the Tennessee Department of Education, and various other agencies and corporations. Some of the awards are highlighted below:

- Dr. Karla Adesso (College of Agriculture), \$6,000,000 grant to lead a national effort in developing new tools to manage a woodboring beetle that attacks trees, from the US Department of Agriculture/NIFA
- Dr. Deo Chimba (College of Engineering), \$469,997, grant to study Transportation Resilient Under Catastrophic Events (TRUCE), from the US Department of Homeland Security
- Dr. Lin Li (College of Engineering), \$1,000,000, to provide scholarships to support undergraduate student success and broaden participation in engineering and computer science, from the National Science Foundation.
- Dr. Robbie Melton (Graduate School), \$788,577, to provide Strategic Planning to Implement Open Educational Resources and Practices in HBCUs, from the William and Flora Hewlett Foundation
- Dr. UrLeaka Newsome (College of Education), \$100,000, for a “Grow Your Own Partnerships” award, from the Tennessee Department of Education
- Dr. David Padgett (College of Liberal Arts), \$321,000, to support the Environmental Justice Technology and Training program, from the Department of Energy
- Dr. John Ricketts (College of Agriculture), \$1,000,000, for Rapid Rollout of 8 National Standard-based Rigorous and Remote AFNR Courses for Underserved College-bound Students, from the US Department of Agriculture
- Dr. Sarika Saraswati (College of Life and Physical Sciences), \$156,200, for “Elucidating Fibroblast Heterogeneity as a Pathway to Target Organ Fibrosis,” from the US Department of Health and Human Services
- Dr. Kimberly Smith (Center of Excellence for Learning Sciences), \$14M award for the Tennessee Early Childhood Training Alliance (TECTA), from the U.S. Department of Health and Human Services
- Dr. Tina Smith (College of Health Sciences), \$477,274, to provide for tuition and course work for individuals seeking to obtain master's degree in Speech Language Pathology, from the Tennessee Board of Regents
- Dr. Andrea Tyler (Title III Office), \$240,428, to support the SOARS Scholars program, from the US Department of Education

Activities in the Division of Research and Sponsored Program (RSP) for the 2021-2022 academic year include facilitating the faculty development seminar series to develop faculty and staff in terms of scholarly activities (publications, grantsmanship, and transfer of technology). Seminars include:

- Workshops on topics such as developing a research agenda/roadmap, preparing research proposals (including how to develop proposal budgets), export control, technology transfer, as well as seminars hosted by funding agencies/program officers.
- The Jumpstart Program which introduces new investigators to the grant award process at TSU in a one-on-one setting. This training covers steps to set up the grant account, University policies pertaining to the implementation of the grant, project procurement/travel, personnel pay/stipends, scholarships, sub-awards/contracts, budget revisions, no-cost extensions, and information about project reports, etc.

Other faculty development activities include a writing retreat for TSU faculty which provides not only dedicated time for scholarly writing, but peer networking opportunities, and valuable feedback on writing projects. Initiatives to promote innovation and technology transfer through the expansion of the Office of Technology Transfer as well as by providing seminars/workshops that will educate faculty and staff in these areas (especially regarding submission of invention disclosures). Further, the services of the TSU Small Business Development Center at TSU will be leveraged for research discovery commercialization.

In addition, we are deploying a new proposal and grants administration software that will help to streamline some of the processes for faculty and staff from the proposal development stage to the post-award stage. This software will help with the efficiency and tracking of processes across multiple offices on campus. Lastly, RSP is increasing the dissemination and visibility of faculty scholarly achievements by introducing new publications—fall and spring newsletters (in addition to our annual report publication).

**Tennessee State University  
Board of Trustees**



**Report on  
Student Housing**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

ITEM: Report on Student Housing

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 student housing.

## DIVISION OF STUDENT AFFAIRS REPORT - STUDENT HOUSING

For the fall 2020-2021 academic year, we had an increase in the number of housing applications received. On August 17<sup>th</sup>, 2021, we closed our application process once we reached the limit of our overflow housing capacity leaving an additional fifty students who were unable to apply to receive housing.

