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**Tennessee State University  
Board of Trustees**



**Roll Call/  
Declaration of a  
Quorum**

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

1:30pm CST  
Thursday, August 17, 2017

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Action Items:
  - A. Approval of minutes of the June 15, 2017, Board meeting
  - B. Approval of Audit Committee Members and Chair
  - C. Audit Committee Report
    - i. Selection of Audit Committee Vice Chair
    - ii. Approval of Audit Committee Charter
    - iii. Discussion of Audit Process – Internal Audits and External State Audits
    - iv. Approval of FY 2017-18 Audit Plan
  - D. Finance and Budget Committee Report
    - i. Approval of June 15, 2017, Committee meeting minutes
    - ii. Approval of Capital Funding Requests
    - iii. Update on Institutional Budget
    - iv. Report on Overview of State External Audit process
  - E. Academic Affairs and Student Affairs Committee Report
    - i. Approval of June 15, 2017, Academic Affairs and Student Affairs Committee meeting minutes
    - ii. Update on SACSCOC Substantive Change in Governance Campus Visit on September 19-21, 2017
    - iii. Report on Strategic Plan Priorities
  - F. Executive Committee Report
    - i. Approval of Board Policy 004 – Selection, Evaluation, and Retention of the President
    - ii. Executive Committee Report on Board Procedures governing the President’s Annual Performance Review
    - iii. Approval of Tennessee State University’s Strategic Plan
- IV. Institutional Report Item:
  - A. Enrollment Update
- V. President’s Report
- VI. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of Minutes  
of June 15, 2017,  
Board Meeting**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Approval of Minutes of the June 15, 2017, Board Meeting

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees Joseph Walker

The document reflecting the minutes from the June 15, 2017, Board meeting is included in the August 17, 2017, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 15, 2017, meeting, as contained in the Board materials for the Board's August 17, 2017, meeting.**

**Tennessee State University Board of Trustees**  
**Regular Meeting - June 15, 2017**  
**Tennessee State University – Main Campus – Hankal Hall**  
**3500 John A. Merritt Blvd., Nashville, Tennessee**

**Board Members Present:** Dr. Deborah Cole; Mr. Stephen Corbeil; Dr. Richard Lewis; Mr. William Freeman; Dr. Edith Peterson Mitchell; Ms. Pamela Martin; Mr. Obie McKenzie (by phone); Dr. Joseph W. Walker; III, Dr. Ali Sekmen; and Ms. Sydnie Davis.

**University Staff Present:** President Glenda Glover; University Counsel and Board Secretary Laurence Pendleton

**Guests:** Lauren Collier, Tennessee Higher Education Commission Director of Institution and Board Affairs.

### **I. CALL TO ORDER**

Chairman Walker called the meeting to order at 1:31 p.m. Chairman Walker welcomed the Board trustees and audience members to the meeting. He then asked Vice President of Academic Affairs, Dr. Mark G. Hardy, to give the invocation. After the invocation, Chairman Walker proceeded to the second item on the agenda.

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

Chairman Walker asked the Board Secretary, Mr. Laurence Pendleton, to call the roll. The following Trustees were present: Dr. Deborah Cole; Mr. Stephen Corbeil; Dr. Richard Lewis; Ms. Pam Martin; Mr. William Freeman; Mr. Obie McKenzie (via phone); Dr. Joseph Walker, III; Dr. Edith Peterson Mitchell; Dr. Ali Sekmen; and Ms. Sydnie Davis.

Secretary Pendleton announced the presence of a quorum.

### **III. ADOPTION OF AGENDA**

Chairman Walker introduced the first order of business—the adoption of the Board’s agenda for the meeting in session. Trustee Freeman moved to adopt the Board’s agenda for the meeting in session. Trustee Peterson seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the nomination carried unanimously (9 Ayes/ 0 Nays).

### **IV. APPROVAL OF CONSENT AGENDA**

Chairman Walker introduced the second order of business—the approval of two consent agenda items. He stated that the first consent item was the approval of the April 13, 2017 meeting minutes. The second item was the approval of the modification of the board of trustees’ calendar to move

the August 24, 2017 board meeting to August 17, 2017. Chairman Walker opened the floor for a motion to approve the consent agenda in its entirety, as reflected in the Board materials.

Trustee Cole moved to approve the consent agenda in its entirety, as reflected in the Board materials. Trustee Mitchell seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the nomination carried unanimously (9 Ayes/ 0 Nays).

## **V. BOARD SELECTION OF EXECUTIVE COMMITTEE MEMBER**

Chairman Walker provided an overview of the members that comprise the Board's Executive Committee pursuant to Board policy. Chairman Walker noted that the Executive Committee is comprised of the following members: Board Chair; Vice Chair; and at-least one other at-large voting member elected by the Board. He noted that the Board selected its Board Chair and Vice Chair during its April 13, 2017, inaugural board meeting.

Chairman Walker then stated that the Board is required to select at least one board member to serve on the Executive Committee and noted his preference for the Board to select an additional member to serve on the Committee. Chairman Walker further noted that adding an additional Committee member would create a Committee that is consistent in size with the Board's two other standing committees. Chairman Walker opened the floor for nominations of board members to serve on the Executive Committee.

Trustee Corbeil nominated Trustee Martin to serve on the Executive Committee. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the nomination carried unanimously (9 Ayes/ 0 Nays).

Chairman Walker announced Trustee Martin's appointment to the Executive Committee.

## **VI. APPROVAL OF TENURE AND PROMOTION RECOMMENDATIONS**

Chairman Walker yielded the floor to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to discuss the recommendation of the agenda item. Trustee Martin announced that the Academic Affairs and Student Affairs Committee met earlier that day and selected Trustee Lewis to serve as Vice Chair of the Committee. She further noted that the Committee discussed and reviewed the University's tenure and promotion recommendations.

Trustee Martin stated that the Committee voted to recommend, for approval by the full Board, the tenure and promotion recommendations in their entirety, as reflected in the Board's materials. On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the tenure and promotion recommendations, as reflected in the Board materials. Trustee Freeman seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **VII. APPROVAL OF NEW/REVISED ACADEMIC PROGRAMS**

Chairman Walker yielded the floor again to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to relay the Committee's discussion and recommendation agenda item involving the approval of the institution's new and revised academic programs. She noted that the Board materials contain information regarding the University's process for developing new and revised academic programs as well as a list of proposed new and revised programs.

Trustee Martin stated that after the Committee's discussion of this agenda item with University personnel, the Committee voted to recommend the approval of the proposed new and revised programs. On behalf of the Committee, Trustee Martin moved to approve the proposed new and revised academic programs. Trustee Sekmen seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **VIII. APPROVAL OF ACADEMIC UNIT AND ACADEMIC PROGRAM NAME CHANGES**

Chairman Walker recognized Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to discuss the modification of academic unit and program names agenda item. Trustee Martin announced that the Academic Affairs and Student Affairs Committee considered for recommendation the proposed changes of the names of the academic units and programs as contained and reflected in the Board materials. Trustee Martin moved to approve the proposed modification of academic unit and program names as reflected in the Board materials. Trustee Mitchell seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **IX. APPROVAL OF OFF-CAMPUS ACADEMIC SITES**

Chairman Walker yielded the floor once again to Academic Affairs and Student Affairs Committee Chair, Trustee Martin, to discuss the Committee's discussion and recommendation of the University's proposed off-campus academic program sites. On behalf of the Committee, Trustee Martin moved to approve the University's proposed off-campus academic program sites. Trustee Lewis seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **X. APPROVAL OF FISCAL YEAR 2017-2018 NEW MANDATORY FEES/TUITION**

Chairman Walker recognized the Board's Finance and Budget Committee Chair, Trustee Corbeil, to give an overview of the Committee's meeting and the discussion of its recommendation of the 2017-2018 school year mandatory fees and tuitions. Trustee Corbeil announced that the Finance

and Budget Committee selected Trustee Lewis as Vice Chair. Trustee Corbeil noted that it is a requirement that the University's new mandatory fees and tuitions be subject to Board approval. Trustee Corbeil recalled the Committee's discussion and thanked President Glover, Cynthia Brooks, and Ms. Brooks' staff for their participation in the discussion. On behalf of the Committee, Trustee Corbeil moved to approve the new 2017-2018 mandatory fees and tuition, as contained in the Board materials. Trustee Freeman seconded the motion.

Chairman Walker then opened the floor for discussion and Trustee Sekmen provided remarks regarding tuition rates for online degrees and courses. He called attention to a nation-wide trend of institutions offering such courses at more affordable rates due to lower over-head costs, referencing Georgia Institute of Technology's online Master of Science degree program.

Trustee Sekmen further noted that he had no objection to the University's current tuition rates, as they are on par with those of other institutions under the umbrella of the Tennessee Board of Regents. He suggested that the institution consider lowering its tuition rates for online degrees and courses in an effort to remain competitive in this area in the coming years.

Chairman Walker took note of the discussion and thanked Trustee Sekmen for sharing his insight and suggestion with the Board. With there being no further discussion, he then asked Secretary Pendleton to call the roll for the motion set forth by Trustee Corbeil. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **XI. APPROVAL OF INSTITUTIONAL BUDGETS**

Chairman Walker yielded the floor again to Finance and Budget Committee Chair, Trustee Corbeil, to discuss the Committee's recommendation to approve funding for the institution's estimated budget of fiscal year 2016-2017 and for the proposed budget of fiscal year 2017-2018. Trustee Corbeil noted that the Committee engaged in a robust discussion regarding the budgeting process and specific line items. He thanked President Glover and Cynthia Brooks for reviewing the entire budget in the Committee meeting. Based on the Committee's review and discussion of the budget, Trustee Corbeil recommended the Board's approval of the estimated budget for fiscal year 2016-2017 and the proposed budget for fiscal year 2017-18. Trustee Lewis seconded the motion. With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

## **XII. APPROVAL OF INSTITUTION'S FISCAL YEAR 2017-2018 COMPENSATION PLAN**

Chairman Walker once again recognized Finance and Budget Committee Chair, Trustee Corbeil, to discuss the Committee's recommendation to approve the institution's compensation plan for fiscal year 2017-2018. Trustee Corbeil noted that the Committee understands that compensation is a core cultural issue for all educational institutions to maintain quality faculty and staff. He emphasized that it is a requirement that this agenda item be subject to Board approval under the FOCUS Act. Trustee Corbeil further stated that the Committee recommends that the Board approve a 3% salary pool for fiscal year 2017-18. Trustee Corbeil moved to approve the institution's compensation plan for fiscal year 2017-2018. Trustee Lewis seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays).

At the conclusion of the Finance and Budget Committee's report and recommendation of the institution's fiscal year 2017-2018 compensation plan, Chairman Walker announced that President Glover recommended that he appoint a special ad hoc committee with the purpose of assisting the President and her staff in the area of student enrollment.

Chairman Walker expressed that the President's work thus far in disseminating beneficial information regarding enrollment will help with the institution's retention issues and will be critically important to the life of the University. He further noted that President Glover believes that enrollment will be a very important area in which the Board can provide support to the University.

Chairman Walker stated that the President would like the special ad hoc committee to work with her and her staff to review the institution's current enrollment policies, best practices, and to oversee the institution's development of an updated enrollment management plan. Chairman Walker thanked President Glover for her recommendation. He noted that Board Chair has the authority to create and appoint a special ad hoc committee.

Chairman Walker appointed Trustee Sekmen to serve as Chair and liaison of this special ad hoc committee. Chairman Walker highlighted that Trustee Sekmen is a faculty member on campus and has engaged in work surrounding enrollment related issues.

Trustee Sekmen thanked Chairman Walker for his appointment.

### **XIII. PRESIDENT'S REPORT**

Chairman Walker yielded the floor to President Glover to give her report. The President provided an overview of Strategic Planning, Enrollment Management, Funding Formula and Completion Initiatives, Accreditation, Campus Master Plan, Student Advancement and Fundraising, and Financial Sustainability of the University.

President Glover provided the following information regarding the elements of TSU's Strategic Planning Process:

- The Strategic Planning Process began a year ago under a desire to elevate the University, and position TSU for sustainability and growth
- Process involved a comprehensive effort that included key administrators, staff, faculty, students and external shareholders who rigorously analyzed TSU's current levels of performance and identified opportunities where higher levels of excellence could be achieved
- Process is spearheaded by TSU alum and strategic planning expert, Kevin Williams, former President of General Motors Corporation of Canada
- The vision and goal of the strategic planning process is "Reimagining our Future: Impact 2020"

- “Impact 2020” is a comprehensive and measurable set of objectives and key objectives that will guide TSU into one of the nation’s top-tier institutions of higher learning
- TSU to receive a newly revised Vision Statement and Mission Statement
- Four key goals: academic excellence as a foundational pillar; recruitment and retention of world-class leadership, faculty and staff; recruitment of high performing students in the U.S. and abroad; and to challenge and engage TSU’s students and faculty while ensuring a safe living and learning environment
- Five key priorities: increase 4-year graduation rates, ensure campus health and safety, improve customer service, diversify revenue streams, improve campus infrastructure

In the area of Enrollment Management, President Glover offered the following information regarding TSU’s activities:

- Efforts to increase student enrollment by 5% by 2020
- By streamlining TSU’s recruitment process with greater focus on magnet schools and high achieving students
- By targeting specific student populations including community colleges and nontraditional students
- By developing partnerships with School Superintendents in major cities, including Birmingham, Memphis, Nashville, and Chicago
- By continuing to seek new scholarship opportunities for students matriculating at TSU (including scholarships for athletes)

With respect to Funding Formula and Completion Initiatives, President Glover noted the following:

- Outcomes-based funding formula model is included in The Complete College Tennessee Act of 2010
- The Formula Review Committee (FRC) reviews the model and recommends changes
- TSU is a member of the FRC
- The funding formula (based on weights) provides incentives to institutions for completion and workforce preparation
- The formula weights will be further discussed during the August 17, 2017 Board meeting

President Glover noted the following information regarding Accreditation:

- TSU’s Fifth Year Report was accepted by SACSCOC in 2016
- Decennial report is due September 2019
- Substantive Change Report (regarding new governing structure) has been approved by SACSCOC
- Substantive Change visit will occur in September 2017

With respect to the Campus Master Plan, President Glover provided the following updates:

- Funded construction projects: New Health Sciences building, Humanities Building upgrade, Hankal Hall renovation, new elevators replacements campus-wide, migration of departmental units
- Proposed construction project: New Engineering Classroom building, two new residence halls, Hale Stadium enhancements and modernizations, additional parking on main campus and Avon Williams campus

With respect to Student Advancement and Fundraising, President Glover provided the following information:

- In Fiscal Year 2014-2015, TSU received \$51.5 mil in federal awards
- In Fiscal Year 2015-2016, TSU received \$54.4 mil in federal awards
- TSU's initial goal for Fiscal Year 2016-2017 was \$55 mil, but due to recent challenges surrounding federal funding for institutional research and grants the goal has since been revised to \$45 mil

In the area of Institutional Advancement, President Glover noted the following:

- Several alumni and corporate partners made contributions and pledges of \$50k or more
- There will be continuous efforts to ensure that TSU is on the right track for sustainability and for the development of new partners.

#### **XIV. ADJOURNMENT**

Chairman Walker moved that the meeting be adjourned, noting there is no further business. Trustee Freeman seconded the motion.

With there being no discussion, Chairman Walker asked Secretary Pendleton to call the roll. Secretary Pendleton called the roll and the motion carried unanimously (9 Ayes/ 0 Nays). The Board of Trustees meeting adjourned at 2:19 p.m.

