

**Tennessee State University  
Board of Trustees**



**FINANCE AND  
BUDGET  
COMMITTEE  
REPORT**

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

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

Tennessee State University – Main Campus  
McWherter Administration Building,  
President’s Conference Room  
3500 John A. Merritt Blvd. Nashville, TN 37209

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of November 15, 2018, Finance and Budget Committee Meeting Minutes
- IV. Approval of February 4, 2019, Finance and Budget Committee Meeting Minutes
- V. Report on February 4, 2019, Finance and Budget Committee meeting with the Foundation Board
- VI. Approval of the Student Fee Payment and Enrollment Policy
- VII. Approval of the Deferred Payment Plan Policy
- VIII. Update on Enrollment, Marketing and Student Recruitment Plan
- IX. Report on TSU’s Severance from the Tennessee Board of Regents on Capital Management Function
- X. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
November 15, 2018,  
Finance and Budget  
Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of the November 15, 2018, Finance and Budget Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the November 15, 2018, Finance and Budget Committee meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 15, 2018, Budget and Finance Committee meeting, as contained in the Board materials for the Board's February 21, 2019, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting, November 15, 2018  
Tennessee State University, 3500 John A. Merritt Blvd. Nashville, Tennessee 37209  
McWherter Administration Building  
President's Conference Room**

**MINUTES**

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

**Other Board Members Present:** Joseph W. Walker, III, Dr. Deborah Cole, Dr. Edith Peterson Mitchell, Pam Martin, Dr. Ali Sekmen, and Braxton Simpson.

**University Staff Present:** President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Horace Chase, Vice President for Business and Finance; Dr. Curtis Johnson, Chief of Staff; Dr. John Cade, Vice President for Enrollment; Terrence Izzard, Assistant Vice President of Recruitment; Ben Northington, Director of Fiscal Affairs; and Tamika Parker, Executive Assistant to the General Counsel.

**Guests Present:** Lauren Collier, the Tennessee Higher Education Commission.

**I. CALL TO ORDER**

Trustee Corbeil called the meeting to order at 9:25 a.m. and welcomed all attendees.

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

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

**III. APPROVAL OF SEPTEMBER 20, 2018, COMMITTEE MEETING MINUTES**

Trustee Corbeil proceeded to the approval of the September 20, 2018, Finance and Budget Committee meeting minutes, as included in the November 15, 2018, board materials. Trustee Corbeil moved to approve the minutes. Trustee Freeman seconded the motion, which carried unanimously.

**IV. APPROVAL OF THE INSTITUTIONAL REVISED BUDGET**

President Glover asked Vice President Horace Chase to present the report on the institutional revised budget.

Vice President Chase informed the committee that the institutional revised budget (IRB) includes a \$15.3 million reduction to the unrestricted revenues shown in the July Proposed Budget. Mr. Chase noted that adjustments in the projections for Tuition and Fees was the largest portion of the reduction and accounted for \$13.3 million of the \$15.3 million reduction to the IRB. He also noted that the reduction to the proposed budget resulted from a downward trend in enrollment from the projected 7800 total student enrollment to the actual enrollment of 7300 students and

suggested that the out of state projections were too optimistic. Vice President Chase also stated that expenditures were higher than expected.

Trustee Lewis asked Mr. Chase to confirm the portion of the reduction due to reduced enrollment. Mr. Chase confirmed that \$13.3 million of the \$15.3 million reduction to the IRB was due to reduced enrollment.

Trustee Corbeil asked how FY 18-19 enrollment compared to FY 17-18 enrollment.

President Glover responded that last year's decline was larger than this year and that the committee should remember that the university refused approximately 400 applicants due to the higher admission standards.

Trustee Corbeil warned that the university will have to adjust to the current circumstances.

President Glover responded that three options exist for the university: to increase revenues, decrease expenses, or draw from reserves. President Glover commented that the administration plans to reduce expenses and remains committed not to use reserves and not to reduce faculty.

Trustee Lewis asked the President to verify that the university's reserves would not be utilized.

President Glover clarified that the administration has committed not to use reserves to cover operating expenses, but that reserves would be an option to cover unforeseen emergency costs.

Trustee Corbeil noted that we drew from the university's reserves last year to cover operating expenses and asked if there were any other questions or concerns. He noted that the committee meetings were the most appropriate forum for debate and discussion.

Trustee Sekmen commented that he believed that trustees should be able to voice their concerns and views both in the committee meetings and in the full board meeting. He then asked for clarification of the last paragraph on page 60 of the full board materials for the November 15, 2018, board meeting.

Trustee Corbeil asked Trustee Sekmen to hold his question until the cost reduction plan was presented for discussion.

Trustee Sekmen then asked President Glover for the value of the write-off of non-recoverable student debt.

Mr. Chase responded, as the President's designee, that the write-off was approximately \$2 million and was reduced down from \$5 million.

Trustee Sekmen asked President Glover to confirm how the \$6.7 million from reserves was used for FY 17-18.

Mr. Chase confirmed that the \$6.7 million from reserves was used to cover the entire budget shortfall.

Trustee Corbeil reiterated that the funds covered the entire shortfall and not just non-recoverable student debt. Trustee Corbeil asked what portion of the non-recoverable student debt was attributed to students who were not properly purged and how much did those students owe to TSU.

Mr. Chase responded, as the President's designee, that he did not know but that he would try to get those values to the committee following the meeting.

Trustee Corbeil clarified that what Trustee Sekmen was asking was what assumptions were made about the student projections.

President Glover noted that the allowance account does not get written off and she asked Mr. Chase how non-payment is factored into the budget.

Mr. Chase clarified that students that confirm their registration are included in revenue projections. Students with deferred payment plans are not purged and are counted in revenue projections. When projections are made, they are done in March of the fiscal year. Mr. Chase referred the attendees to the third column of page 61 in the November 15, 2018, board materials. He noted that \$71 million was shown in the October 2018-19 revised budget as compared to \$79 million actual revenue for Fiscal year 2018-19. The \$8 million reduction over one year increased part of the \$15.3 million short fall. Mr. Chase noted that the university must reduce expenditures at four and one half months into the fiscal year after funds have already been spent or encumbered.

Trustee Corbeil noted for the committee that the discussion had transitioned into the action plan for the budget.

Mr. Chase commented that the Finance and Budget department was freezing operations at \$6 million. He also noted that \$9 million allocated to vacant positions would also be frozen, which would total \$15 million and would be sufficient to cover the \$15.3 million shortfall in the IRB. Mr. Chase detailed that the university has some vacant positions that are critical for the current year and would still be filled. Mr. Chase also commented that some positions are under additional scrutiny with respect to the long-term strategic plan to determine whether they could and should be revised or consolidated into other positions. Mr. Chase noted that he plans to bring in unbiased independent consultants to help identify the critical needs of TSU and allow the university to return to fiscal security. The consultant's report is scheduled to be submitted to the university by January 2019 in time for planning in February 2019. Mr. Chase iterated that the report will focus on the operating budget and growing the student body.

Trustee Sekmen asked if the hiring freeze will affect faculty positions for which candidates are currently being interviewed. Mr. Chase answered that necessary faculty positions will be filled.

Trustee Sekmen asked if full-time faculty positions will be filled. President Glover responded that she and Mr. Chase went through the list of open positions, faculty and staff like the bursar, identified the positions for which candidates are being interviewed and those for which offers had been made. The open positions that are unfilled and have not had candidate interviews are frozen.

Trustee Sekmen asked whether the positions that are not yet advertised are frozen and President Glover answered yes, but that exceptions may exist for some critical positions. President Glover also noted that the hiring freeze is anticipated to last for up to six months.

Vice President Chase commented that the allocated money was temporarily frozen for unfilled positions.

Trustee Freeman stated that he wanted to discuss the decline in enrollment, its causes, and trends

over the past several years including the decline in the nursing program. He asked if the administration expected the decline to continue.

Trustee Corbeil asked for details on the plan to stabilize and reverse the trend in downward enrollment with the higher admission standards taken into account.

President Glover noted that the Board might want to admit the 400 students that were not granted admission in the fall term of FY 2018-19. She also noted that the funding formula was based on progression as opposed to earlier models based on enrollment. President Glover confirmed that it was the administration's preference to have 7800 students who had demonstrated a good chance at progressing as opposed to admitting 9100 enrolled students with little to no chance of progressing.

Trustee Corbeil reiterated that the committee wants a plan on enrollment. Trustee Corbeil then asked Trustee Freeman if he would assent to deferring the discussion about enrollment to a later date. Trustee Freeman agreed.

Trustee Corbeil stated that his concern is how the university will proceed if the stated cost reduction measures were insufficient. He asked President Glover whether the university needs to consider layoffs.

Trustee Corbeil reiterated that the committee could not ignore the possibility that the current cost reduction plan is insufficient.

President Glover noted that the university operates similarly to a household and confirmed that no assurances that no one would be laid off had been given, but that she gave assurances that faculty would not be touched.

Trustee Corbeil commented that the committee will leave it to management to make sure that the budget is met. He referenced the cost reduction plan as written because it does not include any other options if reserves will not be used to cover operating expenses.

Trustee Sekmen noted that the board needs to be clear on what the assurances to faculty mean. He posited that as an example, what if the independent consultant finds that there are too few nursing students to sustain the nursing faculty.

Mr. Chase reiterated that the freeze is a short-term plan. The consultant's findings will be used to create the long-term plan and forward strategy.

Trustee Corbeil noted for the committee that the administration will not simply take the consultant's report and recommendations and implement them as written. The administration will review the recommendations and decide how best to move forward.

Trustee Mitchell commented that Dr. Glover has a plan for correction, but that the committee does not want the details to leave the room.

President Glover noted that she wanted to make clear that faculty will not be cut and that they should feel secure.

Trustee Corbeil asked for a motion to accept the institutional revised budget. Trustee Lewis moved to accept the institutional revised budget and Trustee Freeman seconded the motion, which carried unanimously.



**V. AUTHORIZATION TO EXECUTE NOTICE OF INTENT FOR TSU TO SEVER FROM THE TENNESSEE BOARD OF REGENTS ON CAPITAL MANAGEMENT FUNCTION**

President Glover designated Vice President Chase to present the report for this item.