Our housing capacity is 2960 beds on campus, and we had to accommodate an additional 479 students in off campus overflow spaces. The Best Western Hotel was able to lease us 259 beds, House of God Church was able to lease us an additional 160 beds, and the Ramada Inn was able to accommodate an additional 60 beds for 10 days until we were able to bring them back to campus in spaces where students did not show up.

The housing numbers indicate the trend we have been experiencing over the past 5 years where we have accommodated in-excess of our regular capacity numbers. As illustrated in Table 1.1 from 2017 to 2019, we housed students over our capacity limit averaging 105% occupancy. In 2020, due to the Covid-19 pandemic, we housed 1905 students which was 65% of our total occupancy. In fall 2021 we housed over 3306 students which is 112% occupancy rate. This significant increase is a result of an increased freshman class and the rise in Nashville housing market where it is difficult for students afford off campus housing.

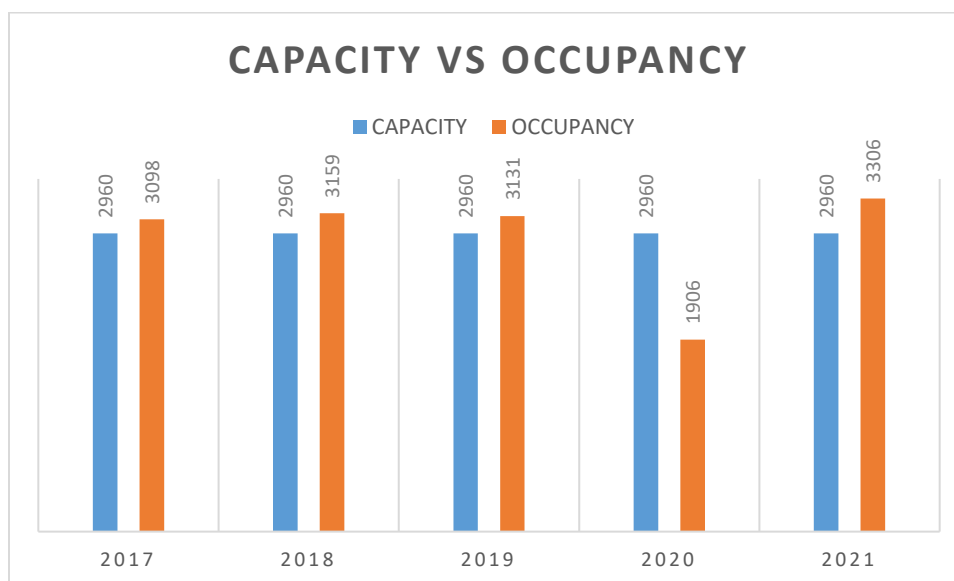


Table 1.1

Next year, we will be in a better position to accommodate the increased requests for on-campus housing with our new state of the art Residence Hall which is expected to open by the beginning of 2022 fall semester. The new residence hall has a capacity of 700 beds and will be the new home for most of the 2022- 2023 freshman class and some upperclassman. The new hall will have a very diverse population of students and was designed where students in different living learning communities such as the Dr. Levi Watkins Jr. program can be assigned together in a pod.

The additional facility will also increase the housing capacity by 24% from 2960 to 3660 beds. This is very exciting for the University because it is the first major step towards the housing master plan to expand our needs over the next five years and beyond, including establishing new

residence buildings and eventually replacing the old halls. The goals for this department will be to add graduate housing, partnerships with community colleges to provide housing for their students, family housing and staff and faculty housing. The addition of new buildings will allow us to introduce year-round housing to students who are considered homeless and to several athletic teams that participate in inter-collegiate sports during holiday breaks.

A survey conducted by the Director of Graduate School shows that there are over 200 to 300 students interested in on campus housing. In January 2022, we hope to add an additional 30 beds where we will be leasing over a period of five years with an option to expand the newly renovated Jefferson Flats which is a quarter mile away from our main campus.