**Tennessee State University  
Board of Trustees**



**Approval of Audit  
Committee Members  
and Chair**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Approval of Audit Committee Members and Chair

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees Joseph Walker

Pursuant to the Board's Committees of the Board Policy, the Board established an Audit Committee. Chair Walker selected the following Trustees to serve on the Audit Committee: Trustee Deborah Cole, Trustee Obie McKenzie, and Trustee Edith Peterson-Mitchell. Chair Walker selected Trustee Cole to chair the Audit Committee.

The State of Tennessee Comptroller of the Treasury has determined that, pursuant to T.C.A. 4-35-102, each state higher education governing board must establish an Audit Committee and approve the Audit Committee's members and chair. The Audit Committee Charter, which is contained in the Board's materials, also requires Board approval of the Audit Committee members and the Chair of the Audit Committee.

To ensure compliance with state law and the Board Audit Committee Charter, the Board must approve the Audit Committee members and the Chair of the Audit Committee.

**MOTION: To approve Trustee Deborah Cole, Trustee Obie McKenzie, and Trustee Edith Peterson-Mitchell to serve on the Audit Committee and Trustee Deborah Cole to serve as chair of the Audit Committee.**

**Tennessee State University  
Board of Trustees**



**Audit Committee  
Report**

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

**AGENDA**

8:00 a.m. CST  
Thursday, August 17, 2017

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Selection of the Audit Committee Vice Chair
- IV. Approval of Audit Committee Charter
- V. Discussion of Audit Process – Internal Audits and External State Audits
- VI. Approval of FY 2017-18 Audit Plan
- VII. Adjournment

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Audit Committee Report – Audit Committee Charter

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

Pursuant to T.C.A. 4-35-103, the Audit Committee must develop an Audit Committee Charter, and the Board must approve the Audit Committee Charter. The proposed Audit Committee Charter is included in the August 17, 2017, Board materials.

The Audit Committee Charter sets forth the purpose, mission, and authority of the Audit Committee. The Charter also details the Audit Committee's responsibilities, including its responsibilities related to the State Comptroller office, the TSU Office of Internal Audit, the Director of Internal Audit's role and reporting relationship with respect to the Audit Committee and the President, and its role involving fraud, waste and abuse. Additionally, the Charter addresses the membership and meetings of the Audit Committee.

**MOTION: To approve the Audit Committee Charter in its entirety, as contained in the Board materials for the Board's August 17, 2017, meeting.**

# Tennessee State University

## Audit Committee Charter

### **I. Purpose**

Pursuant to T.C.A. 4-35-103, the Tennessee State University Board of Trustees Audit Committee, a standing committee of the Tennessee State University Board of Trustees (Board), must establish an Audit Charter addressing the Audit Committee's purpose, powers, duties and mission, as part of its role in assisting the Board in exercising oversight of the University's financial and accounting practices, internal controls, risk assessments and standards of conduct.

### **II. Mission**

The Audit Committee will provide oversight of the following areas:

- A. Audit engagements with the Tennessee Comptroller's Office, including the integrity of financial statements and compliance with legal and regulatory requirements,
- B. Audit engagements with external auditors,
- C. Internal Audit activities,
- D. Internal Audit administration,
- E. Internal controls and compliance with laws, regulations, and other requirements,
- F. Risk and control assessments,
- G. Fraud, waste, and abuse prevention, detection, and reporting, and
- H. Other areas as directed by the Board.

### **III. Authority**

The Audit Committee has the authority to authorize or facilitate audits or investigations into any matter within its scope of responsibility. The Committee is authorized to:

- A. Seek any information it requires from employees or external parties. Employees are directed to cooperate with the Committee's requests.
- B. Meet with Board and institutional officials, external and internal auditors, legal counsel, or others as necessary.
- C. Oversee the University's internal audit function.

### **IV. Responsibilities**

The Audit Committee has responsibilities for the following:

- A. Tennessee Comptroller's Office Audits (State Auditors)
  - 1. Understand the scope and approach used by the State Auditors in conducting their examinations.

2. Review results of the Comptroller's examinations of financial statements and any other matters related to the conduct of the audits.
3. Review with management and legal counsel any legal matters (including pending litigation) that may have a material impact on the financial statements, and any material reports or inquiries from regulatory or governmental agencies,
4. Ensure that the Comptroller is notified of any indications of fraud in the manner prescribed by the Comptroller.
5. Resolve any differences between management and the Comptroller's auditors regarding financial reporting.
6. Meet, as needed, with the Comptroller's auditors to discuss any matters that the Audit Committee or State Auditors deem appropriate.

B. External Audits

1. Understand the scope and approach used by the external auditors in conducting their examinations.
2. Review results of the external auditors' examinations and any other matters related to the conduct of the external audits.
3. Meet, as needed, with the external auditors to discuss any matters that the Audit Committee or external auditors deem appropriate.

C. Internal Audit Activities

1. Ensure that the Director of Internal Audit reports directly to the Audit Committee and has direct access to the chair of the Audit Committee, and the Director of Internal Audit reports internally to the President.
2. Review and approve the internal audit charter for the University's Internal Audit department.
3. Review and approve the annual audit plans for the University's Internal Audit department, including management's request for unplanned audits.
4. Receive and review significant results of internal audits performed.
5. Work with University management and the Internal Audit department to assist with the resolution of cooperation issues and to ensure the implementation of audit recommendations.
6. Review the results of the year's work with the Director of Internal Audit.
7. Ensure the University's internal audit function maintains a quality assurance and improvement program, including internal procedures and assessments and a periodic external quality assessment of conformance with the Institute of Internal Auditors' *International Standards for the Professional Practice of Internal Auditing*.

D. Internal Audit Administration

1. Review the Director of Internal Audit's administrative reporting relationship to the President to ensure that independence is fostered.
2. Ensure that Internal Audit has adequate resources in terms of staff and budget to effectively perform its responsibilities.

3. Review and approve the appointment and compensation of the Director of Internal Audit.
  4. Recommend to the Board the dismissal of the Director of Internal Audit only for cause.
  5. Review and approve the compensation and termination of campus internal auditors.
  6. Ensure the President has administrative authority for approval of the Director of Internal Audit's time, travel, and other expenses of the Office of Internal Audit.
  7. Authorize the President to initiate an annual performance evaluation of the Director of Internal Audit, in coordination with the Chair of the Audit Committee, and pursuant to a process determined by the Audit Committee or Chair of the Audit Committee.
- E. Risk, Internal Control and Compliance
1. Consider the effectiveness of the internal control system and compliance with laws and regulations, including computerized information system controls and security.
  2. Develop a process for, as well as review and evaluate, risk assessments performed by institutional management and the Board.
  3. Inform the Comptroller of the Treasury of the results of risk assessments and controls completed by University management.
- F. Fraud
1. Ensure that the Board and the University have effective processes in place to prevent, detect, and report fraud, waste, abuse and illegal activity, and to communicate to employees their responsibilities in this regard.
  2. Facilitate audit and investigative matters, including advising auditors and investigators of any pertinent information received by the Audit Committee.
  3. Immediately inform the Comptroller of the Treasury's Office when fraud is detected.
- G. Other
1. Review and assess the adequacy of the Audit Committee's charter every four years or as needed, whichever is earlier, requesting Board approval for any proposed changes.
  2. Ensure there are procedures for the receipt, retention, and treatment of complaints about accounting, internal controls, or auditing matters.
  3. Review the University's code of conduct and /or policies regarding employee conduct to ensure that they are easy to access, are widely distributed, are easy to understand and implement, include a confidential mechanism for reporting code violations, are enforced, and include a conflict of interest policy.
  4. Review the University's conflict of interest policy to ensure that the term "conflict of interest" is clearly defined, the policy is comprehensive,

annual signoff is required, and potential conflicts are adequately resolved and documented.

**V. Independence**

The members of the Audit Committee shall be free of any interests, in fact or in appearance, that are in conflict with their duties as members of the Audit Committee.

**VI. Membership**

- A. Tennessee Code Annotated, Section 49-8-101, establishes the Tennessee State University Board of Trustees. From its membership, pursuant to T.C.A. 4-35-102, the Board shall create an Audit Committee.
- B. The Audit Committee shall be comprised of at least three voting members.
- C. The Board shall approve the membership of the Audit Committee and the chair of the Audit Committee.
- D. The Audit Committee members shall serve a two (2) year term.
- E. The chair of the Audit Committee shall serve a one (1) year term.
- F. The Board Chair shall serve as an ex officio Voting member of the Audit Committee.
- G. The Audit Committee shall include at least one member, the chair of the committee, who shall have accounting and financial management expertise.
- H. The other members of the Audit Committee shall be generally knowledgeable in financial, management, and auditing matters.

**VII. Meetings**

- A. The Audit Committee shall meet as often as is necessary to carry out its responsibilities, but shall meet no less than twice each calendar year, and may meet more frequently as deemed necessary. Meetings may be requested by the Board Chair, chair of the Audit Committee or the Comptroller of the Treasury.
- B. The Audit Committee may invite Board management, auditors, or others to attend and provide relevant information.
- C. Minutes shall be made of all meetings of the Audit Committee and provided to the Board Chair, the President of the University, and the Secretary to the Board. The minutes shall be maintained as the official record of such meetings.
- D. A majority of the voting members of the committee shall constitute a quorum for the transaction of business.
- E. All meetings of the Audit Committee shall adhere to the Open Meetings Act, Tennessee Code Annotated Title 8, Chapter 44, except that pursuant to TCA Section 4-35-108(b), the Audit Committee may hold confidential, nonpublic executive sessions for the sole purpose of discussing the following:



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Audit Committee Report – FY 2017-2018 Audit Plan

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

An Audit Plan is established each fiscal year to set forth the planned audits to be performed by Tennessee State University's Internal Audit office. The Fiscal Year 2017-18 Audit Plan is included in your materials.

**MOTION: To approve the 2017-2018 Audit Plan in its entirety, as contained in the Board materials for the Board's August 17, 2017, meeting.**

**Tennessee State University  
Internal Audit Plan  
Fiscal Year 2017 - 2018  
Proposed Plan Through December 31, 2017**

<b>Audit</b>	<b>Type</b>	<b>Area</b>	<b>Audit Start Date</b>	<b>Days Planned</b>	<b>Report Due Date</b>
NCAA Student Assistance Fund FY 2017	R	AT	July. 2017	20	8/25/2017
State Audit Follow-up for FY 2016	R	FM	Aug. 2017	25	11/1/2017
President's Expense for FY 2017	R	FM	Aug. 2017	20	12/1/2017
Risk Assessment	M	IS	Dec. 2017	10	12/31/2017
General Consultation	C	FM	July. 2017	17	12/31/2017
Unplanned Audits/Investigations	I	IS	July. 2017	18	12/31/2017
<b>Total Planned Audit Days:</b>				110	
<b>Estimated Available Days for Audits</b>	155				
<b>Audit Types:</b>					
<b>R - Required</b>			<b>Functional Areas:</b>		
<b>A - Risk-Based (Assessed)</b>			AD - Advancement		
<b>S - Special Request</b>			AT - Athletics		
<b>I - Investigation</b>			AX - Auxiliary		
<b>P - Project (Ongoing or Recurring)</b>			FM - Financial Management		
<b>M - Management's Risk Assessment</b>			IA - Instruction & Academic Support		
<b>C - Consultation</b>			IS - Institutional Support		
<b>F - Follow-up Review</b>			IT - Information Technology		
<b>O - Other</b>			PP - Physical Plant		
			RS - Research		
			SS - Student Services		

8/8/2017

**Tennessee State University  
Board of Trustees**



**Finance and Budget  
Committee Report**

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

9:00 a.m. CST  
Thursday, August 17, 2017

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of June 15, 2017, Committee meeting minutes
- IV. Approval of Capital Funding Requests
- V. Update on Institutional Budget
- VI. Report on Overview of State External Audit Process
- VII. Adjournment

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Finance and Budget Committee Report – June 15, 2017, Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes of the June 15, 2017, Finance and Budget Committee meeting is included in the Board materials for the Board's August 17, 2017, meeting.

**MOTION: To approve the minutes from the Finance and Budget Committee's June 15, 2017, meeting, as contained in the Board materials for the Board's August 17, 2017, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Finance and Budget Committee - June 15, 2017  
Tennessee State University – Main Campus – McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd., Nashville, Tennessee**

**PROPOSED  
MINUTES**

**Committee Members Present:** Stephen Corbeil, Richard Lewis, and William Freeman.

**Other Board Members Present:** Deborah Cole, Edith Peterson Mitchell, and Joseph W. Walker, III.

**University Staff Present:** President Glenda Glover; Mr. Laurence Pendleton, University Counsel and Board Secretary; Ms. Cynthia Brooks, Vice President for Business and Finance; Dr. Curtis Johnson, Chief of Staff; Mr. Bradley White, Associate Vice President of Financial Services; Ms. Adrienne Frame, Director of Budget and Fiscal Planning.

**I. CALL TO ORDER**

Finance and Budget Committee Chair Corbeil called the meeting to order at 10:00 a.m.

Trustee Corbeil thanked the Committee members and Board members for attending the Finance and Budget Committee’ first meeting. Trustee Corbeil also commented about his appreciation for chairing the Committee and his excitement in working with the other members of the committee in carrying out the Finance and Budget Committee’s charge.

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

Trustee Corbeil asked Board Secretary Pendleton to call the roll. Secretary Pendleton called the roll, which reflected that Committee members Corbeil, Lewis, and Freeman were present. Secretary Pendleton then announced the presence of a quorum.

**III SELECTION OF THE FINANCE AND BUDGET COMMITTEE VICE CHAIR**

Trustee Corbeil stated that pursuant to the Board’s Committees of the Board policy, the Board Chair may designate each standing committee’s chair and vice chair, or may authorize the committee to select its committee chair and vice chair. Trustee Corbeil noted that Board Chair Walker had appointed him to serve as the Chair of the Finance and Budget Committee.

Trustee Corbeil opened the floor for nominations to serve as vice chair of the Finance and Budget Committee. Trustee Corbeil followed his statement by nominating Committee Member Lewis to serve as vice chair. Trustee Corbeil noted there were no other nominations.

Trustee Corbeil moved for a vote on the nomination of Trustee Lewis to serve as vice chair of the Finance and Budget Committee. The motion carried with no opposition. Trustee Corbeil thanked Trustee Lewis for his selection as vice chair.

### **III. APPROVAL OF FISCAL YEAR 2017-18 MANDATORY FEES/TUITION**

Trustee Corbeil turned to the next item on the agenda – the approval of the fiscal year 2017-2018 mandatory fees/tuition. Trustee Corbeil recognized President Glover to provide pertinent information related to this agenda item. President Glover asked Ms. Cynthia Brooks, Vice President for Business and Finance, to provide some background information. Ms. Brooks introduced two members of her staff who were also present at the meeting – Mr. Bradley White and Ms. Adrienne Frame.

Ms. Brooks discussed the mandatory fees and tuition process. She noted that pursuant to law and board policy, the Board must approve all mandatory fees and charges. Ms. Brooks described what is considered a “maintenance fee” and how this fee is commonly referred to as “tuition.” Ms. Brooks also commented that for the FY 2017-18, the range for maintenance plus other mandatory fees, excluding out of state tuition, is 0% to 4%. Ms. Brooks also stated that TSU is proposing an overall fee increase of 2.79%. Ms. Brooks referred the Committee to the materials to discuss the breakdown of the fee increase.

Trustee Mitchell inquired about the tuition rates of other institutions, including locally governed institutions, and HBCUs. Trustee Corbeil commented on his discussions with Ms. Brooks on the fee structure and process.