Vice President Chase commented that he is working with THEC on job descriptions, putting the right people in the right place, and making sure bond requirements are met. He noted that people with the required qualifications need to be in place to review and start preventative maintenance as opposed to reacting to issues. Mr. Chase noted that the timeline is July 1, 2019, to begin implementing the plan to sever from the TBR on capital management by July 1, 2020. He also informed the committee that this step will eliminate the TBR as the middleman.

Lauren Collier commented that other land grant institutions are still transitioning on capital management.

Trustee Lewis moved to authorize the notice of intent for TSU to sever from the TBR on capital management and Trustee seconded the motion, which passed unanimously.

**VI. REPORT ON ENROLLMENT, STUDENT RECRUITMENT, AND MARKETING PLAN**

President Glover designated Dr. John Cade to present the report for this item.

Dr. Cade reported that the university has experienced a 9% decline in student enrollment from 9,179 to 7,780 students over the last 5-7 academic years. He noted that total enrollment had typically fluctuated between 8,500 and 9,000 students, and that over the last five years, the university has experienced a 15% decline. He also pointed out that the university is no longer funded based on head count, but progression, which is affected by whether students meet benchmarks, progress, and graduate. Dr. Cade commented that the number of students determines the number of faculty and staff required to support them. Dr. Cade noted that regardless of the number of students recruited, the university must retain them and retention is dependent on the students' finances. Dr. Cade stated to the committee that the average out of state student pays \$30,000 per academic year to attend TSU.

Trustee Lewis asked Dr. Cade to clarify the significance of benchmarks. Dr. Cade clarified that benchmarks are based on the number of students in the same cohort of students completing 30, 60, and 90 credit hours and then progression to graduation.

Trustee Lewis asked if there is a time limit regarding benchmarks.

Trustee Mitchell stated that many schools struggle with recruitment and retention, but they address innovation, which the TSU administration has yet to do. Trustee Mitchell asked what strategies the university will implement that will allow recruited students to reach benchmarks.

Trustee Corbeil asked the committee to turn to the appendix of the materials for the November 15, 2018, board meeting to review the draft strategic enrollment plan.

Trustee Mitchell stated that it is important that as the plan is reviewed, that the committee note

that a uniform plan without information silos would be the best option for the university.

Trustee Corbeil agreed and reiterated that an integrated plan is needed.

Terrance Izzard greeted the committee and provided a general overview of the Strategic Management Plan starting with the executive summary. Mr. Izzard detailed that Dr. Glover appointed a committee consisting of members representing various constituencies of the university including deans faculty, staff, administrators, and students. The chairman of the committee is Dr. Curtis Johnson, Chief of Staff and the co-chairs are Terrence Izzard and Dr. Sharon Peters. Mr. Izzard outlined the five elements of the undergraduate strategic plan: outreach, marketing, communications, technological infrastructure enhancement and capital improvements, and scholarship funding. Mr. Izzard reviewed category 1 and Action item 1.1.6, high school recruitment receptions for metropolitan Nashville, Memphis, Chattanooga, Clarksville, and Jackson, Tennessee.

President Glover noted that her aim is to increase the number of high school visits and forge relationships with Clarksville and MNPS superintendents and the principals of Whitehaven HS in Memphis as well as MLK and Hume Fogg high schools in Nashville.

Trustee Freeman commented that a 15% cumulative decline was much higher than he realized. He clarified that he understood over the previous terms that a decline of a point or two had been observed, and asked how the university's enrollment declined by 15% over three years.

President Glover responded that the administration has shown the enrollment declines to the board at every meeting.

Trustee Freeman asked Dr. Cade to confirm that the largest decline in enrollment was 9%, which Dr. Cade confirmed. Dr. Cade further clarified that the university loses 300 – 700 students per year. Dr. Johnson added that research shows that enrollment in college declines during good economic years.

Trustee Mitchell asked if the administration analyzed major contributing factors for the decline, the greatest areas of impact, and projections for next academic year's enrollment.

President Glover designated Dr. Johnson to provide the answer to Trustee Mitchell's question.

Dr. Johnson provided that the nursing program was a major contributing factor. He noted that community colleges and local high schools provide great opportunities for improvement to the university. Dr. Johnson commented that the university believes that if we can get students to visit the TSU campus, we can recruit them and he noted that 400 students have visited the campus and attended basketball games.

Trustee Corbeil asked if exit interviews are conducted for students that fail to return to campus.

President Glover answered affirmatively and commented that the first documented reason students fail to return to campus is money or an inability to pay tuition and fees and the second major reason students fail to return to campus is customer service.

Trustee Freeman asked to make a point that MTSU's enrollment is rising and that while peer institutions are setting enrollment records, TSU is experiencing a 15% decline. Trustee Freeman exclaimed that the comparisons are shocking and that the university must get clear on the reasons for the decline.

Trustee Corbeil agreed that the board requires a clear and crisp answer on what factors are driving the decline in enrollment.

President Glover provided that the answer is that, if we recruit students that do not have the money, they do not stay. She noted that other peer institutions give students full-scholarships with I-pads, scooters, etc.

Trustee Lewis asked where other schools get the money.

President Glover noted that fundraising and alumni giving are greater at other schools.

Trustee Corbeil stated that the committee needs frequent updates on the plan. Trustee Lewis asked what frequent meant.

Trustee Mitchell noted that the report and plan are outstanding, but that she requires a market analyst on new programs as compared to other HBCU's and major areas of study. She noted that other institutions such as Rutgers and Penn State added a textile and design major, Asian studies, and African American studies programs. She then asked what TSU is doing to attract new students.

President Glover informed the committee that TSU has embarked on its strategic recruitment plan, increased exposure for the university through venues such as HBCUconnect.com, and is focusing on the graduate school's enrollment.

Trustee Mitchell commended the President and her designees on the beautiful report.

Trustee Lewis moved to add a review of the strategic enrollment plan to the agenda over the next four board meetings. Trustee Freeman seconded the motion, which passed unanimously.

## **VII. ADJOURN**

Trustee Corbeil moved to adjourn the meeting at 10:50 a.m. Trustee Freeman seconded the motion, which carried unanimously.

**Tennessee State University  
Board of Trustees**



**Approval of the  
February 4, 2019,  
Finance and Budget  
Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of February 4, 2019, Finance and Budget  
Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the February 4, 2019, Finance and Budget  
Committee meeting is included in the February 21, 2019, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' February 4, 2019,  
Budget and Finance Committee meeting, as contained in the Board materials for the  
Board's February 21, 2019, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting. February 4, 2019  
Tennessee State University. 3500 John A. Merritt Blvd. Nashville, Tennessee 37209  
McWherter Administration Building  
President's Conference Room**

**MINUTES**

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

**Other Board Members Present:** Dr. Joseph W. Walker, III, Dr. Deborah Cole, and Braxton Simpson.

**University Staff Present:** President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Horace Chase, Vice President for Business and Finance; Dr. Lesia Crumpton-Young, Vice President for Research; and Ben Northington, Director of Fiscal Affairs.

**Guests Present:** Dwayne Tucker, Chair, TSU Foundation Board of Directors; Terry Clayton, Secretary, TSU Foundation Board of Directors; Harvey Hoskins, Treasurer, TSU Foundation Board of Directors; and Kevin Williams, TSU Foundation Board of Directors.

**I. CALL TO ORDER**

Trustee Corbeil called the meeting to order at 1:01 p.m.

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

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

**III. FINANCE AND BUDGET COMMITTEE/ BOARD AND FOUNDATION BOARD INTRODUCTIONS**

Trustee Corbeil welcomed the attendees to the meeting. The attendees introduced themselves and described their role within the university structure.

Trustee Corbeil stated that the main objective of the meeting was to find a way to provide additional support to TSU's student body and address the financial shortfalls that endanger student enrollment and progression.

**IV. OVERVIEW OF STUDENT FINANCIAL AID NEEDS AND ASSISTANCE AT TSU**

President Glover provided the attendees with information on the financial aid needs of TSU's students.

President Glover provided a profile of the TSU Student body showing that the average student's family income is \$29,500, the average ACT score is 18.90, the average student's high school grade point average is 3.10, and that 94% of the freshman class receives financial aid.

President Glover overviewed the increase in admission standards from 2015 to the present.

President Glover provided the following student enrollment statistics:

Enrollment for Fall 2018	7,780
Enrollment for Spring 2019	6,600
# Students with prior balances who cannot enroll for Spring 2019	925
# Students on the purge list for February 4, 2019	971

President Glover stated that the number of students on the purge list had been reduced from 971 to approximately 650 as of the time of the meeting. President Glover provided statistics on the direct correlation between the financial amount owed by students and their GPAs. President Glover then detailed the number of students on the deferred payment plan for students and their debt amount. She commented that the average student has a balance of \$2,800. President Glover commented that reduced enrollment affects completion rates, affects the revenue base, which affects student debt, and reduces the likelihood that students return to college. President Glover clarified for the attendees that TSU is no longer a state supported institution and that it has become a state assisted institution.

President Glover then covered the TSU Plan of Action. President Glover discussed the 250-mile radius plan, which provides a tuition discount to qualified students. She also detailed the meetings and partnerships established with surrounding school districts including Clarksville, TN, Hamilton County, TN, Davidson County, TN, and Shelby County, TN. President Glover discussed the dual enrollment program and certificate offerings. President Glover commented that international students make up the second largest demographic of students and she detailed outreach efforts to attract non-traditional students.

President Glover clarified that a lack of money was the primary reason for student enrollment attrition. The second reason for reduced enrollment, based on student survey responses, is poor customer service.

Trustee Corbeil agreed that the primary reason for reduced student enrollment is student financial need.

Kevin Williams commented that while funding was a significant cause of student enrollment attrition, it was not the only reason. He recalled a discussion he had with a student during which the student opined that TSU's culture had shifted in such a way that the community refers to TSU as Thug State University. The student planned to transfer to MTSU regardless of funding.

Trustee Corbeil noted the comment and stated that the university has done work to improve campus safety, security, registration processes, campus amenities, and campus activities.

Kevin Williams commented that while the foundation board appreciated being brought into the discussion, that raiding TSU Foundation funds is not a solution because there are not sufficient unrestricted funds to address the shortfall. He suggested colloquially that the board of trustees and the administration get to the root cause of student enrollment attrition.