In addition, there are current discussions with different stakeholders around different options to building new buildings and leasing options. In all, Department of Residence Life and Housing will continue to play an intricate part with the achievement of these goals to increase enrollment and retention of the University.

The Department of Residence Life and Housing's goal is to provide a residential living and learning experience that supports all students. There are four main areas that the department focus on which are:

- Promoting a safe and secure environment.
- Creating an environment where students can learn and develop.
- Promoting individual growth and sense of belonging in a college community.
- Provide a comfortable Living and Learning Environment

#### Other Housing Matters

Over the past year, despite the challenges faced during the pandemic, the department has made significant improvements and accomplished many tasks. Those accomplishments have improved the on-campus living experience for students. Our department was able to introduce self-selection through our Residential Management System Program RMS Mercury, allowing most returning students to select their rooms for the first time in Fall 2020. This update was very successful, and students welcomed the opportunity to select their residence hall or apartment and room. Another update to our RMS Mercury software allowed students to select their move-in date and time to create a smoother transition during move-in week.

Our department took several measures to ensure the students that their health and safety was our priority. This started with move-in week which was extended over several days to welcome our students back with a seamless and touchless move-in experience. The changes to the move-in process reduced the traffic flow creating less congestion, gave students adequate time to move into their room and allowed for the CDC guidelines to be followed. In addition, we extend our cleaning services to 11:00pm in all residence facilities to ensure that our community bathrooms, lobbies and all high touch point areas were frequently wiped and sanitized.

**Tennessee State University  
Board of Trustees**



**Student Affairs  
Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

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.

## **Division of Student Affairs Board Report**

We have updated our COVID-19 health and safety protocols for students to ensure that TSU remains aligned with CDC, state and local COVID-19 guidance. Our updated protocols also take into consideration our current enrollment, campus housing environment, and comments conveyed by students, faculty and others to the administration regarding health and safety issues. We will continue to monitor the information that becomes available and make further adjustments as needed.

### **Administrative Guidance for COVID-19 Protocols for Students:**

1. If a student experiences COVID-19 symptoms (fever, headache, sore throat, congestion), or simply wants to get tested, students shall go to the University Health Center (UHC) to get a COVID-19 test.
2. If a student receives a positive test at the UHC, the UHC shall notify the Isolation/Quarantine (IQ) Coordinator about the positive test results.
3. A student who takes a COVID-19 test at an off-campus testing center, and receives a positive test result, shall immediately notify the UHC about the positive test result.
4. With respect to any student who receives a positive test result, the IQ Coordinator shall notify the designated contact tracers, the student's roommate (s), other identified potentially exposed students, and the Assistant Vice President for Student Affairs, about the positive test result.
5. Upon being notified by the IQ Coordinator that a student has tested positive, the Division of Student Affairs shall notify, via email, the faculty members currently teaching the student's courses, copying the Division of Academic Affairs on the notification.
6. Faculty members shall work with students assigned to IQ and quarantine on a plan to continue their course work.
7. The University will take appropriate measures to ensure that students assigned to the IQ zone and quarantine will remain a part of their course related activities.
8. Students who have questions, comments or concerns regarding these protocols may contact the Associate Vice President for Student Affairs, Dean Frank Stevenson, or Assistant Vice President for Student Affairs, Dr. William Hytche.