Trustee Lewis moved for the Committee to recommend to the full Board the approval of the fiscal year 2017-2018 mandatory fees/tuition in their entirety as reflected in the Board’s materials. Trustee Freeman seconded the motion. Trustee Corbeil called for a vote and the motion carried unanimously.

### **IV. APPROVAL OF INSTITUTIONAL BUDGETS**

Trustee Corbeil moved to the next item on the agenda – approval of the institutional budgets. Trustee Corbeil commented again on his communications with Ms. Brooks to gain a broader understanding of the budgeting process at TSU. Trustee Corbeil then recognized President Glover to discuss this agenda item. President Glover asked Ms. Brooks to provide background information on this agenda item. Ms. Brooks discussed the three types of budgets within the budgeting process: the Proposed Budget, the October Revised Budget, and the Estimated Budget.

Ms. Brooks commented on each budget, including the timing of the preparation of each budget. She noted the Proposed Budget is prepared in the spring of each year; the October Revised Budget is prepared in the fall of each year; and the Estimated Budget is prepared and presented at the same time as the Proposed Budget.

Ms. Brooks walked the Committee through the board materials, including the summary of unrestricted current funds, summary of unrestricted revenues and expenditures, summary of unrestricted revenue dollars by budget category, and the unrestricted education.

Trustee Mitchell asked about the institution's capital agenda. She also inquired about any financial challenges, capital and non-capital. Trustee Lewis asked about the funding for maintenance and our presence at the State legislature to seek more funding. President Glover commented on the annual financial challenges the institution encounters. She also commented that government relations is a team effort with several individuals meeting with legislators in the pursuit of funding for various initiatives. Ms. Brooks discussed how the institution receives funding from the State to address deferred maintenance, but the money does not come close to meeting the institution's needs.

Trustee Corbeil asked for a motion on this agenda item. Trustee Freeman moved to recommend to the full Board the approval of funding for the Estimated Budget for the Fiscal Year 2016-2017 and the Proposed Budget for Fiscal Year 2017-2018, in their entirety, as reflected in the Board's materials. Trustee Lewis seconded the motion. Trustee Corbeil called for a vote and the motion carried unanimously.

## **VI. APPROVAL OF INSTITUTION'S FISCAL YEAR 2017-18 COMPENSATION PLAN**

Trustee Corbeil moved to the next item on the agenda – approval of the institution's fiscal year 2017-2018 compensation plan. Trustee Corbeil then recognized again President Glover to discuss this agenda item. President Glover asked Ms. Brooks to provide background information on this agenda item.

Ms. Brooks noted that compensation is set by the TBR compensation guidelines. She stated that a 3% salary pool is available for distribution to employees. Ms. Brooks referred to the board materials in noting the proposal to use 1% to increase the salary ranges of all pay grades by 10% to update the compensation plan. She also commented that the plan provides for an across-the-board proposed increase of 2% for most employees. Additionally, she discussed the salary structure for adjuncts.

Trustee Mitchell asked if there were any big turnovers by title/rank and commented that the institution should compare that data to other institutions.

Trustee Lewis moved for the Committee to recommend to the full Board the approval of the institution's fiscal year 2017-2018 compensation plan in its entirety as reflected in the Board's materials. Trustee Freeman seconded the motion. Trustee Corbeil called for a vote and the motion carried unanimously.

## **VII. DISCUSSION OF COMPOSITE FINANCIAL INDEX**

Trustee Corbeil moved to the next item on the agenda – the composite financial index. Trustee Corbeil recognized again President Glover to discuss this agenda item. President Glover then asked Ms. Brooks to provide background information on this agenda item.

Ms. Brooks described how the University calculates its composite financial index score in accordance with TBR policy. She also discussed the five year results over the past five fiscal years. Ms. Brooks referred to the Finance and Budget Committee handout to address primary reserve, viability, return on assets, net operating revenues, and CFI. Ms. Brooks also discussed the explanation for decreases in the return on net assets. Trustee Freeman inquired about the institution's bond rates, and Ms. Brooks indicated she would provide that information at a later date.

## **VIII. ADJOURNMENT**

Trustee Corbeil asked for a motion to adjourn the meeting. Trustee Freeman moved for adjournment. Trustee Lewis seconded the motion. Trustee Corbeil called for a vote and the motion carried unanimously.

The Board of Trustees Finance and Budget Committee meeting adjourned at 10:56 a.m.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Finance and Budget Committee Report – Capital Funding Requests

RECOMMENDED ACTION: Approval

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

The purpose of this agenda item is to consider for approval the Capital Outlay, Maintenance, and Disclosure funding requests, which, if approved, will be presented to the Tennessee Higher Education Commission (THEC) on September 15, 2017.

**OUTLAY REQUEST**

Each governing board will submit a request to THEC for capital outlay projects. The Commission’s recommendations for projects to be funded will be based on a prioritization process/rubric that incorporates criteria detailed in the attachment. (For additional information, please see page 49.)

**MAINTENANCE REQUEST**

Each governing board is allocated a proportion of the total higher education capital maintenance request based on a formula. Each governing board will submit a capital budget request that contains the capital maintenance projects to be requested for each of the four planning years through FY2022-23. (For additional information, please see page 50.)

**DISCLOSED REQUEST**

Each governing board must submit a list of all anticipated capital projects to be funded from sources other than state appropriations, such as institutional funds, auxiliary funds, and reallocation of existing capital funds, Tennessee State School Bond Authority funds, or gift funds, for FY2018-19. All construction or erections of new buildings or structures in excess of \$100,000 must be disclosed to THEC. All major maintenance projects, which are defined by State Building Commission policy 2.01.A.2. as “the repair or renovation of any building or structure or any portion thereof,” in excess of \$500,000, must be disclosed to THEC. (For additional information, please see page 51.)

**MOTION: To approve the Capital Funding Requests, as contained in the Board materials for the Board’s August 17, 2017, meeting.**

Instructions for Preparation of

**FY 2018-19**

Capital Outlay, Maintenance, and Disclosure Funding Requests

TENNESSEE HIGHER EDUCATION COMMISSION  
Suite 1900, Parkway Towers  
404 James Robertson Parkway  
Nashville, Tennessee 37243-0830  
615-741-3605

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## **Attachments Referenced**

### Submission Requirements:

FY18-19 Capital Outlay Request.xlsx – p. 5, 6, 9  
DB70 Form Example.xlsx – p. 6  
THEC Space Guide – Universities.xlsx – p. 8  
THEC Space Guide – Community Colleges.xlsx – p. 8  
THEC Space Guide – TCATs.xlsx – p. 8  
FY18-19 Capital Maintenance Request.xlsx – p. 10  
FY18-19 Capital Disclosure.xlsx – p. 10

### Reference Material:

THEC Capital Outlay Rubric Overview.docx – p. 5

# **INTRODUCTION**

## **Process Overview**

The goal of the higher education capital program is to develop and maintain physical facilities so that each institution can fulfill its mission and, in accordance with the Public Agenda for Higher Education, increase the number of Tennesseans with a postsecondary credential. To assure fair and equitable funding consistent with the Tennessee Higher Education Commission's (THEC) capital program objectives and the Department of Finance and Administration's Capital Budget requirements, the Commission's recommendations are based upon a prioritization process that incorporates the five criteria described below.

All outlay projects will be evaluated by a team from THEC and may include a campus site visit to review the project plans and discuss details with institution and board officials. THEC will compile the site visit information and evaluator feedback on the top priorities from the eight governing boards (six LGIs, TBR, UT), which will be used to establish a statewide priority list. The Commission will establish the priority ranking of governing board recommended projects that are consistent with the THEC capital outlay policy.

## **Timeline**

For the 2018-19 budget cycle, governing boards will submit project proposals to THEC by **September 15, 2017**. After evaluation, THEC staff will include the prioritized statewide capital outlay and maintenance lists as part of the overall 2018-19 budget request that will be presented to the Commission for action at the **November 16, 2017** meeting. For all future cycles, governing boards will submit project proposals to THEC by July 1 of each year.

THEC staff will host a webinar on **Wednesday, June 7, 9:00am CST** to review the capital submission requirements. THEC staff will also host a Capital Outlay First Look Meeting on **Monday, August 14, 10:00am CST** to provide an opportunity for THEC staff and other stakeholders to review anticipated capital outlay requests. THEC staff will send invites for both events in subsequent emails.

## **Capital Outlay Evaluation Criteria and Objectives**

1. Capital projects will be linked to state goals and the Drive to 55.
  - a. Increase degree production, particularly at the undergraduate level.
  - b. Enhance research and/or workforce development.
  - c. Emphasize focus populations, as identified in the outcomes-based funding formula.
  - d. Identify and address education and workforce needs of local and regional economies.
2. Capital projects should enhance campus mission and distinction, and should be envisioned in the institution's current Master Plan.
3. Institutional facility condition and needs, as analyzed by the THEC Space Planning Guidelines, should be a factor in determining institutional priorities.
4. Boards should develop project proposals that include a programmatic plan, which may include academic planning and early ideas regarding the uses and layout of buildings impacted by each project.

5. External funding should be a factor in project priority, but should not inappropriately determine institutional or system priorities. The capital match program identifies a minimum percentage of project costs to be borne by the campus, ideally from private fundraising. Non-state funds raised above the minimum percentage garner additional points in the scoring process.
6. Both qualitative and quantitative factors should be considered in the Commission’s capital priorities.
7. The Commission will be proactive when appropriate to identify types of capital projects that are consistent with statewide goals.
8. All projects, whether major renovations or new construction, regardless of sector or formula/non-formula status, should have a fair chance to receive funding.

### **Project Type Designation**

Governing boards must identify whether a project is New Construction or Major Renovation. New Construction projects will entail either the construction of new facilities or substantial additions to current facilities that require significant programmatic or operation expansion. Major Renovations are projects that change the function, use, or capacity of existing facilities. As detailed below, each project type has different rubric and match threshold implications. Governing boards should consult with THEC staff prior to submission if a project type is not easily identifiable. After submission THEC will confirm project type and reserves the right to change it based on scope and description.

### **Capital Outlay Rubric**

THEC staff will utilize a rubric that differentiates across sectors (Community Colleges/TCATs, Universities, and Non-formula Units) and project type (New Construction and Major Renovation) to prioritize capital outlay projects. The rubric is detailed below.

Prioritization Criteria	CC/TCAT		University		Nonformula Unit	
	NC <sup>1</sup>	MR <sup>2</sup>	NC	MR	NC	MR
State Goals & the Drive to 55	40	35	30	30	25	30
Campus Master Plan & Strategic Plan	20	35	30	40	25	30
THEC Space Guideline & Facility Assessment	15	10	15	10	25	20
Program & Business Plan	10	10	10	10	10	10
External Funding	15	10	15	10	15	10
<b>Total</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

1- New Construction

2 - Major Renovation

The components required to assess each criterion are described in full in the **Project Assessment Materials** section found on page six of this document. Information regarding the rationale for the different rubric weights and how the rubric works can be found in the attached MS Word document **THEC Capital Outlay Rubric Overview**.

## External Funding (Match) Thresholds

All projects must meet a minimum match requirement to be evaluated. The minimum match requirement differs by sector and project type, as detailed below. The match may consist of private gifts, grants, institutional reserves, and other sources.

Further, the External Funding component of the rubric will be based upon a ratio of the project's minimum match requirement to the project's maximum scorable match, meaning that a project with only the minimum match will receive no points, but, as a project's match approaches the maximum scorable match level, points will accumulate proportionately up to the Maximum Rubric Score. The minimum match requirement and the maximum scorable match by sector and project are reported below. A more detailed explanation of how the Maximum Rubric Score is calculated is in the **Project Assessment Materials** section.

**Minimum Match Requirements and Maximum Scorable Matches by Sector and Project**

Project Type	CC/TCAT/Nonformula Unit		Univ.: Moderate Research/Masters <sup>1</sup>		Univ.: High Research <sup>2</sup>	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
Major Renovation	0%	5%	0%	10%	0%	15%
New Construction	2%	10%	5%	15%	10%	25%

1 - Includes universities classified as "Doctoral: Moderate Research" (East Tennessee State, Middle Tennessee State, Tennessee State, and Tennessee Technological Universities) or "Master's: Larger or Medium" (Austin Peay State University, UT Chattanooga, and UT Martin) by the Carnegie basic classification system.

2 - Includes universities classified as "Doctoral: Higher Research" or "Doctoral: Highest Research" by the Carnegie basic classification system. The two public Tennessee universities identified as such are University of Memphis and UT Knoxville.

## Outlay Request Requirements

Priority lists for all requested outlay projects must be submitted on the attached MS-Excel **FY18-19 Capital Outlay Request spreadsheet, tab "Outlay Requests"** spreadsheet in order to be considered for inclusion in the THEC appropriation recommendations. Governing boards must identify the project type, square footage, project cost, and level and source of external funding.

## Governing Board Priorities

Governing boards must report projects in descending priority order. Priority orders will not be altered. Governing boards that serve multiple institutions (Tennessee Board of Regents and the University of Tennessee System), however, may identify a band of their top projects (up to three) so that, in the event that, for example, the third-ranked project within the band scores higher than the second-ranked project within that same band, the third-ranked project may be prioritized by THEC above the second-ranked project. TBR and UT may create subsequent bands—banding up to three projects in each—for projects prioritized after the initial band.

THEC reserves the right to limit the number of projects reviewed and scored in a given funding cycle.

## Capital Outlay Out-Years

In accordance with the preliminary Department of Finance and Administration Capital Budget Instructions, each governing board will submit a capital budget request that contains the capital outlay projects to be requested for each of the four planning years through FY2022-23. **These capital projects should be listed in the appropriate fields on the tab labeled “Outlay Requests” in the FY18-19 Capital Outlay Request spreadsheet.** Governing boards do not need to identify banded priority projects for out-years. Please ensure that the fiscal year totals for the capital outlay listings submitted to the Department of Finance and Administration are the same as the totals on the listings submitted to THEC.

## Project Assessment Materials

### Summarizing Elements

1. *Abstract*

Proposals should include a project abstract no longer than 250 words. In addition to a brief description of the project, the abstract should state whether the project classifies as a New Construction or a Major Renovation project. (Note: THEC reserves the right to reclassify the project dependent on project description and scope).

2. *DB70 Form*

Proposals should include their respective governing board’s DB70 form (see example from TBR attached) which must be completed in accordance with respective governing board’s guidelines. For the purpose of THEC’s evaluation, only the DB70 tab will be used for reference.

### Evaluation Criteria

1. *State Goals & the Drive to 55*

Over the last several years, two landmark initiatives—the Complete College Tennessee Act of 2010 and the Drive to 55—have provided the policy foundation for Tennessee higher education. The core elements of THEC’s 2015-2025 Master Plan reflect the priorities of the CCTA and the Drive to 55, namely:

*“The overriding function of the Plan is to direct higher education to be accountable for increasing the educational attainment levels of Tennesseans, while also: addressing the state’s economic development, workforce development, and research needs....”*

*“Although this Plan places certificate training and undergraduate education at the center of the state’s college completion policy agenda for the decade 2015-2025, the state continues to acknowledge the critical need for academic programs of distinction at the graduate and professional level to fully address Tennessee’s economic development, workforce, and research needs.”*

**Capital project proposals should develop a narrative of no more than 1,500 words** that explores the connections between the project and statewide goals. Of note is that certain types of projects, particularly renovations, may not have obvious and tangible

impacts on numerical state goals. This fact is reflected in a lower relative weight applied to this factor's score. Institutions should still provide information that links the requested Major Renovation project to state goals.