President Glover confirmed that campus surveys showed that students view money, customer service and too few activities after 9:00 p.m. as the top three concerns.

Kevin Williams stated that the attendees needed to articulate the specific issue and determine whether the issue is a short-term issue that can be addressed with a program like SOS – Save Our Students, or whether a systemic deficiency in leadership needed to be corrected.

Trustee Cole commented that two issues must be addressed immediately. The first issue is scholarship money and the second is the number of students on the purge list resulting in a student body population of around 5,000. Trustee Cole then commented that a longer-term issue is that the administration and board of trustees should determine why students do not want to stay at TSU.

Kevin Williams retorted that this is at least the third time that the foundation board had been called in to solve a problem and that it appears that there is a perpetual problem in the system.

#### **V. REPORT ON THE FOUNDATION BOARD'S OPERATIONS, ENDOWMENT, AND CURRENT SPENDING POLICY**

Dwayne Tucker commented that most of the funds in the foundation came from a consent decree where UT at Nashville was absorbed into TSU and became the Avon Williams campus. He stated that growth in the endowment is insufficient to solve the issues TSU is facing. He suggested that fewer than ten percent of alumni give donations, that the Nashville Alumni Association has approximately \$1M that is not made available to students, and that the issue of low alumni support existed before President Glover took office. Dwayne Tucker continued that the alumni population is about 67,000, 45,000 of whom are alive, that 1700 of the 45,000 gave monetary donations, and that 300 of the 1700 gave 90% of the funds collected.

Chair Walker asked if the alumni are aware of the problem.

Dwayne Tucker opined that the alumni are unaware of TSU's financial need. He detailed how a donor was highlighted during one of the football games and honored at half time. The donor was praised for giving \$1M. Mr. Tucker clarified that the display may have mislead alumni because the terms of the donation were \$250,000 per year over four years as opposed to a lump-sum payment of \$1M and that none of the money had actually been received at that point.

Trustee Lewis asked if the foundation board had always been independent.

Harvey Hoskins gave a brief history of the foundation board, which was founded in 1970. He stated that there are fifteen board members who are required to give \$1,500 each to join the board. He detailed that the foundation transitioned from investing with regional banks to Goldman Sachs. He verified for the attendees that while Regions bank gave a monetary donation, the returns realized from the investments with Goldman Sachs were greater. He confirmed that the goal is to double the endowment by 2020.

Dwayne Tucker discussed the various alumni associations like the Detroit area alumni association and clarified that each of these associations is a separate 501(c)(3) charitable organization.

Kevin Williams commented that without a strategy, one is merely hoping for success. He detailed his work with the foundation in developing strategic goals, identified metrics for the goals, and implemented tracking of the foundation's progress toward meeting the goals. He suggested that the best approach might be to merge TSU's BOT and foundation goals into one cohesive strategy. Mr. Williams suggested that a well-developed strategic plan would help to avoid harsh management practices and expressed that, "poor leadership is about beating people over the head... you can't beat your way to success." He noted that staff feels beat up.



President Glover rejected Mr. Williams' assertion that staff feel beat up.

Mr. Williams returned that it was his belief that staff do feel beat up based on the time he has spent on campus.

Harvey Hoskins continued the discussion by covering the foundation endowment growth from 2008 to 2018. He stated that over the past ten years, the investment value has doubled.

Trustee Corbeil, Kevin Williams, and Harvey Hoskins agreed that it might be informative to have Goldman Sachs representatives come to the university and provide information on how the earnings are being reinvested.

Harvey Hoskins clarified that the value of scholarships awarded from 2008 – 2018 increased from \$400,000 to \$1.9M. He then detailed that 12% or \$385,000 was used to solicit donations, not as salaries.

Secretary Pendleton asked Dr. Crumpton-Young to explain Title III funding.

Dr. Crumpton-Young explained that the federal government allows funds to be put in the endowment fund as long as TSU can match those funds.

Secretary Pendleton commented on the history of the *Geier* case, including the execution of a consent decree that resolved the litigation involving the University of Tennessee, TSU, and other state entities. In the agreement, UT Nashville relinquished its land and facility to TSU to become what is now known as the Avon Williams campus.

## **VI. REPORT ON THE FOUNDATION'S SCHOLARSHIP FUNDING STATUS AND PLAN MOVING FORWARD**

Benjamin Northington commented the triple EEE awarded \$283,000 as scholarships, which was 75% of the earnings. He also stated that 2/3 of the awarded funds went to Tennessee residents and 1/3 went to out of state students.

Dwayne Tucker stated that the foundation does not have \$6M in unrestricted funds. He further clarified that there are not \$1M in the foundation to help now.

Trustee Lewis asked whether the foundation would be able to provide funds in September 2019. Dwayne Tucker verified that there would not be \$1M available to help in September 2019.

Trustee Corbeil commented that the TSU Board had not defined a dollar figure to make a request. Dwayne Tucker commented that the meeting was good because it starts an ongoing dialogue. He stated that if he were asked the number of students enrolled or purged, that he could not answer. He also stated that he did not know how much funding TSU students require. He noted that asking for funding from the foundation on purge day was too late and he commented that we cannot fish fry our way into fiscal solvency. He opined that the alumni do not know the current financial state of TSU. He commented that TSU is on life support, but that there is no transparency. He noted that some of TSU's marketing and self-lauding gives a false impression of stability. He noted the largest scholarship fundraising event in TSU's history was self-congratulatory, but that it only raised \$90,000. Mr. Tucker stated that the BOT and administration should be honest with the alumni and tell them that TSU is on life support. He noted that communication should be improved.

Trustee Lewis agreed with Mr. Tucker's sentiments. He stated that in preparation for a previous board of trustees' meeting, he learned that the university had a \$6M shortfall, which is how he decided that the board should ask the foundation for a one-time \$10M request for scholarships. Trustee Lewis then suggested that the foundation board members should also sit on the board of trustees for TSU to develop a joint strategy. He noted that trustees should say what should be done and allow the administration to develop the steps required to run the institution well.

## **VII. FINANCE AND BUDGET COMMITTEE'S FINAL COMMENTS AND PROPOSED ACTION ITEMS**

Chair Walker thanked everyone for their work. He then asked what the strategy would be to communicate the institution's needs to the alumni. He noted that the institution's leadership put a counterproductive narrative out in the public.

Chair Walker asked if there is a policy or way to consolidate the various alumni associations. Secretary Pendleton stated that there are ways to police the 501(c)(3) entities formed in association with TSU.

Chair Walker asked why the various associations want to be separate entities.

Dwayne Tucker responded that it gives individual donors better control over how their funds are spent. He then detailed his personal experience with being contacted by more than one association regarding TSU alumni membership after having already purchased a life membership with one association for \$300. He noted that more efficient monitoring and distribution of funds would be realized if monies were not funneled through alumni associations before being received by the university.

Kevin Williams state that he was passionate about TSU and that he is dedicated to helping to right the ship. He also noted that he had been warned to expect some resistance from the administration and board of trustees, but that he was pleasantly surprised by everyone's focus on taking corrective action in the best interest of the institution.

Trustee Corbeil asked whether the Finance and Budget committee was the proper entity to be the liaison with the foundation board so that the university may move forward.

Dwayne Tucker agreed that a closer working relationship between the foundation and the board of trustees would improve transparency. He noted that an oversized check was displayed at a TSU football game showing that \$13M was raised. Mr. Tucker concluded that the fundraising amount included \$5M that had been pledged by a couple as part of a devise in their will. He noted that the funds were reported as received, when in fact, the date of delivery is uncertain.

Terry Clayton suggested consideration of restrictions on the various alumni associations on directly receiving and managing funds in TSU's name.

Trustee Cole noted that the board of trustees received a report on what to expect from the foundation board members. She thanked the foundation representatives for their efforts and noted that a small joint committee of board of trustees and foundations members should be formed.

Trustee Lewis commended everyone on their candor and efforts.

Dwayne Tucker stated that all HBCU's were on a collision course with an iceberg. He suggested that TSU work with Fisk and Meharry to pool resources and leverage the collective knowledge and resources to benefit the students.

Trustee Corbeil thanked the group and noted that a follow-up meeting of a smaller joint ad-hoc committee of board of trustees and foundation board members would be scheduled.

#### **VIII. ADJOURN**

Trustee Corbeil entertained a motion to adjourn which was provided by Trustee Freeman. Trustee Lewis seconded the motion, which carried unanimously. The meeting was adjourned at 2:45 pm.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
DISCUSSION ITEM

DATE: February 21, 2019

ITEM: Report on February 4, 2019, Finance and Budget  
Committee Meeting Minutes

RECOMMENDED ACTION: Discussion

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

The document reflecting the minutes from the February 4, 2019, Finance and Budget Committee meeting is included in the February 21, 2019, Board materials above.

**Tennessee State University  
Board of Trustees**



**Approval of the  
Student Fee Payment and  
Enrollment Policy**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of the Student Fee Payment and Enrollment Policy

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 Payment of Student Fees and Enrollment Policy.

The document reflecting the Student Fee Payment and Enrollment Policy, is included in the February 21, 2019, Board materials.

The TSU Student Fee Payment and Enrollment policy revises the Tennessee Board of Regents policy governing the same policy area. The policy sets forth the rights and conditions governing the payment of student fees and enrollment of students at Tennessee State University. This policy addresses when all assessed fees by the university is due and payable, which is at the time of registration. It also addresses when an applicant for admission will be considered enrolled and counted as a student. The applicant must have paid all assessed fees, or have paid the minimum initial payment required under the deferred payment plan, or have an acceptable commitment from an approved agency by the 21<sup>st</sup> day following the first day of classes in order to remain enrolled at TSU.

**MOTION: To approve the Student Fee Payment and Enrollment Policy, as contained in the Board materials for the Board's February 21, 2019, meeting.**

# Payment of Student Fees & Enrollment

## Policy Area

Business and Finance Policies

## Purpose

The purpose of this policy is to set forth the rights and conditions governing the payment of student fees and enrollment of students at Tennessee State University. This policy modifies a previously established Tennessee Board of Regents policy covering the same policy area (TBR Policy 4:01:03:00).

## Policy/Guideline

### I. Student Fees and Enrollment

A. All assessed fees by the university are due and payable at the time of registration, except when a student executes a deferred payment plan as provided herein and under University policy.