**Campus COVID Analytics:**

Students who received their vaccination on campus: **210**

Vaccinated students living off campus: **507**

Vaccinated students living on campus: **1,494**

Total number of students that have shown proof of vaccination: **2,001**

Total number of students that have tested positive: **93**

**Tennessee State University  
Board of Trustees**



**Executive Committee  
Report**

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

Tennessee State University  
Thursday, September 16, 2021  
10 a.m. CST

Board Committee Meetings Via Zoom  
Live Stream: [www.tnstate.edu/board/livestream.aspx](http://www.tnstate.edu/board/livestream.aspx)

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 17, 2021, 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  
June 17, 2021,  
Executive Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of the June 17, 2021, 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 June 17, 2021, Executive Committee meeting is included in the September 16, 2021, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 17, 2021, Executive Committee meeting, as contained in the Board materials for the Board's September 16, 2021, meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting – June 17, 2021  
Via Zoom Link**

**MINUTES**

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

**Other Board Members Present:** Trustees Johnson, Sekmen, Simpson, McKenzie and Lewis.

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

**I. CALL TO ORDER**

Chair Walker called the Executive Committee meeting to order at 9:45 a.m. Chair Walker 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 Walker 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 Walker asked the Board Secretary, Mr. Laurence Pendleton, to call the roll. The following Executive Committee Trustees were noted as present: Trustees Walker, Cole, Martin, and Corbeil.

Secretary Pendleton announced the presence of a quorum.

Chair Walker 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 Walker 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 MARCH 11, 2021, EXECUTIVE COMMITTEE MEETING MINUTES**

Chair Walker introduced the first order of business — the approval of the March 11, 2021, Executive Committee meeting minutes. Chair Walker informed the Committee that the minutes for the Executive Committee’s March 11, 2021, meeting are included in the Board materials for the June 17, 2021, Board meeting.

Chair Walker moved to recommend to the full Board the approval of the March 11, 2021, Executive Committee meeting minutes, as contained in the Board materials for the June 17, 2021,

Board meeting. Trustee Cole seconded the motion. With there being no discussion, Chair Walker called for a roll call vote. Secretary Pendleton called the roll. The motion carried unanimously.

#### **IV. REPORT ON BOARD COMMITTEE ASSIGNMENTS**

Chair Walker provided a report on the Board's new committee assignments. Chair Walker referred to the Committee assignments contained in the Board materials. He underscored his interest in maintaining momentum with the current Board committee assignments while taking into consideration the addition of new Board members.

#### **VI. SECRETARY'S REPORT**

Chair Walker asked Secretary Pendleton to provide a report to the Board. Secretary Pendleton reiterated the reappointments of Trustees Walker and McKenzie and appointment of Trustee Pinnock to serve a new six-year term on the TSU Board of Trustees.

Secretary Pendleton also indicated that the TSU Faculty Senate had undergone a process to select a new Faculty Trustee, and Dr. William Johnson had been elected as the next Faculty Trustee to serve a two-year term. Secretary Pendleton also indicated that the President and her designees had completed the process to recommend to the Board the next Student Trustee.

Secretary Pendleton also commented that President Glover would be attending the General Assembly's Joint Land Grant Study Committee meeting on June 30, 2021, to hear from the Committee how it wished to proceed based on the information presented to the Committee at its previous meetings.

Finally, Secretary Pendleton noted his role on the National Council of Attorneys with the Association of Public Land Grant Universities, with the Council's charge to address a myriad of issues confronting institutions of higher education throughout the country.

Chair Walker thanked Secretary Pendleton for his report.

#### **VII. ADJOURNMENT**

Chair Walker opened the floor for any additional business. With no further business, Chair Walker moved for adjournment. Trustee Martin seconded the motion. With there being no discussion, Chair Walker called for a roll call vote. Secretary Pendleton called the roll and the motion carried unanimously. Chair Walker adjourned the meeting at 10:05 a.m.

**Tennessee State University**

**Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

ITEM: Report on President's Annual Performance Review Process

RECOMMENDED ACTION: None

PRESENTED BY:

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: September 16, 2021

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: September 16, 2021

ITEM: Report and Update on Student Housing and Research Funding

RECOMMENDED ACTION: None

PRESENTED BY: Chair Deborah Cole

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

**Tennessee State University  
Board of Trustees**



**President's Report**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

The President shall provide a report at the September 16, 2021, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 16, 2021

ITEM: Board Chair's Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair Deborah Cole

Board Chair Deborah Cole will provide a report at the September 16, 2021, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**