The THEC Master Plan can be found here: <https://www.tn.gov/assets/entities/thec/attachments/MasterPlan2025.pdf>.

Project narratives should address the following as applicable:

- Number of students or constituents directly and indirectly served by the project;
- Projected impact on credential production or enhancement in quality of existing credential production;
- Expansion of research and/or public service mission; and
- Labor and workforce dynamics, including any appropriate analysis of local or regional supply/demand data.

Data sources that may help address the above descriptions included, but are not limited to:

- *THEC Master Plan for Tennessee Postsecondary Education 2015-2020* (<https://www.tn.gov/assets/entities/thec/attachments/MasterPlan2025.pdf>);
- THEC/Boyd Center for Business and Economic Research labor supply/demand reports (e.g., <http://cber.haslam.utk.edu/pubs/mnm130c.pdf> or [https://www.tn.gov/assets/entities/thec/attachments/Academic\\_Supply\\_Occupational\\_Demand\\_-\\_Final\\_Version.pdf](https://www.tn.gov/assets/entities/thec/attachments/Academic_Supply_Occupational_Demand_-_Final_Version.pdf));
- Tennessee Department of Labor and Workforce Development Occupations in Demand reports (<https://www.tn.gov/workforce/topic/occupations-in-demand>); and
- Data provided by the Tennessee Department of Economic and Community Development's Center for Economic Research in Tennessee (CERT) (<https://www.tn.gov/ecd/>).

2. *Campus Master Plan & Strategic Plan*

**Capital project proposals should develop a narrative of no more than 1,500 words that links the project with the institution's strategic plan and campus facilities master plan.** The proposal should provide relevant objectives from the strategic plan—with web links to the strategic plan where appropriate—and clarify how the project aligns with state objectives. The proposal should also cite specific references of the proposed project in the current master plan.

3. *THEC Space Guideline & Facility Assessment (see attached MS Excel THEC Space Guides spreadsheets: Universities, Community Colleges, and TCATs)*

**Capital project proposals should include a space-needs analysis narrative of no more than 750 words that provides context to the spreadsheet and assessments included.** For universities and community colleges, the project proposal should include the "Summary NASF" portion of the THEC Space Guidelines spreadsheet; for TCATs, the project request should include the entire THEC Space Guide Allocation spreadsheet. The proposal should also include any other space utilization studies if appropriate. If the Space Guidelines do not apply to the project (e.g., for non-formula units) or only partially applies, proposals should provide the details of the identified need outside the guidelines that drives this project (e.g., research).

The proposal should also include a current facilities assessment (e.g., a Facility Survey Score) and the general condition of any existing building that will be impacted by this project—including any buildings that will be renovated or demolished.

Major renovation and replacement projects should also include a condition assessment of the major systems of a building (i.e., HVAC, roof, envelope, and others) and identify which ones will be addressed by the project.

4. *Program & Business Plan*

**Capital project proposals should include a narrative of no more than 1,000 words that provides an overview of particular project aspects and ensures that institutions and governing boards have a sufficiently developed project plan.** This element is not intended to be prescriptive on how certain aspects of the project ought to be structured, but will instead illuminate and explore important aspects of the project. Governing boards should ensure that each capital outlay project submitted to THEC addresses all of the elements below. Project proposals should provide an overview or summary of these elements, including:

1. Cost analysis of the total project;
2. Total number of students (FTE) directly and indirectly served by the project. If applicable, total amount of people impacted by the projected research;
3. Ongoing costs to maintain the building and its academic programs/research;
4. Program for how the project meets the defined need;
5. An assessment of alternatives to the project that were considered to meet the academic and space needs of the institution;
6. Migration plan for buildings and programs impacted by the project; and
7. An anticipated project schedule for design and construction.
8. Any preliminary concept sketches that provide an overview of the project.

5. *External Funding* (See **FY18-19 Capital Outlay Request** spreadsheet, tab “**External Funding**”) **This portion of the proposal will consist of the Excel file attached only. Committed External Funds must match what is reported on tab “Outlay Requests” of the same spreadsheet.** For each capital outlay project, the evaluation of external funding will include two elements. First, all New Construction projects have a required ten percent (10%) external funding level for institutions classified as “Higher Research” or “Highest Research” by the Carnegie basic classification system; five percent (5%) for all other universities; and two percent (2%) for community colleges, TCATs, and non-formula units. Projects that are requested and deemed by THEC to be renovations have no required minimum external funding level. Second, for both types of projects, the level of external funding beyond the minimum requirement will be assessed and scored. This second factor will account for the overall level of external funds that an institution will contribute to a project. Meeting the minimum external funding level is required, and will result in a score of zero (0). Projects will begin to proportionally accrue points only as external funding exceeds the minimum level, up to a specified maximum level.

## MAINTENANCE REQUEST REQUIREMENTS

A capital maintenance project is a rehabilitation project that keeps a facility or asset in efficient operating condition, or is needed to restore a facility to an acceptable condition but does not include programmatic renovation, demolition, or new construction. These projects are of a non-recurring nature, beyond the scope of ordinary repairs, and do not appreciably prolong the previously estimated service life or increase the estimated value of the building.

In general, ordinary repair and maintenance projects and other projects below the following expenditure levels will be funded through operating appropriations rather than capital maintenance:

- \$100,000 at the University of Tennessee, Knoxville and the University of Memphis
- \$50,000 at all other universities
- \$25,000 at Community Colleges and TN Colleges of Applied Technology

Each governing board is allocated a proportion of the total higher education capital maintenance request based on the Sherman-Dergis Formula. This industry-standard formula calculates an estimated annual renewal cost for each campus, based on the aggregated age, size, and type (e.g., fine arts vs. engineering) of E&G space as reported on the FY2017-18 Schedule D. Each governing board's proportion is equal to the sum of the respective individual campus' renewal costs divided by the total higher education renewal cost. For planning purposes, the FY2018-19 maintenance pool request will be set at **\$120,000,000**. Should THEC alter the total request, the calculated proportions for each governing board will remain the same, but the governing board maintenance requests will change *pro rata*.

### Maintenance Request Submission

**All maintenance requests must be submitted on the tab labeled “Maintenance Request” in the attached FY18-19 Capital Maintenance Request spreadsheet.** Select the appropriate governing board from the drop-down menu—the 2018-19 Maintenance Allocation for the selected governing board will automatically populate. In the space provided, insert the name of the institution, project, project cost, and project description. Insert more rows if requesting more than 20 maintenance projects. Total Project Cost must not exceed the 2018-19 Maintenance Allocation for your governing board.

### Capital Maintenance Out-Years

In accordance with the Department of Finance and Administration Capital Budget Instructions, each governing board will submit a capital budget request that contains the capital maintenance projects to be requested for each of the four planning years through FY2022-23. **These capital projects should be listed in the appropriate fields on the tab labeled “Maintenance Request.”** The projects listed are not confined to any calculated pools as these are preliminary estimates.

## DISCLOSED PROJECTS REQUIREMENTS

Each governing board must submit a list of all anticipated capital projects to be funded from sources other than state appropriations, such as institutional funds, auxiliary funds, reallocation of existing capital funds, Tennessee State School Bond Authority funds, or gift funds, for FY2018-19. All construction or erections of new buildings or structures in excess of \$100,000 must be disclosed to THEC. All major maintenance projects, in which “major maintenance” is defined by State Building Commission policy 2.01.A.2. as “the repair or renovation of any building or structure or any portion thereof,” in excess of \$500,000 must be disclosed to THEC.

**All disclosure projects must be submitted on the tab labeled “2018-19 Disclosure” in the attached FY18-19 Capital Disclosure spreadsheet.**

### Quarterly Submission

Should unforeseen opportunities or needs arise that require disclosure *during* a fiscal year, governing boards may disclose such projects each quarter, in coordination with requests from THEC. THEC will request quarterly submissions for disclosed projects in June, September, December, and March for projects intended to be initiated in the three months that follow. THEC reserves the right to request a governing board hold a disclosed project of significance—one that requires master plan guidance—to the following fiscal year submission.

Projects funded by TSSBA funds can only be disclosed during the annual process.

### Emergency Projects

If an event occurs which requires a campus or unit to immediately engage in a capital project exceeding the aforementioned thresholds to avoid immediate danger to persons or property or when absolutely essential and indispensable to campus operations, governing boards may initiate the project immediately but must disclose it in the subsequent quarterly submission.

## FY18-19 Capital Outlay Request

### **NOTE: BACKGROUND INFORMATION ONLY**

#### **Abstract**

The construction of a new Engineering building of approximately 70,000 square feet to replace Torrence Hall is an important step in consolidating and enhancing multiple accredited engineering, technology, and computer science programs under one roof, and replace an inferior out-of-date facility with determined structural problems. While this new building will add overall academic space to the campus, it will replace the existing space (Torrence Hall) with new state-of-the-art learning space and with advanced equipment; reduce the space deficits for Civil and Architectural Engineering, and Electrical Engineering identified in the 2016 Masterplan; and create space for innovative and personalized learning using an “clinic-based” approach to engineering education, and conduct applied research in strategic areas that impact our quality of life. An innovative approach to engineering education produces more marketable and qualified graduates for the workforce, and promotes more community-based initiatives with the university. The program and space for this building is described in the space needs discussion in Section V, 2016 Facilities Master Plan. The building size was established based on the current and projected needs of the several programs. Should other smaller programs compatible with STEM (science, technology, engineering, math) initiatives need space, and the University considers them to be appropriate to the Engineering Building, and if funding can be obtained they should be added to the building program. This concept continues emphasizing the importance of flexibility of space and design in the programming of the new building. It will be appropriate to add smaller compatible programs into the Engineering building, than to build additional small (2,000 to 10,000 GSF) buildings on the main campus. This project will also reduce the overall deferred maintenance of TSU by over \$2 million dollars.

#### **1. State Goals & the Drive to 55**

##### **Evaluation Criteria**

Tennessee State University is committed to supporting the THEC Master Plan for 2015-2025, which is based on state goals described by the Complete College Tennessee Act of 2010. The plan calls for increasing the number of residents with postsecondary education to almost 2 Million people, or 55% of the state’s population. The THEC Master Plan describes the contribution of the educational institutions to make this happen to produce a more qualified and educated workforce to advance the economic and business sectors of the state. However, equally important is the need to fulfill a number of skills and knowledge gaps within the workforce to seek employment and entrepreneurial opportunities. The educational institutions with strong programs in STEM training are key constituents to contributing to a workforce pool to attract industry and contribute to business productivity.

The demand for engineers in the US continue to exceed the supply. In 2011, President Obama called for the need to produce an additional 10,000 engineers annually. The US currently produces about 95,000 engineers a year, and is still facing a growing shortage of STEM professionals for the next decade and beyond. Yet, the state of Tennessee produces less than 1500 engineers amongst the several institutions of higher education in the state. Each of the institutions have unique degree programs with student populations that meet the overall mission of the university. This uniqueness is also true for Tennessee State University, as it also

serves a more diverse and minority population than most academic institutions throughout the state.

The College of Engineering at Tennessee State University has existed for more than 50 years, and has produced more African American engineers than any other university in the state. It is still the leading producer of African American engineers annually, and has implemented several strategies to enhance the recruitment and retention of all students to expand the technical workforce pool for the state of Tennessee. The College of Engineering currently enrolls more than 1000 students, and is committed to providing the highest quality industry-driven curricula in Engineering, Technology, and Computer Science to meet the growing demand for STEM (Science, Technology, Engineering, and Math) professionals in industry, government, and entrepreneurship. It produces more than 100 graduates every year in engineering and technology, and are employed at major companies such as Boeing, Hospital Corporation of America, Skanska Corporation, General Motors, Nissan Corporation, Tennessee Department of Transportation, and many small and medium sized organizations. The College currently provides ABET-Accredited BS degrees in Architectural, Civil, Electrical, and Mechanical Engineering, with several concentrations such as manufacturing, environmental, facilities, and computer engineering. The College also awards degrees in Aeronautical & Industrial Technology, Computer Science, Master of Engineering, and MS and PhD in Computer and Information Systems Engineering. The graduate programs are conducting applied research in advanced materials, cyber-security, sensor networking, and data sciences and analytics. All these areas are supported by advanced laboratories as well.

The next challenge for the college is increasing its student population, number of graduates, and expanding its applied research in strategic areas. The college has deployed several initiatives that has increased the enrollment by 25% within the last seven years, and increased its research funding to almost \$5 Million. The opportunity to continue to grow will require additional space for classroom and laboratory learning, and advanced laboratories for expanding research with industry. The proposed facility will provide multiple tech-equipped classrooms, laboratory space for experiential learning, and a more innovative approach to engineering education that deploys a “clinic-based” hands-on development process commonly used in the healthcare fields such as nursing. This space will be combined with the emerging creative scenario of the maker-space, but integrated throughout the curriculum from freshmen to seniors. A new facility will also allow the departments to attract more research funding to create research laboratories for cyber-security testbeds, materials labs, and high computing laboratories for data sciences and analytics.

According to THEC/Boyd Center for Business & Economic Research, the academic supply and occupational demand for STEM education and training is one of the leading high-need fields for the state of Tennessee. More specifically, the demand for professionals in mechanical engineering, electrical and computer engineering, information and communications technology, and technologists/technicians for construction and transportation workers in high need for the next decade. The opportunity to provide an educational facility to help contribute to this demand is the purpose and need of a new Engineering building at Tennessee State University.

## 2. Campus Master Plan & Strategic Plan

The New Engineering Classroom Building will support the following TSU Strategic Plan goals in a myriad of ways :

- Strategic Goal 1: Access and Diversity (Student Recruitment)
- Strategic Goal 2: Program Quality
- Strategic Goal 3: Business-Friendly Practices
- Strategic Goal 4: Resourcefulness
- Strategic Goal 5: Active Learning, Collaboration, and Engagement

The first goal will be specifically supported by a greatly improved environment for engineering students, thereby widening the appeal and access to much wider sampling of backgrounds, interests, and abilities. The new facility will not only improve the standing of the university in the narrow field of engineering, but will also enhance TSU's status as a center of learning and research in the STEM disciplines, as well as creating a larger footprint of general academic and research excellence. The new technical environments will improve the university's delivery of different teaching styles to include on-line courses and non-traditional scheduling such as Maymester and Xtreme Spring Break. Likewise, other services such as advising, recruiting, and retention will be expanded with new environments that greatly improve administrative processes and interaction.

The new facility will directly impact goal number two, with specific improvements to curriculum, instructional methods, faculty / staff appeal, recruiting, and development. Quality of student experience and performance will also be expanded and improved. With the proper application of information technologies, student collaboration, distance learning, and research will be greatly upgraded. Lastly, this facility represents an important step in developing the Stem Precinct of the campus, adding to the collaboration, synergy, and interdependency of related STEM disciplines.

The new building will help to attain the goal of creating and retaining business friendly practices, by offering significant technology upgrades and IT systems. This will improve many if not all administrative methodologies, teaching and learning strategies, and student living-learning paradigm. This will in turn give strong impetus to numerous opportunities to realize the 4th and 5th goals, resourcefulness and active learning / collaboration / engagement.

This project will also support and be supported by a number of 2016 Facilities Master Plan tenets. The plan illustrates a deficit in classroom space across departments, and lab space specifically in the Civil, Architectural, and Electrical Engineering programs. The plan also calls for research corridor and STEM precinct that will be greatly strengthened by this new building and its enhanced programs.