1. A deferred payment plan may be implemented for students in accordance with University policy.

B. An applicant for admission to the university will be considered enrolled and counted as a student when:

1. all assessed fees have been paid in cash; or

2. all assessed fees have been paid by a personal check or credit card; or

3. the initial minimum payment due under any deferred payment plans has been paid and a promissory note has been signed; or

4. an acceptable commitment from an agency or organization approved by the university has been received by the university.

C. An applicant will not be considered for admission as a student until all past due debts and obligations to the university incurred in prior academic terms, of whatever nature, have been paid.

1. The university will allow enrollment when the outstanding obligation is \$200 or less.

2. The university will continue to withhold diplomas, transcripts, certificates of credit or grade reports until the student involved has satisfied all debts or obligations or the debts or obligations meet the criteria established in T.C.A. § 49-9-108.
  3. All outstanding debts and obligations must be fully satisfied by the 21st day purge of the semester in which enrollment with outstanding debt was allowed.
- D. An applicant shall possess an acceptable commitment when an application(s) for financial aid has been timely submitted with the reasonable probability of receiving such.
1. All state financial aid granted to a student shall be applied to pay maintenance fees or tuition, student dormitory or residence hall rental, board, and other assessed fees before any excess may be distributed to the student.
- E. Agencies or organizations which may be approved by the university for purposes of making acceptable commitments for applicants shall be limited to agencies of the federal or state governments authorized to provide financial aid, established financial institutions within the state, established in-state and out-of-state corporations which employ the applicant, foreign embassies and foreign corporations, and other organizations within the state which have previously demonstrated the ability to pay the commitment.
1. An acceptable commitment from an agency or organization shall be limited to a commitment which identifies the applicant and promises to pay all unpaid assessed fees for such applicant.
  2. No commitments from individuals will be accepted on behalf of applicants.
- F. When an applicant tenders payment of fees by means of a personal check or credit card, the applicant may be considered and counted as a student. If the payment is subsequently dishonored by the financial institution, and the payment is not redeemed in cash, the university has the option to not consider that student as enrolled for the term.
1. At the discretion of the university, the student may be considered enrolled and will be assessed the applicable returned payment fee, the applicable late registration fee, and



will be denied grade reports, transcripts and future registration privileges until such dishonored payment is redeemed.

2. Pursuant to T.C.A. § 49-9-108, diplomas, transcripts, certificates of credit, and grade reports cannot be withheld for debts that are both less than \$25 and more than 10 years in age.
  3. The university may deny future check writing privileges to students that have paid registration fees with checks that are subsequently dishonored.
  4. The university shall allow enrollment in the following semester when the outstanding obligation is \$200 or less.
  5. The university shall continue to withhold diplomas, transcripts, certificates of credit or grade reports until the student involved has satisfied all debts or obligations or such meet the criteria established in T.C.A. § 49-9-108.
  6. All outstanding debts must be fully satisfied by the 21st day purge of the semester in which enrollment with outstanding debt was allowed.
- G. The university has established charges for late registration and/or payments which are returned dishonored, and such charges shall become assessed fees for purposes of admission.
- H. In accordance with these guidelines, the president has the authority to determine the applicability of certain fees, fines, charges, and refunds, and to approve exceptions in instances of unusual circumstances. All such actions should be properly documented for auditing purposes.

**Tennessee State University  
Board of Trustees**



**Approval of the  
Deferred Payment  
Plan Policy**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
ACTION ITEM

DATE: February 21, 2019

ITEM: Approval of the Deferred Payment Plan Policy

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 of the Deferred Payment Plan Policy.

The document reflecting the Deferred Payment Plan Policy is included in the February 21, 2019, Board materials.

The purpose of this policy is to implement, clarify and ensure the consistent administration of the deferred fee payment program at Tennessee State University. The TSU Deferred Payment Plan policy revises the Tennessee Board of Regents policy governing the same policy area.

A deferred payment plan is available for regular academic semesters (fall and spring) only and for students who are in good financial standing. All financial aid awarded to a student is applied before the deferred payment plan is utilized. There are two deferred payment plan options. One option is for students with balances above \$2,000. In this option, the student pays a \$50 service fee, a fifty percent down payment of the balance, and three equal installments due prior to the end of the semester. The second option is for students with balances of \$2,000 or less. The second option is the same as the first except there is no down payment required.

**MOTION: To approve the Deferred Payment Plan Policy, as contained in the Board materials for the Board's February 21, 2019, meeting.**

# Deferred Payment Plan

## Policy Area

---

Business and Finance Policies

## Purpose

---

The purpose of this policy is to outline provisions for consistent administration of the deferred fee payment program at Tennessee State University. This policy modifies a previously established Tennessee Board of Regents guideline covering the same policy area (TBR Guideline B-70).

### I. General Provisions

- A. The deferred payment plan is available for regular academic terms, but not for summer or other short terms.

### II. Eligibility

- A. All students in good financial standing and with no outstanding account balances from previous terms are eligible to participate in the deferred payment program.
- B. Students who have failed to make timely payments in previous terms may be denied the right to participate in the deferred payment program in additional enrollment periods.
- C. There is no minimum balance due for students to be eligible for deferred payment.

### III. Payment Terms

- A. All financial aid awarded by the university, including student loans, must be applied toward payment of total fee balances before the deferred payment plan may be utilized. Two options are available for the remaining balance after financial aid and discounts are applied.
  - 1. Option 1 (Balances above \$2,000)
    - a. At least 50% of the remaining balance after financial aid and discounts are applied must be paid at the beginning of the term.
    - b. The remaining balance may be paid in a minimum of three equal installments.
      - i. Due dates for these payments are approximately 30 days between due dates.
      - ii. All installments are scheduled so that the entire balance due is paid by the end of the semester.
  - 2. Option 2 (Balances \$2,000 and below)
    - a. Zero of the remaining balance is required at the beginning of the term.

- b. The remaining balance may be paid in a minimum of three equal installments, as determined by the university.
    - i. Due dates for these payments shall be approximately 30 days between each due date.
- B. All installments are scheduled so that the entire balance due is paid by the end of the semester.

#### **IV. Service Charges and Fines**

- A. The university shall charge a service fee of \$50 to help defray administrative costs associated with the deferment program.
- B. An additional late payment charge of \$25 will be assessed on each installment which is not paid on or before the due date.
- C. Withdrawals from classes will not alter any remaining balance due except to the extent that any refund may be applied.

#### **V. Approval of Exceptions**

- A. In accordance with these guidelines, the president has the authority to determine the applicability of the provisions of the deferred payment policy and to approve exceptions when the president deems an exception to be appropriate and in the best interest of the university.
- B. All such actions must be properly documented for auditing purposes.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 21, 2019

ITEM: Update on Enrollment, Marketing and Student Recruitment Plan

RECOMMENDED ACTION: None

PRESENTED BY: Terrence Izzard, Associate Vice President for Enrollment Management

At the November 15, 2018, Board meeting, President Glover and her designees presented information from the University's draft enrollment, marketing and student recruitment plan. The plan is now final and included in the February 21, 2019, Board materials. President Glover and her designees will provide update information on the implementation of the plan at the Finance and Budget Committee meeting.

## STRATEGIC ENROLLMENT, RECRUITMENT, AND MARKETING PLAN

### Executive Summary

Enrollment at Tennessee State University has declined for three consecutive years, decreasing from 9,179 students in 2015 to 7,780 students in 2018. Since the highest enrollment in 2015 (9,179), enrollment has declined 15.15% (1,399 students). This decline has occurred during a period where state funding has declined, and a dependence on tuition revenue has increased. This combination of events mandates that TSU think even more strategically in terms of recruitment and retention.

“Strategic Enrollment Management (SEM) is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students where ‘optimum’ is defined within the academic context of the institution. As such, SEM is an institution-wide process that embraces virtually every aspect of an institution’s function and culture.” (Michael Dolence, 1993.)

President Glover appointed a recruitment committee to assist her in updating and upgrading TSU’s efforts and performance in the areas of enrollment, student recruitment, and marketing. The TSU Recruitment Committee is charged with assisting with developing a plan that will increase enrollment by identifying the challenges that have caused declines, and to formulate strategies to address them. The committee consists of representation from a cross section of the campus including deans, faculty, staff, administrators and students. It is chaired by Dr. Curtis Johnson, Chief of Staff. The committee has two co-chairs, Mr. Terrence Izzard and Dr. Sharon Peters.

The committee members have identified a number of key challenges that TSU currently faces as the University works to stabilize and increase enrollment. These challenges include a decrease in the amount of scholarship funding to attract and retain high achieving freshmen, marketing the new admission standards, customer service challenges, increasing resources to enhance marketing strategies for prospective students, negative publicity, and financial challenges for the students.

The committee also addressed graduate school enrollment challenges. These challenges involve improving application processes including difficulties in tracking supporting documents submitted with the graduate application, improving the IT infrastructure, as well as the need for more online graduate programs.

In order to address these challenges, the committee identified five major undergraduate strategies and one overall strategy for graduate recruitment.

#### *Undergraduate Strategies:*

1. Strategic Outreach
2. Strategic Marketing
3. Strategic Communications
4. Technological Infrastructure Enhancements and Capital Improvements
5. Strategic Funding for Scholarship

#### *Graduate Strategy:*

6. Strategic Marketing and Recruitment for the Graduate School

## CATEGORY 1 – STRATEGIC OUTREACH

### GOAL 1.1 - Increase recruitment outreach to traditional high school populations within the state of Tennessee and within 250-mile radius.

- 1.1.1 Increase high school visits and become more visible at events in Metro Nashville Public Schools, Shelby County Schools, Hamilton County Schools and Clarksville-Montgomery County and communities.
- 1.1.2 Increase recruitment outreach in the Birmingham, Montgomery, Mobile and Huntsville, Alabama area; Northern Mississippi area; Atlanta, GA area; St. Louis, MO area; Indianapolis, IN area; Louisville, KY areas through special events, mailers, emails and digital campaigns.
- 1.1.3 Foster partnership agreements with school superintendents in Metro Nashville, Shelby County, Hamilton County Schools, and Clarksville-Montgomery County for greater brand exposure and access to prospective students.
- 1.1.4 Plan activities for high school counselors that include receptions, luncheons, and informational programs.
- 1.1.5 Conduct special recruitment receptions for high achieving high school seniors in primary markets.
- 1.1.6 Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.
- 1.1.7 Begin outreach to selected middle school populations to increase awareness and early brand loyalty.
- 1.1.8 Ensure that faculty, support staff, student organizations and auxiliary departments are involved in recruitment initiatives, i.e. *Chat with the Deans, Recruitment Receptions, Preview Days, Campus Town Halls/Recruitment Info Sessions*.
- 1.1.9 Improve Annual Preview Days and host new mini-preview days and general recruitment receptions.
- 1.1.10 Purchase senior and junior student names (SAT, ACT etc.).
- 1.1.11 Assign each student to a recruitment advisor who will be in continuous contact with prospective students throughout the recruitment cycle.
- 1.1.12 Survey students who were admitted but did not attend TSU.
- 1.1.13 Partner with athletes, bands, choirs, and prominent campus affiliates and influencers to help attract new students.
- 1.1.14 Increase dual enrollment courses with high school seniors
- 1.1.15 Coding camp partnership with Apple, Inc. and other technology partners
- 1.1.16 Increase awareness of special certificate programs for career certifications



**ACTION PLAN: GOAL 1.1**

Action	Objective	Time	Resources	Goal	Source	Cost
1.1.1 - Increase high school visits and become more visible at events in Metro Nashville Public Schools, Shelby County Schools and Hamilton County Schools and communities.	Increase the number of applicants from primary instate markets	Aug 2018 thru Jan 2019	Recruitment Staff	Increase the number of applicants by 2%	Enrollment data, Applications data	30,000
1.1.2 - Increase recruitment outreach in Atlanta, GA, Birmingham, AL and Indianapolis, IN, through special events, mailers, emails and digital campaigns.	Increase number of applicants who qualify for the 250-radius discount	Aug 2018 Fall Run and Spring 2019 (Yield)	Recruitment Staff	Increase the number of applicants by 2%	Enrollment data, Applications data	\$12,000
1.1.3 - Foster partnership agreements with school superintendents in Metro Nashville, Shelby County, and Hamilton County Schools for greater access and brand exposure and access.	Increase number of applicants from primary instate markets	Aug – Nov 2019	President, VPPEM, AVPEM	Improve the image of TSU and strengthen relationships with key educational stakeholders	District websites	\$500
1.1.4 - Plan activities for high school counselors that include receptions, luncheons, and informational programs	Gain more support for TSU in school districts	Feb 2019	Director of High School Relations	Improve the image of TSU and strengthen relationships with key educational stakeholders	MNPS district office	\$5,000
1.1.5 - Conduct special recruitment receptions for high achieving high school seniors in primary markets.	Increase the number of honor students who apply	Nov 2019	Associate VP Dean of the Honors College	Increase the number applications of high achievers by 2%	Application pool, Inquiry pool	\$5,000
1.1.6 - Conduct special high school recruitment receptions in metropolitan Nashville, Memphis, Chattanooga, Clarksville and Jackson, Tennessee.						

1.1.7 - Begin outreach to selected middle school populations to increase awareness and early brand loyalty.	To engage students from a young age	Year-round	Recruitment Staff, Alumni, and Office of Digital Media (website)	To increase awareness of TSU and create brand association in the subliminal mind to create future leads	Middle School students (contact card / campus tour group pools)	\$1,000
1.1.8 - Ensure that faculty and departments are involved in recruitment initiatives, <i>i.e. Chat with the Deans, Recruitment Receptions, and Preview Days, Campus Town Halls/Recruitment Info Sessions.</i>	Enhance recruitment effort for departmental units	Fall 2018 thru Spring 2019	Associate VP Enrollment Management and Academic Deans/Academic Affairs	Increase the number of students enrolled in participating departmental programs	Deans, Application data	\$15,000
1.1.9 - Improve Annual Preview Days and host new mini-preview days and general recruitment receptions	Increase number of participants	Ongoing	Director of Recruitment	Increase the number of attendees	Attendance data and Application data	\$10,000
1.1.10 - Purchase senior and junior student names (SAT, ACT etc.)	Recruit more honor students through calls, mailers and eblasts	Fall 2019	Enrollment Committee Chair	Attract more high achieving students	College Board and ACT	\$40,000
1.1.11 Assign each student to a recruitment advisor	Better track students through the admissions funnel	Ongoing	Director of Recruitment	Increase engagement throughout each stage of the admissions funnel	Application Pool	0
1.1.12 Survey students who were admitted but did not attend TSU.	Gain insight to items that are deterring students from enrolling	Nov 2018	Director of Recruitment	Discover facts about why students choose not to attend TSU	Previous Year Application data	0
1.1.13 Partner with athletes, bands, choirs, and prominent campus influencers to help attract new students.	Share the TSU story through student experiences	Aug 2018 thru Spring 2019	Office of Digital Media/Office of Public Relations & Communications	Increase the number of students who apply by 2%	Unit Directors, Student leaders, Student Volunteers	\$500

1.14 Increase dual enrollment courses with high school seniors	Increase FTE headcount	Jan 2019-Jun 2019	Office of Recruitment	Increase the number of students who are enrolled by 2%	Area school districts	0
1.15 Coding camp partnership with Apple, Inc. and other technology partners	Increase FTE headcount	Jan 2019-Jun 2019	Office of the President Office of Recruitment Apple, Inc.	Increase the number of students who are enrolled by 2%	Area school districts, community centers and business partnerships  Apple Techs	0
1.16 Increase awareness of special certificate programs for career certifications	Increase FTE headcount	Jan 2019-Jun 2019	Academic Affairs Office of Recruitment	Increase the number of students who are enrolled by 2%	Community and business partnerships	0

**GOAL 1.2 - Expand outreach to community colleges/transfers students**

The aim of the recruitment plan Transfer and Community College students is to increase undergraduate enrollment at TSU by two percent (2%) each year over the next five years. The enrollment plan for Transfer and Community College Students has been developed to guide recruitment activities for the 2018-2019 recruitment cycle and beyond considering historical data from previous years.

The following strategies will be employed over the 2018-2019 recruitment cycle to build interest in University programming:

- 1.2.1 Telephone campaign to potential transfer students, applicants and admitted transfer students.
- 1.2.2 Increase number of campus visits to top three priority community colleges within a 30-mile radius with recruiter and TSU faculty members when possible.
- 1.2.3 Increase awareness and visibility of available TSU CCI support services and scholarships among interested students at who attend targeted community colleges.
- 1.2.4 Host annual Community College Preview Days, Mini Preview Days (Transfer Tuesdays) and receptions for transfer students in partnership with CCI, Academic Deans and the Recruitment office.
- 1.2.5 Provide more printed and digital materials to community college partners.
- 1.2.6 Increase the number of 2+2 programs offered by TSU.
- 1.2.7 Convey our value proposition not only to African American students, but also to majority students as well
- 1.2.8 Unveil the new Dual Admissions campaign to the middle Tennessee community college campuses.

**ACTION PLAN: GOAL 1.2**

Action	Objective	Time	Resources	Goal	Source	Cost
1.2.1 - Telephone campaign to transfer inquiries	To encourage interested students to apply	August 2018 - May 2019	Recruitment Staff CCI	Increase the number of applicants by 2%	Enrollment data, Applications data	0
1.2.2 - Increase number of campus visits to top three priority community colleges within a 30-mile radius with recruiter and TSU faculty members	To increase awareness, interest and engagement	August 2018 – December 2018	Community College Recruiter, CCI, Deans/Faculty	Increase the number of applicants by 2%	Enrollment data, Applications data	\$1,000
1.2.3 - Increase awareness and visibility of available TSU CCI support services among interested students at who attend targeted community colleges	Make students aware of the additional academic & financial support	August 2018 - May 2019	Community College Recruiter and CCI	Improve the image of TSU and strengthen relationships with key educational stakeholders	Application Pool	0
1.2.4 - Host annual Community College Preview Days, Mini Preview Days (Transfer Tuesdays) and receptions for transfer students in partnership with CCI, Academic Deans and the Recruitment office.	Connect students to main campus resources and build rapport with students	August 2018 - May 2019	AVP Enrollment Management, CCI, Recruiter	Increase the number applications of high achievers by 2%	Application Pool, Inquiry Pool	\$3,000
1.2.5 - Provide more printed and digital materials to community college partners	Keep our community college partners “in the know” about TSU	Year-round	AVP Enrollment Management, Digital Media Manger, CC Recruiter	To increase awareness of TSU and create brand association in the subliminal mind to create future leads	Middle School students (contact card / campus tour group pools)	\$1,000
1.2.6 - Increase the number of 2+2 programs offered by TSU.	Attract more interested students	Ongoing	Academic Affairs	Attract more interest in TSU	Academic Affairs	0

1.2.7 - Convey our value proposition not only to African American students but also to majority students as well.	Increase minority populations	Year-round	Community College Recruiter	Increase the number of transfer applications by 2%	Adult Education team	0
1.2.8 - Unveil the new Dual Admissions campaign to the middle Tennessee community college campuses.	Increase transfer population	September 2018	Community College Initiative	Increase the number of transfer applications by 2%	Area community college/Partner Schools	0

**GOAL 1.3 - Expand outreach to International Students.**

The aim of the recruitment plan for International students is to increase undergraduate enrollment at TSU by two percent (2%) each year over the next five years. The enrollment plan for International Students has been developed to guide recruitment activities for the 2018-2019 recruitment cycle and beyond considering historical data from previous years.

The following strategies will be employed over the 2018-2019 recruitment cycle to build interest in University programming:

- 1.3.1 Develop recruitment materials utilizing both digital and print.
- 1.3.2 Develop and manage webpage/social media content.
- 1.3.3 Engage with internal partners for international student recruitment.
- 1.3.4 Engage with external partners to increase international numbers.
- 1.3.5 Sign contracts with international recruitment agents in target countries.
- 1.3.6 Develop and implement domestic recruitment strategies to target community colleges and external IEPs.
- 1.3.7 Conduct small and large group recruitment tours as well as individual recruitment trips.