Condition analyses of the master plan indicate that demolition of the current Engineering building should be removed from the campus inventory in the near term, or 1 to 5 years. This gives credence to the need for immediate action on replacement of the structure. The condition assessment template used by TBR, THEC, and TSU illustrates an overall score of 70.1 out of

100 points, with significantly lower scores for several individual building systems and components. The overall score and the definitions of scoring parameters, are indicative of a facility that is very near or already at the point of demolition and replacement.

### 3. THEC Space Guideline & Facility Assessment

The New Engineering Classroom Building request represents a moderate increase in space for Classroom, Laboratory, General, and Study facilities for students of the Engineering programs. A small increase in office space is included. More student space is needed to accommodate the ever-growing scope and footprint of technologies for teaching, learning, drawing functions, lab, testing, presentation, assembly, and student collaboration functions. Technical library / student research systems are fully inadequate in the current facility, and this needs to be successfully addressed in the new building. The existing facility also has too little space to house all Engineering programs; some are dislocated from the main building. Below is the THEC Space Guide Allocation Spreadsheet, Summary NASF section, to illustrate the types of space requested for the new structure. This information is also shown in the Space Tab of the DB70 worksheet for this project.

#### THEC - Space Allocation Guidelines

#### Data Input and Calculation Spreadsheet - UT and TBR Universities

Name of Institution:	2017	Tennessee State University
Date of Data:	7/24/2017	

Summary NASF				
Part	Modeled	Exist E&G	Difference	Equiv FICM
I - Classrooms	6,000	2,737	-3,263	1xx
II - Lab / Studio	20,000	19,039	-961	210, 215
III - Open Lab			0	220, 225
IV - Research			0	250, 255
V - Office	10,000	7,144	-2,856	3xx
VI - Libr/General	10,000	1,613	-8,387	4xx / 6xx
VII - Phys Ed			0	520, 523, 525
<b>Totals:</b>	<b>46,000</b>	<b>30,533</b>	<b>-15,467</b>	

New Engineering Classroom Building Overview  
Tennessee State University

The objectives of this new facility are as follows: Construction of new classroom and laboratory facility for teaching and learning activities of all disciplines of engineering currently taught at Tennessee State University. Provide for all requirements of general professional development of students, newest engineering technology and IT environments, faculty and staff functions and requirements, and collaborative strategies with interactive STEM and research programs.

The current College of Engineering facility was reviewed by a team of consultants, for physical conditions and issues needing correction, during development of the 2016 Facilities Master Plan. The score was 70.1 out of a possible 100. This score indicates that a facility is between major repair and replacement status. Given that there are seismic design and site / settling issues, the prospect of repair is wholly inefficient from an investment perspective.

The engineering education facility, Torrence, was built in 1982, and has not received a comprehensive renovation since construction. The facility is out-of-date with respect to modern

trends in the various engineering disciplines and IT functionality. It is not consistent with current seismic codes, and has developed several significant M & R issues over the years.

The existing facility has exhibited structural settling and failures of building envelope systems over time. Some upgrades such as new windows were pursued, but the larger steel frame and aluminum exterior system is original, with many long-term problems. Interior upgrades have been minimal and non-systematic, leaving the overall facility completely out of date.

#### **4. Program & Business Plan**

##### **A. Cost Analysis**

The entire budget of constructing this new facility will be \$48,000,000. The university will cover the majority of the cost with state appropriations of 95%, which will be \$45,600,000. The appropriations will require a minimum match of 5%. This Title III award will therefore leverage state funding. The remainder of this budget will be covered with gifts and/or student fees. The anticipated construction cost of the new structure is \$26,250,000.00 for 70,000 programmed square feet, for a square foot cost of \$375.00.

##### **B. Student Impact**

The College of Engineering currently enrolls more than 1000 students, and is committed to providing the highest quality industry-driven curricula in Engineering, Technology, and Computer Science to meet the growing demand for STEM (Science, Technology, Engineering, and Math) professionals in industry, government, and entrepreneurship. It produces more than 100 graduates every year in engineering and technology, and are employed at major companies such as Boeing, Hospital Corporation of America, Skanska Corporation, General Motors, Nissan Corporation, Tennessee Department of Transportation, and many small and medium sized organizations. The College currently provides ABET-Accredited BS degrees in Architectural, Civil, Electrical, and Mechanical Engineering, with several concentrations such as manufacturing, environmental, facilities, and computer engineering. The College also awards degrees in Aeronautical & Industrial Technology, Computer Science, Master of Engineering, and MS and PhD in Computer and Information Systems Engineering. The graduate programs are conducting applied research in advanced materials, cyber-security, sensor networking, and data sciences and analytics. All these areas are supported by advanced laboratories as well.

##### **C. Ongoing Costs**

Based on programmed square feet, and an estimated SF cost \$2.50 each for utilities / fuel and maintenance / repair, and an additional expected cost of \$50,000.00 for communications / telephone services, the initial operating costs per year are estimated at \$ 400,000. These costs are also detailed in the DB70 workbook in the Ops Costs tab.

No educational services are identified at this time, specifically relating to the new spaces to be built.

#### **D. Program and Needs Assessment**

The program and space for this building is described in the space needs discussion in Section V, 2016 Facilities Master Plan. The building size was established based on the current and projected needs of the several programs.

Table V-7 of the master plan details Space Needs by Division and Program, based on current and projected FTE analysis.

Tables V-8 through V-15 provide a comprehensive classroom utilization and needs matrix, while

Tables V-16 and V-17 make use of the utilization data in projected enrollment and growth scenarios.

The master plan also undertakes an exhaustive analysis of laboratory needs in tables V-21 through V-28 to arrive at SF requirements for engineering and open labs.

These methodologies are the basis of the scope of the new facility, as identified in the DB70 documents.

#### **E. Alternatives Considered**

Renovation / recapitalization of the existing Engineering College facility was considered, but the projected cost to satisfy all deferred maintenance requirements and academic program needs exceeded cost efficiencies, when compared with the cost of new construction.

Some Engineering programs are already dislocated from the central College's building, making any possible collocation concepts non-viable other than new facilities design, where consolidation can occur.

In addition, there is significant concern regarding site conditions which have manifested wall surface deflection and cracking which appears to be based in structural settling. Former lake structures (infilled) and ongoing underground spring dynamics have led to questions regarding the geotechnical quality of the current site. While not a safety concern right now, the long-term performances of the site and structure are concerning. Since this facility pre-dates modern seismic design codes, this shortfall further complicates any attempt at renovation or recapitalization, within reasonable cost efficiencies.

#### **F. Migration Planning**

The realization of this project and the programmed facility is expected to avoid a lengthy migration plan, by committing to a site location which will allow all programs to remain in-place and operational, throughout construction of the new building. Therefore there will be one single move of all programs from the old facility to the new one.

Currently dislocated Engineering programs will be collocated with the new College of Engineering facilities, leaving their current spaces available for reallocation. This will drive the need for a limited migration plan to make positive use of this opportunity.

**G. Anticipated Project / Design / Construction Schedule**

Planning and Design	July 2018	to	February 2019
Construction Activities	March 2019	to	June 2020
Completion of Construction / Occupancy	June 2020	to	August 2020
Facility / Academic Operations	August 2020	to	December 2020
Assessment / Validation Phase	January 2021	to	January 2022

**5. External Funding**

<b>THEC Capital Outlay Evaluation Criteria</b>	
<b>External Funding Evaluation</b>	
<b>Institution:</b>	<b>Tennessee State University</b>
<b>Governing Board:</b>	<b>TSU</b>
<b>Project:</b>	<b>New Engineering</b>
<b>Priority #:</b>	<b>1</b>
<b>New Construction Minimum External Funding Level</b>	
Univ. High Research <sup>1</sup> : 10%	
Univ. Moderate Research/Masters <sup>2</sup> : 5%	
CC/TCAT/Nonformula entity: 2%	
<i><b>NOTE: There are no minimum external funding levels for Major Renovation projects.</b></i>	
Project Cost	\$ 48,000,000
Committed External Funds	\$ 2,400,000
Percent Matched	\$ 5
<i>Private Fundraising</i>	\$ 400,000
<i>Land Donation</i>	\$ -
<i>Grants</i>	\$ 2,000,000
<i>Institutional Reserves</i>	\$ -
<i>Bonds</i>	\$ -
<b>Total State Funds Request (Total less External Funds)</b>	<b>\$ 45,600,000</b>
1 - UT Knoxville and University of Memphis	
2 - Austin Peay State, East Tennessee State, Middle Tennessee State, Tennessee State, Tennessee Tech, UT Chattanooga, and UT Martin	

# DB70 form - Project Request

**1 Department:** Tennessee Board of Regents 332.60  
**Institution:** Tennessee State University  
**Project:** New Engineering Classroom Building  
**City/County:** Nashville / Davidson

**2 Fiscal Year:** 2018/ 2019

3		New		Reno/Maint
<input type="checkbox"/>	Capital Outlay			
<input checked="" type="checkbox"/>	Capital Maintenance	70,000	Gross Sq.Ft.	0
<input checked="" type="checkbox"/>	Disclosure	0	Net Sq.Ft.	0
<input checked="" type="checkbox"/>	Designer Required	375.00	Cost/Sq.Ft.	0.00

**4 Project Description:**

Construction of new classroom and laboratory facility for teaching and learning activities of all disciplines of engineering currently taught at Tennessee State University. Provide for all requirements of general professional development of students, newest engineering technology and IT environments, faculty and staff functions and requirements, and collaborative strategies with interactive STEM and research programs.

5	Total Project	Allocation	Estimated Construction Cost:	26,250,000.00
	26,250,000.00	26,250,000.00	Building Construction	
	5,000,000.00	5,000,000.00	Site & Utilities	
	3,000,000.00	3,000,000.00	Built-in Equipment	
	34,250,000.00	34,250,000.00	<b>Bid Target</b>	
	3,750,000.00	3,750,000.00	Contingency:	10.95      10.95 percent
	38,000,000.00	38,000,000.00	<b>M.A.C.C.</b>	2,585,623.00
	2,585,623.00	2,585,623.00	Fee:	35/LogP-1.15 = 5.44341804 <b>Renovation</b>
	3,000,000.00	3,000,000.00	Movable Equipment	New
	1,500,000.00	1,500,000.00	<i>first other</i>	Renovation
	500,000.00	500,000.00	<i>second other</i>	Multi-Part
	2,414,377.00	2,414,377.00	Administration & Miscellaneous	Fixed
	48,000,000.00	48,000,000.00	<b>Total Cost</b>	

**6 Funding Request:**

THIS REQUEST

45,600,000.00	45,600,000.00	STATE funds
0.00	0.00	FEDERAL funds
2,400,000.00	2,400,000.00	Local and Institutional Funds      Grants / Gifts / Fees

**7 Sources of Available Funding:**

	fund year	description
already approved for existing SBC project	0.00	
0.00	0.00	
plus This Request	0.00	
48,000,000.00	0.00	

**8 SBC Action:** If an existing project, SBC Project No.:

**9 Designer:** t b a

**Capital Maintenance Request: FY2018-19**

<b>Governing Board:</b>		<b>Tennessee State</b>			
<b>2018-19 Maintenance Allocation:</b>		<b>\$6,200,000</b>			
<b>Fiscal Year</b>	<b>Priority*</b>	<b>Institution</b>	<b>Project</b>	<b>Project Cost</b>	<b>Project Description</b>
2018-19		1 TSU	Safety Upgrades/Improvements Phase I	\$ 200,000	Tunnel/Roofs/Mechanical Rooms
2018-19		2 TSU	Gentry Center Building envelope	\$ 1,000,000	Repair Cal-Wall System
2018-19		3 TSU	FP Campus Center HVAC Upgrades	\$ 500,000	Recommission / Repair HVAC
2018-19		4 TSU	McCord Biology Fire Alarm System Replacement	\$ 150,000	Fire Alarm Replacement
2018-19		5 TSU	Strange Music Building HVAC upgrades	\$ 300,000	Band Room HVAC Upgrades
2018-19		6 TSU	Several Building Electrical Upgrades Phase I	\$ 550,000	Upgrade Electrical Components
2018-19		7 TSU	Davis Humanities Building Envelope	\$ 100,000	Window Repairs / Seals
2018-19		8 TSU	Gentry Center HVAC Upgrades	\$ 300,000	HVAC Upgrades
2018-20		9 TSU	Landscape Improvements Phase I	\$ 200,000	Irrigation improvements and Welton Plaza renovation
2018-19		10 TSU	FP Campus Center Colonnade Repair Phase I	\$ 200,000	Colonnade / Walkway Repairs
2018-19		11 TSU	Kean Hall Water Intrusion Mitigation	\$ 100,000	Foundation Leak Repair
2018-19		12 TSU	FP Campus Center Building Envelope and Interiors Upg	\$ 500,000	Windows, Flooring, and LED Lighting
2018-19		13 TSU	Several Building Utility Metering	\$ 150,000	Utility Meters (Electrical, CW, Steam, Water)
2018-19		14 TSU	Wellness Center HVAC Upgrades	\$ 300,000	HVAC Upgrades
2018-19		15 TSU	Several Building Water Isolation Valves	\$ 500,000	Building and floor water isolation valves
2018-19		16 TSU	Harned Hall HVAC Upgrades	\$ 500,000	HVAC Upgrades
2018-19		17 TSU	Perimeter Road Design and Construction	\$ 500,000	Internal Perimeter Road
2018-19		18 TSU	McMinnville NCRS MEP Upgrades	\$ 150,000	Mechanical/Electrical? Plumbing upgrades
<b>Total Project Cost</b>				<b>\$ 6,200,000</b>	

\* Requests are not limited to 20. Insert more rows if there are more projects to recommend. Total costs must fall within allocation.