Action	Objective	Time	Resources	Goal	Source	Cost
1.3.1 Develop recruitment materials utilizing both digital and print	<ul style="list-style-type: none"> <li>• Meet with Graduate School and Admissions</li> <li>• Decide on format and develop content</li> <li>• Contract with 3rd party vendor to design and produce materials</li> <li>• Obtain approval from Media Relations</li> <li>• Purchase hardcopy materials</li> <li>• Reproduce materials in major multiple languages</li> <li>• Create a promotional recruitment video</li> <li>• Create short video series utilizing current students (me-on-campus)</li> </ul>	Nov 2018 Dec 2018 Dec 2018 Jan 2019 Feb 2019 June 2019 April 2019 Monthly thru 2019	Recruitment Staff OIA Staff	Design, develop and utilize effective marketing tools focusing on target populations.	<ul style="list-style-type: none"> <li>• Office of Enrollment Management</li> <li>• Graduate School</li> </ul>	\$5,500
1.3.2 Develop and manage webpage/social media content	<ul style="list-style-type: none"> <li>• Update OIA &amp; IEC webpages</li> <li>• Activate YouTube account &amp; upload videos</li> <li>• Provide Facebook content regularly</li> <li>• Activate Twitter account &amp; upload content</li> <li>• Activate Instagram account &amp; upload content</li> <li>• Seek alternatives country-specific social media presence</li> </ul>	Nov 2018 - Oct 2019	Recruitment Staff OIA Staff	Reach target audience with up-to-date and accurate information through web-based applications	<ul style="list-style-type: none"> <li>• Media Relations</li> </ul>	N/A

1.3.3 Engage with internal partners for international student recruitment	<ul style="list-style-type: none"> <li>• Create Tigers Abroad Association</li> <li>• Identify and obtain support of targeted faculty</li> <li>• Have faculty visiting abroad connect with external partners</li> <li>• Have study abroad groups connect with external partners</li> <li>• Develop a pathway program</li> <li>• Establish TOEFL/IELTS Waiver Policy for IEC students</li> <li>• Hold Information Sessions on applying to TSU for IEC students</li> </ul>	<p>Dec 2018 Feb 2019</p> <p>May - July 2019 May - July 2019</p> <p>Dec 2019 Dec 2019</p> <p>Ongoing</p>	Recruitment Staff OIA Staff	Establish extensive network of internal partners actively recruiting for TSU	<ul style="list-style-type: none"> <li>• Deans</li> <li>• Department chairs</li> <li>• Faculty</li> </ul>	N/A
1.3.4 Engage with external partners to increase international numbers	<ul style="list-style-type: none"> <li>• Follow-up on recruitment analysis of US Commercial Services</li> <li>• Consider purchasing Gold Key Service of US Commercial Services</li> <li>• Send introductory emails and visuals to EducationUSA officers and RELOs in target countries</li> <li>• Ship brochures and posters</li> <li>• Prepare for SACM Khebrat Program</li> <li>• Contact Colfuturo</li> </ul>	<p>Nov 2018</p> <p>Dec 2018</p> <p>Jan 2019</p> <p>Mar 2019 Apr 2019</p> <p>Feb 2019 May 2019</p> <p>May 2019</p>	Recruitment Staff OIA Staff	Establish, maintain and evaluate partnerships with government organizations	<ul style="list-style-type: none"> <li>• EducationUSA</li> <li>• US Commercial Services</li> <li>• SACM</li> <li>• Colfuturo</li> <li>• Reconnect Kuwaiti MOHE Scholarship Program</li> <li>• UAE Government Scholarships</li> </ul>	\$1,500

	<ul style="list-style-type: none"> <li>• Reconnect Kuwaiti MOHE Scholarship Program</li> <li>• Search for UAE Government Sponsored Scholarships</li> </ul>					
1.3.5 Sign contracts with international recruitment agents in target countries.	<ul style="list-style-type: none"> <li>• Seek options for agent payment structure, student scholarships</li> <li>• Attend AIRC conference</li> <li>• Sign agreements with agents in target countries</li> <li>• Ship recruitment materials regularly to the agents</li> <li>• Monitor and assess performance</li> </ul>	<p>Nov 2019</p> <p>Dec 2019</p> <p>Feb 2019</p> <p>Ongoing</p> <p>ongoing</p>	<p>President, VPPEM, AVPEM, Recruitment Staff</p> <p>OIA Staff</p>	<p>Sign contracts with multiple agents</p>	<ul style="list-style-type: none"> <li>• Agents</li> <li>• AIRC</li> <li>• US Commercial Services</li> </ul>	\$4,000
1.3.6 Develop and implement domestic recruitment strategies to target community colleges and external IEPs	<ul style="list-style-type: none"> <li>• Propose policy for undergraduate admissions to accept other IEP level completion for English proficiency</li> <li>• Promote pathways program external IEP program students and</li> </ul>	<p>May 2019</p> <p>July 2019</p> <p>Apr 2019</p>	<p>Recruitment Staff</p> <p>OIA Staff</p>	<p>Create pathways or progression routes for international students studying at community colleges and external IEPs</p>	<ul style="list-style-type: none"> <li>• TBR Community Colleges</li> <li>• IEPs in Tennessee</li> </ul>	N/A



	<p>government sponsors</p> <ul style="list-style-type: none"> <li>• Network with DSOs at community colleges in Tennessee</li> </ul>					
1.3.7 Conduct small and large group recruitment tours as well as individual recruitment trips	<ul style="list-style-type: none"> <li>• Research feasibility taking budgetary considerations into account</li> </ul>	Spring 2019	Recruitment Staff OIA Staff	Conduct one recruitment trip per year based on recruitment budget	<ul style="list-style-type: none"> <li>• Invitations from external partners</li> </ul>	\$4,000
					<b>TOTAL BUDGET</b>	<b>\$15,000</b>

## **GOAL 1.4 - Expand outreach to nontraditional student populations.**

The aim of the recruitment plan for nontraditional students is to increase undergraduate adult enrollment at TSU by two percent (2%) each year over the next five years. The adult learner enrollment plan has been developed to guide recruitment activities for the 2018-2019 recruitment cycle and beyond. Historical data from previous years were retrieved and analyzed to gain insight into past enrollment trends of adult student learners. This information, in addition to evidence garnered regarding current recruitment and marketing trends was utilized to establish realistic and achievable recruitment goals. In addition, the overarching goal of the Adult Recruitment Plan is aligned with the University-wide recruitment blueprint to increase overall enrollment.

The following strategies will be employed over the 2018-2019 recruitment cycle to build interest in University programming:

- 1.4.1 Proactively communicate recruitment, outreach and admissions goals and strategies to the broader business and government communities in order to gain support for recruitment efforts.
- 1.4.2 Initiate a marketing and communication campaign targeted to the Nashville Gulch community. This campaign is focused on developing relationships within the Gulch community and increasing TSU / AWC Downtown Campus brand awareness.
- 1.4.3 Partner with local and state government agencies on adult prospective students who have stopped out before completing degree. It is important to align employer goals and needs with degree programming offered at TSU.
- 1.4.4 Partner with corporate entities in order to engage employees and facilitate a pathway for degree attainment. It is important to align employer goals and needs with degree programming offered at TSU.
- 1.4.5 Collaborate with the Army National Guard, Army Reserve, and Operation Stand Down to engage military and veteran prospects.
- 1.4.6 Participate in education fair events to recruit adult learners into degree programs.
- 1.4.7 Initiate a marketing campaign in conjunction with personnel from THEC overseeing the Governors Drive to 55 and Tennessee Reconnect initiatives. This campaign focuses on developing partnerships with organizations that will allow the TSU Recruiter to network and recruit adult prospective students that are 25 years of age or older.
- 1.4.8 Market and make prospects aware of the fourteen undergraduate and graduate online/hybrid degree programs offered at TSU.

**ACTION PLAN: GOAL 1.4**

Action	Objective	Time	Resources	Goal	Source	Cost
1.4.1 - Proactively communicate recruitment, outreach and admissions goals and strategies to the broader business and government communities in order to gain support for recruitment efforts.	Launch a communication campaign geared towards the top 100 employers within the Middle Tennessee area to include corporate entities and government agencies	August 2018 – July 30, 2019	Adult Learner Recruiter	Build relationships with local employers; introduce employers to TSU, identify the organizations goals related to employee education and professional development. <b>Actions:</b> Conduct face to face visits and respond to follow-up inquiries.	Measure: Establish partnerships with at least ten (10) employers that will allow onsite recruitment visits/fairs for employees.	\$1500
1.4.2 - Initiate a marketing and communication campaign targeted to the Nashville Gulch community. This campaign is focused on developing relationships within the Gulch community and increasing TSU / AWC Downtown Campus brand awareness.	Develop and initiate a communication and marketing campaign targeting the Gulch community.	August 2018 – July 30, 2019	Adult Learner Recruiter	Introduce TSU and its degree programming to the residents of the Nashville Gulch community. <b>Action:</b> 1. Email blast and snail mail blast twice each semester. 2. Conduct open house events at identified residential and business facilities.	Measure: The number of properties and businesses within Nashville Gulch community that allow onsite recruitment. The number of leads generated from the blasts and events.	\$2500
1.4.3 - Partner with local and state government agencies on adult prospective students who have stopped out before completing degree. It is important to align employer goals and needs with degree	Establish annually five (5) partnerships with local and state government agencies.	August 2018 – July 30, 2019	Adult Learner Recruiter	Introduce TSU to governmental partners and encourage employees to utilize the tuition waiver program and employee tuition reimbursement programs. <b>Action:</b> Conduct employer supported education fair	Measure: The total number of employer sponsored education fair events and data obtained concerning the applicant pool and subsequently student enrollment.	\$100

programming offered at TSU.				events; Identify employer goals and needs.		
1.4.4 - Partner with corporate entities in order to engage employees and facilitate a pathway for degree attainment. It is important to align employer goals and needs with degree programming offered at TSU.	Establish annually five (5) partnerships with corporate entities.	August 2018 – July 30, 2019	Adult Learner Recruiter	<b>Action:</b> Develop new partnerships that offer employee tuition reimbursement programs targeted to increase adult student enrollment.	Measure: The total number of corporate partnerships established and data obtained concerning the applicant pool and subsequently student enrollment.	\$100
1.4.5 - Collaborate with the Army National Guard, Army Reserve, and Operation Stand Down to engage military and veteran prospects.	Establish partnerships with the Army National Guard, Army Reserve, and Operation Stand Down.	August 2018 – July 30, 2019	Adult Learner Recruiter	<b>Action:</b> Participate in onsite recruitment events at the Army Reserve Units and Army National Guard Instillation. Participate in the Operation Stand Down monthly networking events.	Measure: The total number of Army Reserve, Army National Guard, Operation Stand Down and data obtained concerning the applicant pool and subsequently student enrollment.	\$200