**Capital Maintenance Out-Years: FY 2019-20 through 2022-23**

<b>Fiscal Year</b>	<b>Priority</b>	<b>Institution</b>	<b>Project</b>	<b>Project Cost</b>	<b>Project Description</b>
2019-20		1 TSU	Safety Upgrade Phase III	\$ 200,000	Tunnel/Roofs/Mechanical Rooms
2019-20		2 TSU	Several Building Fire Alarm Upgrades II	\$ 500,000	Fire Alarm Upgrades
2019-21		3 TSU	Several Building Electrical Upgrades Phase III	\$ 500,000	Upgrade Electrical Components
2019-20		4 TSU	Landscape Improvements Phase II	\$ 200,000	Irrigation improvements and Welton Plaza renovation
2019-20		5 TSU	Torrence Engineering	\$ 800,000	Replace Cal-Wall System
2019-20		6 TSU	Exterior Lighting Repair	\$ 100,000	Campus-Wide, LED
2019-20		7 TSU	Lawson Hall	\$ 150,000	Bathrooms Upgrades
2019-20		8 TSU	Boswell Chemistry	\$ 100,000	Repair Doors
2019-20		9 TSU	Boswell Physics-Math	\$ 100,000	Repair Doors
2019-20		10 TSU	CARP	\$ 200,000	Repair / Upgrade Electrical Infrastructure
2019-20		11 TSU	Clay Education	\$ 250,000	Repair HVAC Systems
2019-20		12 TSU	Farrell-Westbrook	\$ 200,000	HVAC Upgrades
2019-20		13 TSU	General Services	\$ 250,000	Windows / Interiors upgrades
2019-20		14 TSU	Hankal Hall	\$ 200,000	Replace Windows
2019-20		15 TSU	Outdoor Basketball	\$ 100,000	Student User Repairs / Upgrades
2019-20		16 TSU	Motor Pool	\$ 100,000	Interiors / Electrical Repairs
2019-20		17 TSU	Wellness Center	\$ 100,000	Athletic Floor / Electrical Repairs
2019-20		18 TSU	Controls Infrastructure	\$ 500,000	Repairs / DDC / Campus-Wide
2019-20		19 TSU	Interior Lighting	\$ 500,000	Repairs / LED / Campus-Wide
2019-20		20 TSU	Roofs Repair	\$ 500,000	Campus-Wide
2019-20		21 TSU	HVAC Repairs	\$ 500,000	Campus-Wide
2019-20		22 TSU	McMinnville NCRS	\$ 150,000	Interiors Upgrades
2020-21		1	Safety Upgrade Phase III	\$ 200,000	Tunnel/Roofs/Mechanical Rooms
2020-21		2	Several Building Fire Alarm Upgrades II	\$ 500,000	Fire Alarm Upgrades
2020-21		3	Several Building Electrical Upgrades Phase III	\$ 550,000	Upgrade Electrical Components
2020-21		4	Landscape Improvements Phase III	\$ 200,000	Irrigation improvements and Welton Plaza renovation
2020-21		5	Power Plant Chiller and Tower Replacement	\$ 1,600,000	Replace Chillers and Cooling Towers
2020-21		6	Gentry Center HVAC Upgrades	\$ 1,500,000	HVAC Upgrades
2020-21		8	Humphries Hall	\$ 200,000	Replace Fan-Coil Units
2020-21		9	Clement Hall	\$ 200,000	Windows Replacement
2020-21		10	Kean Hall	\$ 100,000	Foundation Leak Repair
2020-21		11	Crouch Hall	\$ 100,000	Bathrooms Upgrades
2020-21		12	Brown-Daniel Library	\$ 200,000	Bathrooms Upgrades
2020-21		13	Holland Hall	\$ 100,000	Bathrooms Upgrades
2020-21		14	Torrence Engineering	\$ 200,000	Repair Cal-Wall System
2020-21		15	Love SSC	\$ 100,000	Steam Exchanger / Chase Repairs
2020-21		16	Safety Upgrade	\$ 200,000	Keying / Locking Systems Upgrades
2020-21		17	Safety Upgrade	\$ 250,000	Power Plant Lighting / Security Improvements
2021-22		1	Safety Upgrade Phase IV	\$ 200,000	Tunnel/Roofs/Mechanical Rooms
2021-22		2	Several Building Fire Alarm Upgrades III	\$ 500,000	Fire Alarm Upgrades
2021-22		3	Several Building Electrical Upgrades Phase IV	\$ 550,000	Upgrade Electrical Components
2021-22		4	Landscape Improvements Phase IV	\$ 200,000	Irrigation improvements and Welton Plaza renovation
2021-22		5	Power Plant Boiler Replacement	\$ 2,000,000	Replace boiler
2021-22		6	Gentry Center Roof Replacement	\$ 1,000,000	Replace roof
2021-22		7	Gentry Center Lighting Upgrades	\$ 1,000,000	Upgrade light to LED
2021-22		8	MCWhorter MEP Upgrades	\$ 750,000	HVAC, Electrical, Plumbing Upgrades
2021-22		1	Safety Upgrade Phase V	\$ 200,000	Tunnel/Roofs/Mechanical Rooms
2022-23		2	Several Building Fire Alarm Upgrades IV	\$ 500,000	Fire Alarm Upgrades
2022-23		3	Several Building Electrical Upgrades Phase V	\$ 550,000	Upgrade Electrical Components
2022-23		4	Landscape Improvements Phase V	\$ 200,000	Irrigation improvements and Welton Plaza renovation
2022-23		5	Several Building Roof Replacement	\$ 1,500,000	Replace roofs
2022-23		6	Several Building Envelope and Glazing Upgrades	\$ 1,500,000	Replace window and tuck point brick etc.
2022-23		7	Road and Parking Lot Upgrades	\$ 1,000,000	Resurface Roads and Parking Lots
2022-23		8	Strom Sewer Improvements	\$ 200,000	Storm Sewer improvements
2022-23		9	Queen Washington HVAC upgrades	\$ 150,000	HVAC Improvements
2022-23		10	Kean Hall MEP Upgrades	\$ 400,000	

## Capital Disclosure FY2018-19

			Funding Source						
Project	Project Cost	New Sq. Ft.	Plant-Funds Non Auxiliary	Plant Funds Auxiliary	TSSBA	Gifts	Contract Funds	Other	Project Description
1 AG Facilities Improvements	\$3,500,000	0						\$3,500,000.00	USDA Grants
2 Cumberland City Development	\$120,000,000	500,000						\$120,000,000	Public-Private Development
3 Food Service Facilities Improvements	\$3,500,000	0					\$3,500,000.00		Aarmark
4 Gateway Entrance Modernization	\$350,000	0	\$350,000.00						
5 Phase 1	\$5,009,000	0			\$5,009,000.00				
6 New Student Housing	\$75,200,000	200,000			\$75,200,000.00				
7 Research Administration Facility	\$430,000	3,000	\$430,000.00						
8 Paking Improvements	\$1,450,000	0		\$1,450,000.00					

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: August 17, 2017

ITEM: Finance and Budget Committee Report – Update on  
Institutional Budget

RECOMMENDED ACTION: Information

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

**Overview of Institutional Budget Update**

- Operating budgets are posted online at:  
<http://www.tnstate.edu/businessoffice/fy18originalbudget2.aspx>.

Revenues total \$157,078,100  
E& G revenues total \$132,739,800  
Auxiliary revenues total \$24,338,300

Expenditures and transfers total \$158,031,000  
E&G expenditures and transfers total \$133,692,700  
Auxiliary expenditures and transfers total \$24,338,300

- Personnel budgets have been distributed to the University.

A 2% across-the-board salary increase was effective on July 1, 2017. The compensation plan was updated to provide other increases within a 1% pool of funds. The salary budgets have been updated to reflect these increases.

- The October Budget will be a revision of the July Budget based on fall 2017 enrollment figures and other adjustments. An enrollment update is being provided to the Academic Affairs and Student Affairs Committee. The October Budget will be presented for review and approval at the Board meeting scheduled for November 16, 2017.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: August 17, 2017

ITEM: Finance and Budget Committee Report – Overview of  
State External Audit process

RECOMMENDED ACTION: Information

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

**Overview**

Each year, the Division of State Audit (“State Audit”) develops a plan identifying the agencies that will be audited. This plan is based on risk, the sunset schedule, and required annual audits. When an institution is scheduled for an audit, the State Auditor process begins with preliminary research and planning. During this time, State Audit seeks to gain an understanding of an institution’s programs and operations, then develop preliminary audit objectives. State Audit notifies the institution when an audit will commence, and will schedule an entrance conference. At the entrance conference, State Audit will explain the scope and objectives.

State Audit will give an estimated time frame for completion of the audit, and will discuss the responsibilities of both the auditors and institutional management. Audit planning is a continuous process, and the institutions are informed of any changes in scope or objectives as the audit progresses. Fieldwork will continue for several weeks or months. Depending on the length of the audit, State Audit schedules one or more preliminary results meetings to share results of completed areas. At the conclusion of its work, State Audit will hold a field exit conference to share all of its audit results.

After Comptroller management reviews the State Audit’s findings and supporting documentation, State Audit provides the institution with a draft report for review and comment. State Audit will then ask the institution to provide management’s comments to any audit findings for inclusion in the published report. If necessary, to discuss any unresolved issues or at the institution’s request, State Audit will hold a formal exit conference. State Audit’s work concludes with the final report’s public release and any audit follow-up that may be required.

**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**

10:00 a.m. CST  
Thursday, August 17, 2017

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of June 15, 2017, Academic Affairs and Student Affairs  
Committee meeting minutes
- IV. Update on SACSCOC Substantive Change in Governance Campus  
Visit on September 19-21, 2017
- V. Report on Strategic Plan Priorities
- VI. Adjournment

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Academic Affairs and Student Affairs Committee Report –  
June 15, 2017, meeting minutes

RECOMMENDED ACTION: Approval

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

A document reflecting the minutes from the June 15, 2017, Academic Affairs and Student Affairs Committee meeting is included in your Board materials.

**MOTION: To approve the June 15, 2017, Academic Affairs and Student Affairs Committee Meeting Minutes, as contained in the Board materials for the Board’s August 17, 2017, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee - June 15, 2017  
Tennessee State University – Main Campus – McWherter Administration Building, President’s  
Conference Room  
3500 John A. Merritt Blvd., Nashville, Tennessee**

**PROPOSED  
MINUTES**

**Committee Members Present:** Trustees Pamela Martin (Chair), Richard Lewis, Ali Sekmen, and Sydnie Davis.

**Other Board Members Present:** Trustees Deborah Cole, Edith Peterson Mitchell, and Joseph W. Walker, III.

**University Staff Present:** President Glenda Glover; Mr. Laurence Pendleton, University Counsel and Board Secretary; Dr. Mark Hardy, Vice President for Academic Affairs; Dr. Alisa Mosley, Associate Vice President for Academic Affairs; and Dr. Curtis Johnson, Chief of Staff.

**I. CALL TO ORDER**

Academic Affairs and Student Affairs Committee Chair Martin called the meeting to order at 11:04 a.m.

Trustee Martin thanked the Committee members and Board members for attending the Academic Affairs and Student Affairs’ first meeting. Trustee Martin also expressed her enthusiasm for working with the other committee members in accomplishing the committee’s charge.

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

Trustee Martin asked Board Secretary Pendleton to call the roll. Secretary Pendleton called the roll, which reflected that Committee members Martin, Lewis, Sekmen, and Davis were present. Secretary Pendleton then announced the presence of a quorum.

**III. SELECTION OF THE ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE VICE CHAIR**

Trustee Martin stated that pursuant to the Board’s Committees of the Board policy, the Board Chair may designate each standing committee’s chair and vice chair, or may authorize the committee to select its committee chair and vice chair. Trustee Martin noted that Board Chair Walker had appointed her to serve as the Chair of the Academic Affairs and Student Affairs Committee.

Trustee Martin opened the floor for nominations to serve as vice chair of the Academic Affairs and Student Affairs Committee. Trustee Martin followed her statement by nominating Committee Member Lewis to serve as vice chair. Trustee Martin noted there were no other nominations.

Trustee Martin moved for a vote on the nomination of Trustee Lewis to serve as vice chair of the Academic Affairs and Student Affairs Committee. The motion carried with no opposition. Trustee Lewis thanked Trustee Martin for his selection as vice chair.

#### **IV. APPROVAL OF TENURE AND PROMOTION RECOMMENDATIONS**

Trustee Martin turned to the next item on the agenda – the approval of the tenure and promotion recommendations. Trustee Martin recognized President Glover to provide pertinent information related to this agenda item. President Glover asked Drs. Hardy and Mosley to describe the tenure and promotion process. Dr. Mosley referenced the board materials and described the tenure process, including the timing of tenure applications, the materials to be submitted, and the criteria used to evaluate candidates. Dr. Mosley indicated that the criteria included quality instruction, research, and creative activities, along with public service and professional activities. Dr. Hardy commented on how the candidate's portfolio is reviewed at various stages, including the department, college and upper administration levels.

Dr. Hardy described the faculty promotion process, including the timing of promotions and the levels to which faculty members may be promoted. Dr. Hardy commented that people generally apply for promotion to full professor after five years of service at the associate professor level.

Trustee Sekmen inquired as to the department's role in the process.

President Glover commented on the thoroughness of the review and how serious the institution takes its role in developing the recommendations. She also noted that there were individuals who the administration did not believe merited the recommendation for tenure or promotion. She further stated the individuals listed in the materials were judged to merit tenure and/or promotion.

Dr. Mosley then referred the committee to the Board materials for the June 15, 2017, Board meeting and read the list of faculty tenure recommendations and faculty promotion recommendations contained in said materials.

Trustee Martin thanked President Glover and the Academic Affairs staff for the information provided. She then asked for a motion on this agenda item. Trustee Lewis moved for the Committee to recommend to the full Board the approval of the tenure and promotion recommendations in their entirety, as reflected in the Board's materials. Trustee Sekmen seconded the motion. Trustee Martin called for a vote and the motion carried unanimously.

#### **V. APPROVAL OF NEW/REVISED ACADEMIC PROGRAMS**

Trustee Martin moved to the next item on the agenda – approval of the new/revised academic programs. Trustee Martin commented that the information regarding the proposed new and revised academic programs were in the board's materials. Trustee Martin then recognized President Glover to discuss this agenda item. President Glover asked Drs. Hardy and Mosley to discuss the new and revised academic programs, including the selection process.

Dr. Mosley described the process for implementing new and revised academic programs. She referenced TSU's New Program Development policy and commented that new and revised programs are typically proposed at the departmental level. Once reviewed by the department and departmental committee, the proposal is reviewed at the College and University levels. Dr. Hardy noted that he and the President must ultimately approve the proposals before they are submitted to the Board for approval. Dr. Hardy also referred the Committee to the flow chart contained in the Board's materials.

Trustee Sekmen asked if new programs were driven by data. Dr. Mosley stated that new programs were driven by data, including enrollment, degree and faculty needs. She also indicated that THEC provides oversight.

Trustee Sekmen also inquired about the steps taken to promote new programs when they are approved. Dr. Mosley commented that the Public Relations and Communications division is used to inform both external and internal communities of new programs. She also described the use of social media, national news outlets and other common mechanisms.

Dr. Mosley then read the list of new and revised programs, as contained in the Board materials for the June 15, 2017, Board meeting.

Trustee Martin asked for a motion on this agenda item. Trustee Sekmen moved to recommend to the full Board the approval of the new and revised academic programs, as reflected in the board's materials. Trustee Lewis seconded the motion. Trustee Martin called for a vote and the motion carried unanimously.

## **VI. APPROVAL OF ACADEMIC UNIT AND ACADEMIC PROGRAM NAME CHANGES**

Trustee Martin moved to the next item on the agenda – approval of the academic unit and academic program name changes. Trustee Martin then recognized again President Glover to discuss this agenda item. President Glover, once again, asked Drs. Mosley and Hardy, to provide background information on this agenda item.

Dr. Mosley described the academic program modification process, including unit and program name changes. She stated that unit and program name changes typically go through a thirty day review process, which involves reviews at the College and University levels. Dr. Hardy commented on the rigorous nature of the process. Dr. Mosley noted that THEC approval is required.

Trustee Davis inquired about how name changes are determined and commented on the need for the program names to reflect the terms and concepts that are familiar to or consistent with the respective market and businesses. Dr. Mosley noted that many name changes are driven by faculty assessments or discipline-specific accrediting bodies. She further commented that other name changes are driven by trends in the discipline and the desire to promote the degree in a manner that is marketable for students in the field.

Trustee Sekmen expressed that each program name change should be supported with associated curriculum changes. Otherwise, it may lead to the impression that the curriculum is misaligned with the program name.

Trustee Sekmen also expressed the importance of Mathematical Sciences and Basic Sciences (including Physics, Chemistry, and Biology) for the University's future. Trustee Sekmen indicated that these sciences impact many related areas such as engineering, agriculture, and business. Trustee Sekmen expressed that Mathematical Sciences Program should be strengthened with a Master of Science in Mathematics and also a Bachelor of Science in Physics. He further commented that the faculty in those departments must be utilized more effectively with a graduate program.

Dr. Mosley referred the committee to the list of academic unit and academic program name changes, which were contained in the Board materials for the June 15, 2017, Board meeting. Dr. Mosley read the list of proposed academic unit and academic program name changes.

Trustee Lewis moved for the Committee to recommend to the full Board the approval of the academic unit and academic program name changes. Trustee Sekmen seconded the motion. Trustee Martin asked for a vote and the motion carried unanimously.

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

Trustee Martin moved to the next item on the agenda – approval of the off-campus academic program sites. Trustee Martin recognized again President Glover to discuss this agenda item. President Glover, once again, asked Drs. Mosley and Hardy, to provide background information on this agenda item.

Dr. Mosley commented that, periodically, Colleges request to operate an academic program off TSU's campus to accommodate students that are dually enrolled in high school and college, to enhance TSU's pipeline, or increase convenience for working professionals. Dr. Mosley indicated that requests for off-campus academic sites go through a comprehensive review process, including reviews at the College, Division of Academic Affairs and President's levels. Dr. Mosley further noted that requests must be approved by the Board before THEC grants final approval.

Dr. Mosley referred the committee to the list of proposed off-campus academic program sites, as contained in the Board materials for the June 15, 2017, Board meeting, and read the two listed programs for the committee members.

Trustee Sekmen moved for the Committee to recommend to the full Board the approval of the off-campus academic program sites. Trustee Lewis seconded the motion. Trustee Martin called for a vote and the motion carried unanimously.

## **VIII. ADJOURNMENT**

Trustee Martin asked for a motion to adjourn the meeting. Trustee Lewis moved for adjournment. Trustee Sekmen seconded the motion. Trustee Martin called for a vote and the motion carried unanimously.

The Board of Trustees Academic Affairs and Student Affairs Committee meeting adjourned at 11: 52 a.m.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: August 17, 2017

ITEM: Academic Affairs and Student Affairs Committee Report  
Update on SACSCOC Substantive Change in Governance  
Team campus visit on September 19-21, 2017

RECOMMENDED ACTION: Information

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

The full update document on the accrediting body's Substantive Change in Governance campus visit is included in the Board materials for the Board's August 17, 2017, meeting.

**Background:** Tennessee State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges ("SACSCOC"), the regional higher education accrediting body for the southeast region of the country. Prior to creation of the Tennessee State University Board of Trustees ("Board"), TSU was governed by the Tennessee Board of Regents. Pursuant to the SACSCOC's *Principles of Accreditation*, SACSCOC must review and approve any substantive changes to an institution's governance structure. With the recent change to TSU's governance structure, SACSCOC is undertaking a review of TSU's new governance structure. Please note that SACSCOC is also undertaking a review of the other universities that were governed by the Tennessee Board of Regents.

Over the last several months, TSU and the other former TBR universities have been engaged in providing SACSCOC with requested information, including a Substantive Change in Governance report submitted by TSU, as part of the substantive change in governance review. TSU submitted a report that included an overview, institutional summary, and a response with supporting documentation to a select number of SACSCOC Principles of Accreditation.

In connection with the Substantive Change in Governance review process, the organization is sending a team of reviewers to TSU and the other former TBR universities. SACSCOC's visit to the TSU campus is scheduled for September 19-21, 2017.

## **Tennessee State University Board of Trustees Academic Affairs and Student Affairs Committee Meeting**

### **Overview of SACSCOC Substantive Change in Governance Review Campus visit September 19-21, 2017**

**Background:** Tennessee State University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (“SACSCOC”), the regional higher education accrediting body for the southeast region of the country. Prior to creation of the Tennessee State University Board of Trustees (“Board”), TSU was governed by the Tennessee Board of Regents. Pursuant to the SACSCOC’s *Principles of Accreditation*, SACSCOC must review and approve any substantive changes to an institution’s governance structure. With the recent change to TSU’s governance structure, SACSCOC is undertaking a review of TSU’s new governance structure. Please note that SACSCOC is also undertaking a review of the other universities that were governed by the Tennessee Board of Regents.

Over the last several months, TSU and the other former TBR universities have been engaged in providing SACSCOC with requested information, including a Substantive Change in Governance report submitted by TSU, as part of the substantive change in governance review. TSU’s report that included an overview, institutional summary, and a response with supporting documentation to a select number of SACSCOC Principles of Accreditation.

In connection with the Substantive Change in Governance review process, the organization is sending a team of reviewers to TSU and the other former TBR universities. SACSCOC’s visit to the TSU campus is scheduled for September 19-21, 2017.

#### **Campus Visit Details:**

**Purpose:** To determine TSU’s continued compliance with SACSCOC’S *Principles of Accreditation*.

- Committee will review TSU’s Substantive Change in Governance report and supporting documents.
- Committee may identify issues and topics for further exploration during the on-site visit.
- Committee will meet with Board members, TSU administrators, faculty, and students – individually and in groups.

#### **SACSCOC Visit Team:**

- (1) Dr. Terri McConathy, Provost, Louisiana Tech University (Chair of the Visit Team)
- (2) Dr. Corey S. Bradford, Senior Vice President for Business Affairs, Prairie View A&M University
- (3) Dr. Cynthia Hughes-Harris, Dean, School of Allied Health Services, Florida A&M University
- (4) Dr. Michael Hoefler, Vice President, SACSCOC

#### **Tuesday, September 20, 2017: Meetings with Board Members:**

- Luncheon: noon-1:30PM, Reece Museum
- Meeting with Chair and Cardell: 1:30PM-2:30PM, President’s Conference Room, McWherter Administration Bldg.

#### **SACSCOC Principles Terminology (three areas covered):**

- (1) Core Requirement (CR)
  - Basic, broad-based, foundational requirements necessary for accreditation
  - Noncompliance = sanction (warning or probation)
- (2) Comprehensive Standard (CS)

- Specific to the operations of an institution and represent good practice
  - Noncompliance = monitoring (additional reporting)
- (3) Federal Requirement (FR)
  - Required for participation in Title IV of the Higher Education Act
  - Noncompliance = no federal financial aid funding

The SACSCOC Principles most applicable to Board operations are shown below.

**CR 2.2: Governing Board:** The institution has a governing board of at least five members that is the legal body with specific authority over the institution. The board is an active policy-making body for the institution and is ultimately responsible for ensuring that the financial resources of the institution are adequate to provide a sound educational program. The board is not controlled by a minority of board members or by organizations or interests separate from it. Both the presiding officer of the board and a majority of other voting members of the board are free of any contractual, employment, or personal or familial financial interest in the institution.

**CS 3.2.1: CEO Evaluation/Selection:** The governing board of the institution is responsible for the selection and the periodic evaluation of the chief executive officer.

**CS 3.2.2.1: Governing Board Control over Institutional Mission:** The legal authority and operating control of the institution are clearly defined for the following areas within the institution's governance structure: the institution's mission.

**CS 3.2.2.2: Governing Board Control over Fiscal Stability:** The legal authority and operating control of the institution are clearly defined for the following areas within the institution's governance structure: the fiscal stability of the institution.

**CS 3.2.2.3: Governing Board Control over Institutional Policy:** The legal authority and operating control of the institution are clearly defined for the following areas within the institution's governance structure: institutional policy.

**CS 3.2.3: Conflict of Interest:** The governing board has a policy addressing conflict of interest for its members.

**CS 3.2.4: External Influence:** The governing board is free from undue influence from political, religious, or other external bodies and protects the institution from such influence.

**CS 3.2.5: Board Dismissal:** The governing board has a policy whereby members can be dismissed only for appropriate reasons and by a fair process.

**CS 3.2.6: Board/Administration Distinction:** There is a clear and appropriate distinction, in writing and practice, between the policy-making functions of the governing board and the responsibility of the administration and faculty to administer and implement policy.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: August 17, 2017

ITEM: Academic Affairs and Student Affairs Committee Report –  
Report on Strategic Priorities

RECOMMENDED ACTION: Information

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

Through the Strategic Planning process, the President and her Strategic Planning Committee developed five strategic priorities:

1. Increase 4-year graduation rates to 20% by 2025.
2. Campus Health and Safety.
3. Improve Customer Service.
4. Diversify Revenue Streams.
5. Improve Campus Infrastructure.

The Board materials include TSU's Strategic Plan, which sets forth the five strategic priorities and the objectives associated with the priorities.

**Tennessee State University  
Board of Trustees**



**Executive Committee  
Report**

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

11:00 a.m. CST  
Thursday, August 17, 2017

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of Board Policy 004 – Selection, Evaluation, and Retention of the President
- IV. Executive Committee Report on Board Procedures Governing the President’s Annual Performance Review
- V. Approval of Tennessee State University’s Strategic Plan
- VI. Adjournment

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Executive Committee Report – Board Policy No. 004:  
Selection, Evaluation, and Retention of the President

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees Joseph Walker

In accordance with the FOCUS Act and the Board’s bylaws, the Board shall select, employ and annually evaluate the President. TSU’s accrediting body, SACSCOC, also requires the Board to develop policies and procedures governing the selection, evaluation, and retention of the President.

Board Policy No. 004 (Selection, Evaluation, and Retention of the President) sets forth the policy under which the Board shall select, evaluate and retain the President. With respect to the current President, the policy includes information regarding the mechanism by which the Board will evaluate the President on an annual basis.

The full text of Board Policy No. 004 (Selection, Evaluation, and Retention of the President) is included in the Board materials.

**MOTION: To approve Board Policy No. 004 – Selection, Evaluation & Retention of the President, as contained in the Board materials for the Board’s August 17, 2017, meeting.**

## Tennessee State University Board of Trustees

### **Policy No. 004: Selection, Evaluation, and Retention of the President**

#### **I. Purpose**

The purpose of this policy is to set the general parameters for the Board's selection, retention, and evaluation of the President.

#### **II. Review**

The Board will review this policy every four years or whenever circumstances require review, whichever is earlier.

#### **III. Policy**

**A. Method of Selecting a President.** The Board is charged with the authority to appoint the President. The selection process leading to the appointment of the President shall include the following measures:

1. The Board shall choose a selection process it deems appropriate in the circumstances. Any such selection process should reflect the Board's commitment to consultation with the campus and community and to the principles of diversity.
2. Prior to beginning a search for candidates for the office, the Board shall establish the qualification criteria for the position and announce the process it will follow for selecting a President.
3. In the case of a vacancy in the position of the President, the Board shall appoint an interim President, upon receipt of a recommendation by the Board Chair. In making a recommendation on the appointment of an interim President, the Board Chair shall consult with the Board Executive Committee and the Executive Director of the Tennessee Higher Education Commission, and may consult with appropriate individuals.

**B. Evaluation of President.**

1. The Board shall evaluate the President's job performance on an annual basis.
2. The Board delegates to the Executive Committee the responsibility for organizing and conducting an annual performance review of the President, in accordance with procedures adopted by the Board's Executive Committee.

**C. Retention and Compensation of President.** The Board may, to the extent allowed by law, set the terms and conditions of the President's appointment in any manner it deems

appropriate, including but not limited to, compensation and conditions related to retention and removal from office.

#### **IV. Interpretation**

The Board chair or his/her designee has the final authority to interpret the terms of this policy.

#### **V. Citation of Authority for Policy**

T.C.A. § 49-8-203(a)(1)(A)

Approved by Board of Trustees: August 17, 2017

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Executive Committee Report – Executive Committee  
Board Procedures governing the President’s Annual  
Performance Review

RECOMMENDED ACTION: Report

PRESENTED BY: Chair, Board of Trustees Joseph Walker

Pursuant to Board Policy No. 004, the Board shall evaluate the President’s job performance on an annual basis. Under Board Policy No. 004, the Board has delegated to the Executive Committee the authority to organize and conduct an annual performance review of the President, in accordance with procedures adopted by the Executive Committee.

The Executive Committee has reviewed and discussed procedures for conducting the President’s annual performance review. The procedures include the President’s preparation of a written self-assessment, a review of the self-assessment by the full Board, and the solicitation of confidential written feedback from Board members and others as determined appropriate by the Executive Committee or the Board.

The procedures, in their entirety, are included in the Board materials.

# **Tennessee State University Board Procedures Governing the President's Annual Performance Review**

## **I. Purposes**

- A. General Purpose.** The procedures and process described herein are implemented to establish the method by which the Board shall evaluate the President's performance on an annual basis. The procedures/process set forth below allow the Board the opportunity to provide input into the President's annual evaluation while affording the President the same level of confidentiality enjoyed by all other Tennessee State University employees.
- B. Specific Purposes.** The specific purposes of the annual performance review are:
1. To enable the President and the Tennessee State University Board of Trustees ("Board") to set mutually agreeable goals in connection with the President's performance of her/his responsibilities/duties;
  2. To assess the President's progress and achievement on the established goals;
  3. To assist the Board in determining whether the President's performance is effective;
  4. To enable the President to enhance his or her performance and leadership;
  5. To promote good communications and strong working relationships between the President, the Board, and Tennessee State University constituencies;
  6. To inform Board decisions on compensation and other terms of employment for the President.

## **II. Responsibility**

- A.** Pursuant to TSU Policy 004 (Selection, Evaluation, and Retention of the President), the Board is responsible for assessing the President's annual performance.
- B.** Pursuant to TSU Policy 004, the Board has delegated to the Executive Committee the responsibility for organizing and conducting an annual performance review of the President.

## **III. Process for the President's Annual Performance Review**

- A.** The President shall prepare a confidential written self-assessment statement in a format and according to a timetable mutually agreed upon by the President and the Executive Committee. The confidential statement shall include the following:
1. Progress toward meeting goals and expectations previously agreed upon<sup>1</sup> by the President and the Board,
  2. Assessment of Tennessee State University's strategic directions pertaining to its mission and vision statements,

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<sup>1</sup> This requirement is not applicable to the President's evaluation in fiscal year 2018 or in the first year of any subsequent President's tenure. In those cases, the President shall identify reasonable goals in writing and submit them to the Executive Committee and Board for approval.

3. Assessment of the overall academic quality of Tennessee State University, including its achievements and accomplishments,
  4. Assessment of Tennessee State University's financial status,
  5. Identification of significant institutional challenges faced over the prior year, and a prospective statement of challenges and opportunities facing Tennessee State University in the upcoming year, and
  6. Goals proposed by the President for the coming year.
- B.** After receipt of the President's confidential self-assessment statement, the Executive Committee will confidentially share the President's self-assessment with the Board and solicit confidential written feedback from the Board members on the President's statement.
- C.** The Executive Committee may, in its sole discretion or at the request of the Board, solicit confidential feedback from faculty, administrators, or staff, as needed.
- D.** The Chair of the Board or a member of the Executive Committee designated by the Chair (either of whom hereinafter referred to as "the Executive Committee Representative") will summarize the written comments from the Board and others invited by the Executive Committee to provide feedback, and share the summary with the Executive Committee for its review.
- E.** Based on the summary of the materials received, the Executive Committee Representative will meet with the President concerning the President's self-assessment statement, feedback received, and the President's goals and expectations for the coming year.
- F.** Based on the President's self-assessment statement, feedback received, and the meeting with the President, the Executive Committee Representative will prepare a confidential draft written assessment of the President's performance, and share this assessment with the President and the Board, who may offer confidential written comments concerning this assessment. The Executive Committee Representative will incorporate these comments as appropriate.
- G.** The Executive Committee Representative will provide a copy of the final confidential written assessment to the Board and the President.
- H.** The Executive Committee may, in its sole discretion, vary the requirements of the annual performance review process.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: August 17, 2017

ITEM: Executive Committee Report – Tennessee State  
University’s Strategic Plan

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees Joseph Walker

In May 2016, the University engaged in a strategic planning process with the President, her Cabinet and a consultant, Mr. Kevin Williams, which formed the strategic planning committee. The purpose of the process was to develop a strategy that would guide the University over the next five years as it executes its mission of teaching, research, and service.