<p>1.4.6 - Participate in education fair events to recruit adult learners into degree programs</p>	<p>Participate in recruitment fair events sponsored by the Middle Tennessee Higher Education Alliance (MTHEA).</p>	<p>August 2018 – July 30, 2019</p>	<p>Adult Learner Recruiter</p>	<p>Participate in education fair events that target adult student prospects. <b>Action:</b> Attend all MTHEA sponsored events that target adult learners within the Middle Tennessee area.</p>	<p>Measure: Total number of MTHEA events attended and data obtained concerning the applicant pool and subsequently student enrollment.</p>	<p>\$400</p>
<p>1.4.7 - Initiate a marketing campaign in conjunction with personnel from THEC overseeing the Governors Drive to 55 and Tennessee Reconnect initiatives. This campaign focuses on developing partnerships with organizations that will allow the TSU Recruiter to network and recruit adult prospective students that are 25 years of age or older.</p>	<p>Partner with Tennessee Reconnect representatives to facilitate event participation that is aligned with the governors Drive to 55 initiative.</p>	<p>August 2018 – July 30, 2019</p>	<p>Adult Learner Recruiter</p>	<p>Conduct onsite education fair events that are aligned with the Tennessee Reconnect initiative and the Governors Drive to 55 Initiative. <b>Action:</b> Reconnect with TSU former students who have stopped out before completing the degree.</p>	<p>Measure: The total number of Tennessee Reconnect events attended and data obtained concerning the applicant pool and subsequently student enrollment.</p>	<p>\$300</p>

## CATEGORY 2 – STRATEGIC MARKETING AND SOCIAL MEDIA CAMPAIGNS

### Goal 2.1 - Marketing and Advertising focused on new admissions standards, student success, student life and capital improvements.

- 2.1.1 Advertising our new admission standards, Branding, Image, marketing, and reputation building (media blitz with positive news stories, etc.)
- 2.1.2 Market new capital improvements and infrastructure including new residence halls, academic buildings and welcome center
- 2.1.3 Add new 360 virtual reality/virtual tour of the campus – *YouVisit*
- 2.1.4 Update undergraduate and graduate websites and ensure they are inviting, easy to use, and showcasing our brand personality to prospective students.
- 2.1.5 Review our undergraduate and graduate recruitment publications to ensure they appeal to target audiences
- 2.1.6 Develop an appealing theme that will attract high school students (Think TSU, Come on..., Make TSU Yours)
- 2.1.7 Advertise affordability (New Billboard, Social Media, Print Magazines, Restaurants)
- 2.1.8 Allow current TSU students to create videos snippets, Vlogs, Blogs and other digital content sharing the positive impact of TSU in their lives
- 2.1.9 Telemarketing campaigns to prospective students
- 2.1.10 Send mailer and make calls inviting student groups from target markets to visit/tour TSU (School clubs, community orgs, youth groups, etc.)
- 2.1.11 Enhance campus tours to ensure that tour represents the brand, and meets our standards of being very personal, real and thorough.
- 2.1.12 Update website home page to drive website traffic to visit TSU.
- 2.1.13 Market the “third-spaces” we have – Starbucks, Pizza Hut, The POD, etc.
- 2.1.14 Market new Technology based education (Apple Coding, Robotics, Cyber Security, etc.)
- 2.1.15 Increase marketing of our on-line/distance education programs

## ACTION PLAN: GOAL 2.1

Action	Objective	Time	Resources	Goal	Source	Cost
2.1.1 – Advertising our new admission standards, Branding, Image, marketing, and reputation building (media blitz with positive news stories, etc.)	To keep current pool of interested students and admitted students engaged and interest new school students	Year-round	Office of Digital Media	Increase Brand awareness, Generate Leads, Create community around the TSU brand, Monitor real-time feedback to increase positive press and publicity	Incomplete Pool Admitted Pool, National clearinghouse data, Naviance, All High School seniors and juniors	\$5,000
2.1.2 - Market new capital improvements and infrastructure including new residence halls, academic buildings and welcome center	To increase new students' interest in new state of the art classroom buildings and living and learning facilities	January 2019 thru July 2019	Office of PRC and Office of Digital Media	Increase number of students who apply and enroll	Dr. Johnson	TBD
2.1.3 - Add new 360 virtual reality virtual tour of the campus - <i>YouVisit</i>	To create a dynamic virtual reality campus tour experience that appeals to millennials and Gen X.	November 2019	AVP of PRC and Dean of Graduate School and AVP of EM	Increase number of site visits and student applicants	<a href="http://www.tnstate.edu">www.tnstate.edu</a> , YouVisit, LLC	\$26,000 Per year
2.1.4 - Update undergraduate and graduate websites and ensure they are inviting, easy to use, and showcasing our brand personality to prospective students.	Drive more students to apply for school at TSU	November 2019	AVP of PRC and Office of Digital Media	Increase the number online applications	<a href="http://www.tnstate.edu">www.tnstate.edu</a>	0
2.1.5 - Review and update our undergraduate and graduate recruitment publications to ensure they appeal to target audiences	To keep current pool of interested students and admitted students engaged and interest new school students	September 2019	Dean of Graduate School, AVP of PRC and AVP EM	Ensure publications are attractive to our target audience and up-to-date	Current brochures, flyers and publications	TBD

2.1.6 - Develop an appealing theme that will attract high school students (Think TSU, Come on..., Make TSU Yours)	To keep current pool of interested students and admitted students engaged and interest new school students	October 2018	Recruitment and Enrollment Committee	Increase the number of applicants in the application pool	Recruitment and Enrollment Committee	\$250
2.1.7 - Advertise affordability (New Billboard, Social Media, Print Magazines, Restaurants)	To attract new students and maintain brand relevance in the community	Year-round	AVP of PRC and AVP EM	Increase the number of applicants in the application pool	Billboard, Social Media, Print Magazine, Restaurants	TBD
2.1.8 – Allow current TSU students to create videos snippets, Vlogs, Blogs and other digital content sharing the positive impact of TSU in their lives	To attract new students	August 2018 thru April 2019	AVP of PRC and Office of Digital Media	Increase the number of applicants in the application pool	Current TSU Students	0
2.1.9 - Telemarketing campaigns to prospective students	Contact students in the inquiry pool and encourage them to visit and/or apply	November 2018 thru February 2019	Recruitment/ Telecenter Team	Increase the number of applications in the application pool	Inquiry data file Naviance data file College Fair data file	\$1,000
2.1.10 – Send mailer and make calls inviting student groups from target markets to visit/tour TSU (School clubs, community orgs, youth groups, etc.)	Engage new potential prospective students	November 2019 thru April 2019	Associate Director for Recruitment	Increase the number of students interested in attending TSU. Encourage high school seniors to apply.	Community Ctr, Religious Orgs, Divine 9 Orgs, High School Clubs	\$500
2.1.11 - Enhance campus tours to ensure that tour represents the brand, and meets tour standards of being very personal, real and thorough.	Offer an excellent tour experience to build brand loyalty.	Year-round	Associate Director for Recruitment	Increase the number of students interested in attending TSU. Encourage high school seniors to apply.	Tiger Tour Guide TSU Facilities	0
2.1.12 - Update website home page to drive website traffic to visit TSU.	Create more student interest in TSU visit days.	Year-round	AVP of PRC	Increase number of student applicants by 2%	TSU Homepage	0



2.1.13 - Market the "third-spaces" at TSU— Starbucks, Pizza Hut, POD, etc.	Create excitement and interest in TSU.	January 2019	Office of Digital Media	Increase number of student applicants by 2%	Inquiries contact list Application data file	0
2.1.14 - Market new technology-based education (Apple Coding, Robotics, Cyber Security, etc.)	Create excitement and interest in TSU.	January 2019	AVP of PRC	Increase number of student applicants by 2%	Inquiries contact list Application data file	0
2.1.15 - Increase marketing of on-line/distance education programs	Reach target adult professional population	TBD	AVP of PRC & Continuing Ed Office	Increase number of student applicants by 2%		TBD

**GOAL 2.2 - Social Media, E-Recruiting, Mobile Applications and Online Marketing**

- 2.2.1 Utilize paid social media advertisement that to market admissions deadlines, campus life, new dormitories, scholarship information, new academic standards, and academic programs, etc.
- 2.2.2 Continue to build admissions and university social media platforms featuring campaigns and contests to increase awareness, generate leads and create community among prospective students.
- 2.2.3 Add Live Chat feature to Admissions home pages to offer real-time communication with prospective students and parents.
- 2.2.4 Utilize web retargeting and conversion campaigns to advertise the university and drive prospective students to apply to TSU.
- 2.2.5 Host virtual live events and webinars for all prospective and accepted students.
- 2.2.6 Utilize E-recruiting tools such as Naviance Career Readiness Solution and the College Fair app to generate leads and track admission application conversions.