The initial draft of the strategic plan, which contained five priorities, was developed over a two-day period. Once the draft was finalized, the plan was shared with area divisions at the University. Input from those divisions was discussed and incorporated into the plan.

Next, the draft priorities were shared with the campus community during the Faculty/Staff Institute on August 15, 2016. The draft plan was then shared with various constituent groups including the Faculty Senate, Staff Senate, student groups, alumni and community groups. Input received from these groups was used to further revise the plan to develop a comprehensive plan.

In November 2016, the latest version of the plan was shared with the President’s Administrative Council for review and input. After this review, the plan narrative was finalized and the entire plan was shared with all constituent groups for one final review.

In February 2017, the President called a meeting of the strategic planning committee to review and adopt the plan. The plan was finalized and officially adopted at this meeting.

**MOTION: To approve Tennessee State University’s Strategic Plan, as contained in the Board materials for the Board’s August 17, 2017, meeting.**

TENNESSEE STATE UNIVERSITY  
STRATEGIC PLAN



REIMAGINING OUR FUTURE

**Impact 2020**





## UNIVERSITY STRATEGIC PLAN

In the summer of 2016, President Glenda Glover initiated an effort to develop a comprehensive strategic framework for Tennessee State University. She and her leadership cabinet established a new set of values and plans to define the future vision for this strategically critical university.

The plan to reimagine TSU reflects the leadership's desire to dramatically elevate the university among all land-grant universities in the United States by 2020. To guide this comprehensive effort, 19 key administrators, staff, faculty, students and external stakeholders came together to rigorously analyze the current levels of performance at TSU, and to identify opportunities where higher levels of excellence could be achieved. This team was also charged with creating a plan that was creative, measurable and extremely innovative.

Impact 2020 also contains a comprehensive and measurable set of objectives and key indicators that will guide the efforts to transform the TSU into one of the nation's top tier premier institutions of higher learning.

## ■ VISION

TSU will be recognized as the best at preparing students as scholars and leaders who excel in the Global Society through innovative learning, excellent research experiences and world-class services.

## ■ MISSION

Building on its heritage, TSU will be the Premier Comprehensive, urban institution that inspires students to innovatively transform Our City, State and World.

## ■ CORE VALUES

### *Learning Everyday*

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

### *Making Excellence A Habit*

Pursuing Excellence in everything we do, and ensuring Excellence is at the forefront of our minds, every day.

### *Thinking Beyond the Obvious*

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

### *Working Relentlessly*

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

### *Serving Everyone We Encounter*

We will make Service to all is what makes us proud.



## ■ GOALS

- To ensure Academic Excellence is a foundational pillar of our learning process, and to create a strong, relevant and intellectual campus environment.
- To continuously recruit and retain world-class leadership, faculty and staff throughout the University System, and to create a strong environment of continuous learning.
- To recruit the best students from across the U.S. and abroad, who demonstrate a higher capacity to excel in dynamic and challenging academic environments
- To challenge/engage our students and faculty in creating a best-in-class campus/student experience, ensuring a safe living and learning environment



## **UNIVERSITY STRATEGIC PRIORITY 1**

### **Increase 4-year Graduation Rates to 20% by 2025**

#### **Objectives:**

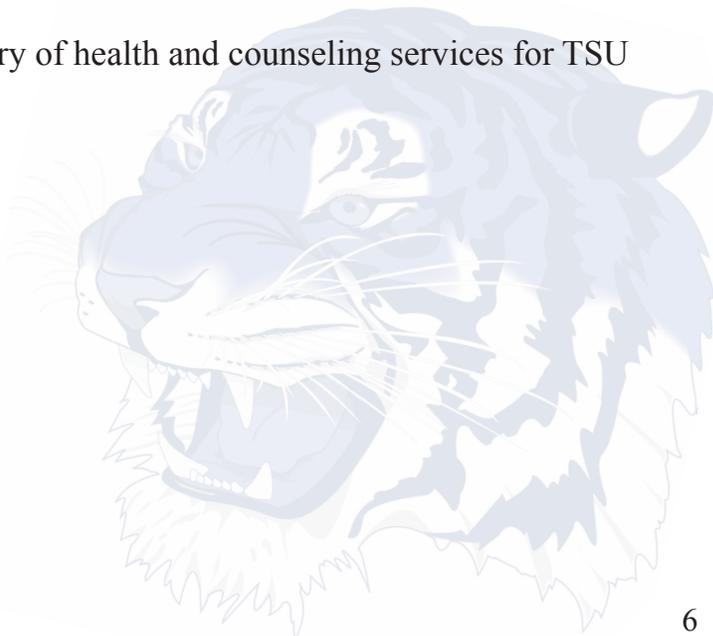
1. Increase 1st year retention rate to 70% by 2020
2. Increase # of high-performing students enrolled by 2020 from 2.5 to 10%. Increase students who are at ACT 21-25 from 18% to 25% (in-state)
3. Revise University-wide comprehensive Enrollment Management/Retention Plan
4. Increase the number of TSU students to TSU from TN Pathways to 4% of those students enrolled at Motlow, Nashville State, Vol State, Columbia, and SW Tenn. community colleges
5. Provide financial incentives to students with 90+ credit hours in their major/GPA (2.0)
6. Improve quality of instruction in high failure (WDF) rate courses and reduce rate by 25%
7. Improve advising structure
8. Expand dual enrollment courses in magnet and high-performing high schools by 25% in 2020
9. Create an innovative student life experience



## UNIVERSITY STRATEGIC PRIORITY 2 Campus Health and Safety

### Objectives:

1. Reduce the overall crime on campus by 15% over a 3 year period
2. Change the community's perception of campus safety
3. Review and clarify lines of responsibilities for campus safety and security
4. Improve the delivery of health and counseling services for TSU students

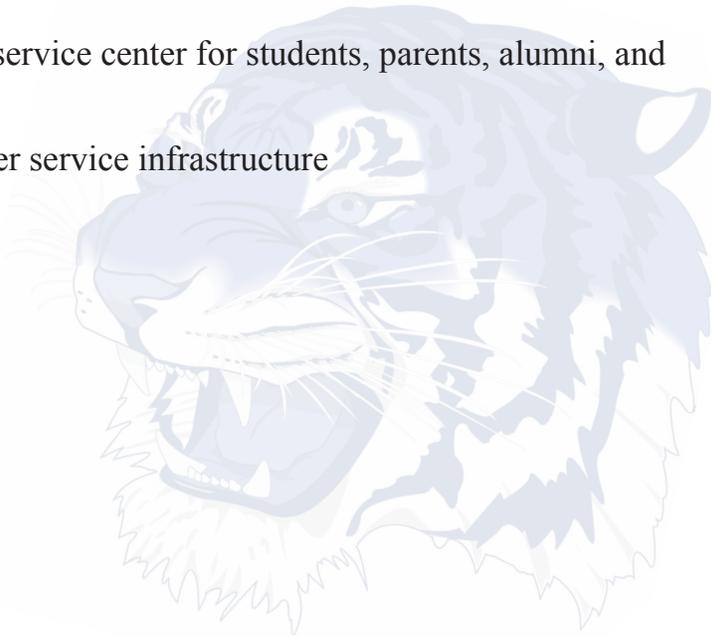




## UNIVERSITY STRATEGIC PRIORITY 3 Improve Customer Service

### Objectives:

1. Establish a campus wide customer service center set of standards and procedures to ensure student, parent, faculty, staff, alumni and other TSU stakeholders' satisfaction
2. Establish and implement a comprehensive customer service training program for faculty and staff
3. Create a customer service center for students, parents, alumni, and other TSU visitors
4. Establish a customer service infrastructure

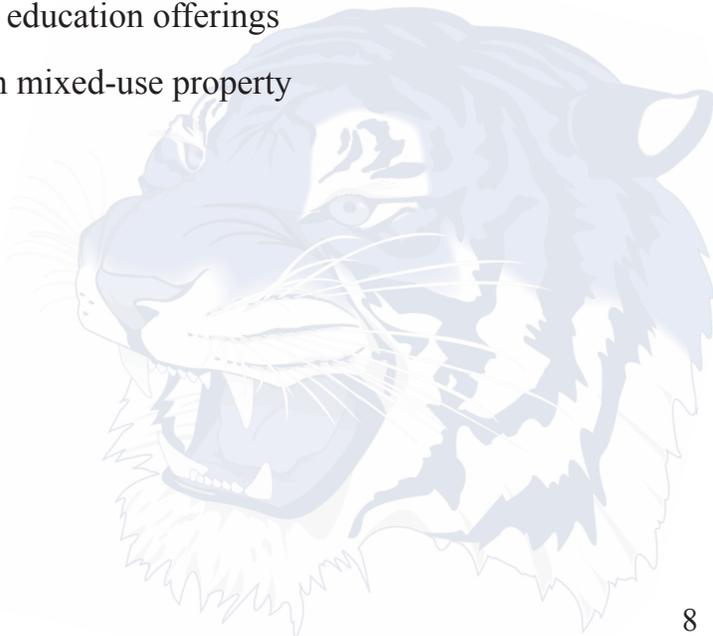




## UNIVERSITY STRATEGIC PRIORITY 4 Diversify Revenue Streams

### Objectives:

1. Develop mixed-use property
2. Increase the number and pipeline of leadership donors
3. Grow research awards
4. Expand continuing education offerings
5. Develop downtown mixed-use property

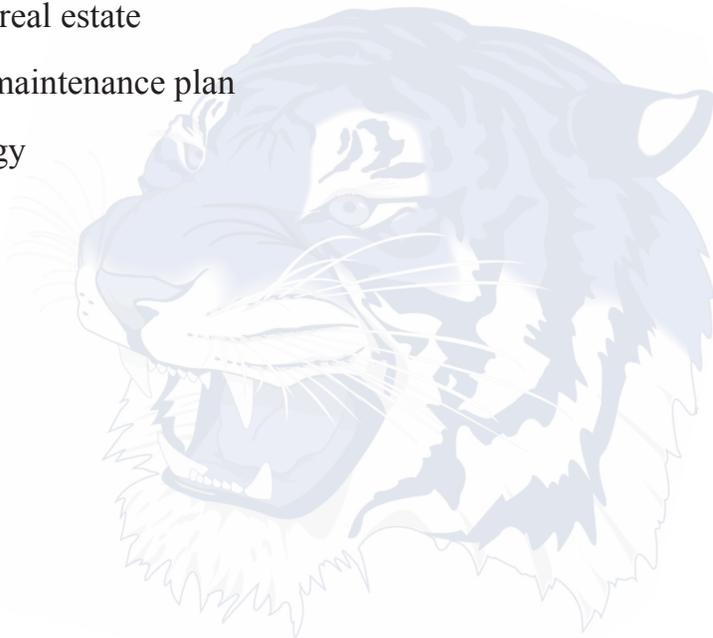




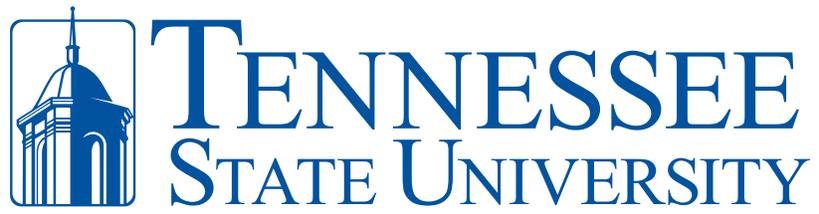
## UNIVERSITY STRATEGIC PRIORITY 5 Improve Campus Infrastructure

### Objectives:

1. Construct an academic building
2. Construct two new resident halls
3. Upgrade existing residence halls
4. Acquire bordering real estate
5. Enhance deferred maintenance plan
6. Enhance Technology







**Tennessee State University  
Board of Trustees**



**Institutional Report  
Enrollment**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: August 17, 2017  
ITEM: Institutional Report - Enrollment  
RECOMMENDED ACTION: Information  
PRESENTED BY: President Glenda Glover

An enrollment update is included in the Board materials for the Board's August 17, 2017, meeting. President Glover and/or her designee will provide information on Tennessee State University's enrollment picture for the fall 2017 academic period.



**Division of Enrollment Management and Student Success**

**Entering 2017 Freshman Class Orientation Sessions**

As of 8/8/2017

Year	Registered
Fall 2016	1,292
Fall 2017	1,454
% Diff	12.6

**Fall 2017 Registered Students Analysis**

As of 8/9/2017

Year	Undergraduate	Graduate	Total
Fall 2016	5763	1187	6950
Fall 2017	5914	1247	7161
% Diff	2.6	5.1	3.0

**Five-Year Enrollment Analysis**

LEVEL	Fall 2012			Fall 2013			Fall 2014			Fall 2015			Fall 2016			Fall 2017		
	FULL TIME	PART TIME	TOTAL	FULL TIME	PART TIME	TOTAL												
1st-TIME FRESHMEN	1017	41	1058	1289	37	1326	1331	46	1377	1383	22	1405	1270	30	1300			
OTHER FRESHMEN	954	227	1181	815	191	1006	1070	231	1301	1091	227	1318	868	197	1065			
SOPHOMORES	941	237	1178	946	211	1157	1022	203	1225	1228	185	1393	1200	173	1373			
UNDERGRAD SPECIAL	14	132	146	19	128	147	9	94	103	9	79	88	4	134	138			
JUNIORS	991	253	1244	1009	266	1275	928	220	1148	998	236	1234	1087	219	1306			
SENIORS	1360	613	1973	1278	560	1838	1317	602	1919	1266	560	1826	1263	562	1825			
<b>TOTAL UNDERGRAD</b>	<b>5277</b>	<b>1503</b>	<b>6780</b>	<b>5356</b>	<b>1393</b>	<b>6749</b>	<b>5677</b>	<b>1396</b>	<b>7073</b>	<b>5975</b>	<b>1289</b>	<b>7264</b>	<b>5692</b>	<b>1315</b>	<b>7007</b>			
GRADUATE SPECIAL	2	198	198	6	216	222	3	198	201	7	205	212	3	218	221			
MASTERS CANDIDATE	163	1188	1351	184	1234	1418	143	1153	1296	168	1107	1275	155	980	1135			
EDUC SPECIALIST	0	31	31	0	26	26	0	16	16	0	9	9	0	11	11			
PHD EARLY	110	290	400	115	263	378	116	286	402	116	256	372	112	236	348			
PHD LATE	0	15	15	0	23	23	1	38	39	0	35	35	1	30	31			
<b>TOTAL GRAD. &amp; PROF</b>	<b>275</b>	<b>1720</b>	<b>1995</b>	<b>305</b>	<b>1762</b>	<b>2067</b>	<b>263</b>	<b>1691</b>	<b>1954</b>	<b>291</b>	<b>1612</b>	<b>1903</b>	<b>271</b>	<b>1475</b>	<b>1746</b>			
<b>INSTITUTION TOTAL</b>	<b>5552</b>	<b>3223</b>	<b>8775</b>	<b>5661</b>	<b>3155</b>	<b>8816</b>	<b>5940</b>	<b>3087</b>	<b>9027</b>	<b>6266</b>	<b>2901</b>	<b>9167</b>	<b>5963</b>	<b>2790</b>	<b>8753</b>			
Transfer Students (Included)			683			657			610			554			524			

**Tennessee State University  
Board of Trustees**



**President's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: August 17, 2017  
ITEM: President's Report  
RECOMMENDED ACTION: Information  
PRESENTED BY: President Glenda Glover

President Glover will present her report at the Board's August 17, 2017, meeting.