**ACTION PLAN: GOAL 2.2**

Action	Objective	Time	Resources	Goal	Source	Cost
2.2.1 - Utilize paid social media advertisement that to market admissions deadlines, campus life, new dormitories, scholarship information, new academic standards, academic programs, etc.	To notify encourage prospective student to apply	Sept 2018 thru July 2019	Office of Digital Media	Increase the number of new freshmen and transfer students in the application pool.	Instagram, Twitter, Facebook and YouTube	\$2500 annually for paid advertisement
2.2.2 - Continue to build admissions and university social media platforms featuring promotional campaigns and contests to increase awareness, generate leads and create community among prospective students.	To keep current pool of interested students and admitted students engaged	Year-round	Office of Digital Media	Increase Brand awareness, Generate Leads, Create community around the TSU brand, Monitor real-time feedback to increase positive press and publicity	Instagram, Twitter, Facebook and YouTube www.tnstate.edu/admission	\$1500 annually for design
2.2.3 - Add "Live Chat" feature to Admissions home pages to offer real-time communication	To bridge communication gap, and student wait time on	Oct 2018	Office of Digital Media	Provide rapid response and accuracy of information to students	www.tnstate.edu/admissions	\$600 annually

with prospective students and parents.	phone or in office					
2.2.4 - Utilize web retargeting and conversion campaigns to advertise the university and drive prospective students to apply to TSU.	To increase the number of student in the application pool	Year-round	Office of Digital Media	Increase Brand awareness, Generate Leads	www.tnstate.edu/admissions	\$8,000 annually
2.2.5 - Host virtual live events and webinars for all prospective and accepted students.	To keep current pool of interested students and admitted students engaged	Spring 2019	Office of Digital Media	Offer insight and build relations with prospective student and academic deans	Instagram, Twitter, Facebook and YouTube	0
2.2.6 - Utilize E-recruiting tools such as Naviance Career Readiness Solution and the College Fair app to generate leads and track admission application conversions.	Increase the number applications in the application pool.	August 2018 thru May 2019	Office of Digital Media	Increase the number applications in the application pool.	Naviance Career Readiness Solution, College Fair App	

**CATEGORY 3 – STRATEGIC COMMUNICATION**

**Goal 3 - Strategic communication strategy for current students and student in the admissions funnel; from inquiries to applicants, and from admitted to enroll.**

- 3.1 Redesign acceptance envelope and update student acceptance letter.
- 3.2 Telephone campaigns to accepted freshman, transfers and readmit students.
- 3.3 Telephone campaigns to incomplete freshman, transfers and readmit students.
- 3.4 Telephone campaigns to high school senior inquiries.
- 3.5 More communication/follow-up with students in admissions funnel via email, text messaging and direct mail.
- 3.6 Update admitted student communication workflows in CRM.
- 3.7 Keep records of student response rates, actions, follow-ups with each student in CRM (customer profile).
- 3.8 Include relevant information in all communication with the prospective students (e.g. admission deadline, financial aid deadline, etc.) using the CRM.
- 3.9 Ensure that prospective student receives timely answers to their specific concerns.
- 3.10 Personalize communications with prospective students to build early connections as early as junior high school.

**ACTION PLAN: GOAL 3**

Action	Objective	Time	Resources	Goal	Source	Cost
3.1 - Redesign acceptance envelope and update student acceptance letter.	Create excitement when students receive acceptance to TSU	Nov 2018	AVP EM	Cause student to get excited and share their acceptance announcement	Graphic design sample submitted by President	\$3,000
3.2 - Telephone campaign to accepted freshman, transfers and readmit students.	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Sep 2018 thru July 2019	Recruitment Team	Increase enrolled students by 2%	CRM	0
3.3 - Telephone campaign to incomplete freshman, transfers and readmit students.	To congratulate all accepted students and to inform of the next steps. Encourage confirmation.	Sep 2018 thru July 2019	Recruitment Team	Increase enrolled students by 2%	CRM	0
3.4 - Telephone campaign to high school senior inquiries.	To encourage student to visit campus and apply if eligible.	Jan 2019	Recruitment Team	Increase application pool	CRM	0
3.5 - More communication and follow-up with students in admissions funnel via	To increase engagement and build a relationship with student	Sep 2018 thru July 2019	Recruitment Team	Increase enrolled students by 2%	CRM	0

email, text messaging and direct mail.	who are currently in the recruitment funnel.					
3.6 - Update admitted student communication workflows in CRM.	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Nov 2018	AVP EM	Increase enrolled students by 2%	CRM	0
3.7 - Keep records of student response rates, actions, follow-ups with each student (customer profile).	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Year-round	Recruitment Team	Increase enrolled students by 2%	CRM	0
3.8 - Include relevant information in all communication with the prospective students (e.g. admission deadline, financial aid deadline, etc.) using the CRM.	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Year-round	Recruitment and Admission Teams	Increase enrolled students by 2%	CRM	0
3.9 - Ensure that prospective student receives timely answers to their specific concerns.	To increase engagement and build a relationship with student who are currently in the recruitment funnel.	Year-round	Recruitment and Admission Team	Increase application pool by 2%	Recruitment Team	0

**CATEGORY 4 – TECHNOLOGICAL INFRASTRUCTURE AND CAPITAL IMPROVEMENTS**

**GOAL 4 – Enhance technological infrastructure, Improve data and processes, Customer Relationship Management and highlight New Facilities**

- 4.1 Create a “front door” to the campus through the new Alumni and Welcome Center.  
INFRASTRUCTURE
- 4.2 Upgrade current campus tour welcome area and check-in process.
- 4.3 Rename Student Success Center to Center for First Year Programs creating learning communities modeling programs after student-centered practices to achieve first year enrollment goals.
- 4.4 Migrate to the new Recruit Customer Relationship Management (CRM) database for prospect management and new, more user-friendly online application.
- 4.5 Identify and enroll best fit students.
- 4.6 Provide early visibility of applicant pool.
- 4.7 Reduce time and cost by recruiting with more focused efforts.
- 4.8 Handle high volume of prospects and applicants more efficiently with new CRM.
- 4.9 Follow applicants through entire enrollment cycle.
- 4.10 Monitor territory prospect pool to achieve territory recruitment goals.
- 4.11 Identify all students who started an application but did not finish early and assist them in completing the application process.
- 4.12 Identify students who previously enrolled but did not re-enroll.
- 4.13 Create written admissions policies.
- 4.14 Create written transcript scanning and tracking procedure.

**ACTION PLAN: GOAL 4**

Action	Objective	Time	Resources	Goal	Source	Cost
4.1 - Create a “front door” to the campus through the new Alumni and Welcome Center.	Create better experience for students when touring	TBD	Dr. Curtis Johnson	Increase the number of campus tour. Increase the number student applicants.	Capital Improvements	TBD
4.2 - Upgrade current campus tour welcome area and check-in process.	Improve student experience	TBD	Dr. Curtis Johnson	Improve the quality of campus tours/visits.	Dr. Curtis Johnson	TBD
4.3 - Rename Student Success Center to Center for First Year Programs creating learning communities modeling programs after student-centered practices to achieve first year enrollment goals.	Enhance first year experience and make transition to college more successful	TBD	President, , VP for EM, VP for AA, Dr. Curtis Johnson, Student Success Center Staff	Increase number of first-time freshmen who apply, enroll and persist.	TBD	TBD

4.4 - Migrate to the new Recruit Customer Relationship Management (CRM) database for prospect management and more user-friendly online application.	Better manage applicant pool, more transparency and accountability	January 2019 (Soft Launch November 2018)	VPEM, AVPEM, Recruitment Team	Reduce the number of incomplete applications, work more efficiently with students in application pool.	Banner/Hobsons Connect	TBD
4.5 - Identify and enroll best fit students	To use a more targeted approach to recruiting specific student populations	Spring 2019	Director of Recruitment	Increase the number applicants by 2%.	Enrollment Data Graduation Data	0
4.6 - Provide early visibility of applicant pool	To foster more accountability	January 2019 Launch	New CRM	Provide better tools to enhance team output.	Recruit CRM	0
4.7 - Reduce time and cost by recruiting with more focused efforts on the application funnel	To eliminate wasted time with stealth applications	Year-round	Recruitment Team, New CRM	Improve efficiency of recruitment and admissions process.	Recruit CRM	0
4.8 – Handle high volume of prospects and applicates more efficiently with new CRM	To provide easy access to prospective data and improve monitoring of prospects from each territory	Year-round	Recruitment Team, New CRM	Increase the number applicants by 2%.	Recruit CRM	0
4.9 - Follow applicants through entire enrollment cycle.	To reduce the number of incomplete applications	Year-round	Recruitment Team, New CRM	Reduce the number of incomplete applicants and increase the number of student who enroll.	Recruit CRM	0

4.10 - Monitor territory prospect pool to achieve recruitment goals.	To provide better tracking weekly by territory	Year-round	Recruitment Team, New CRM	Reduce the number of incomplete applicants and increase the number of student who enroll.	Recruit CRM	0
4.11 - Identify all students who started an application but did not finish.	To reduce the number of incomplete applications	Year-round	Recruitment Team, New CRM	Reduce the number of incomplete applicants and increase the number of student who enroll.	Recruit CRM	0
4.12 - Identify students who enrolled previously but did not re-enroll.	To re-recruit students back to TSU	January 2019	Associate VP of Enrollment Management	Increase the number of student who are readmitted by 2%.	Enrollment Data	0
4.13 - Create written admissions policies.	To ensure all processes are clear and performed efficiently by all admissions operations team members	October 2018	Director of Admissions Processing	Reduce the number of processing errors.	Admissions Operations procedures	0
4.14 - Create written transcript scanning and tracking procedure.	To ensure all documents are processed timely, tracked and stored properly	October 2018	Director of Admissions Processing	Reduce the number of missing documents.	Prospective student files	0



**CATEGORY 5 - STRATEGIC FUNDING FOR SCHOLARSHIPS**

**GOAL 5** – Work collaboratively with the office of Institutional Advancement to provide incoming freshmen enrollment data on high achieving students who have been admitted to the University

- 5.1 Provide more scholarship dollars to allow TSU to be competitive
- 5.2 TSU Office of Institutional Advancement must be more aggressive in generating funds for first year students
- 5.3 Develop a plan of increasing need-based and merit-based funding
- 5.4 Increase private sources of fund

Action	Objective	Time	Resources	Goal	Source	Cost
5.1 - Provide more scholarship dollars to allow TSU to be competitive	To be more competitive when attracting incoming freshmen	Year-round	Division of Institutional Advancement	Increase enrolled students by 2%	Division of Institutional Advancement	0
5.2 - TSU Office of Institutional Advancement must be more aggressive in generating funds for first year students	To be more competitive when attracting incoming freshmen	Year-round	Division of Institutional Advancement	Increase enrolled students by 2%	Division of Institutional Advancement	0
5.3 - Develop a plan of increasing need-based and merit-based funding	To offer better variety of funding for prospective students	Year-round	Division of Institutional Advancement	Increase enrolled students by 2%	Division of Institutional Advancement	0
5.4 - Increase private sources of fund	To offer better variety of funding for prospective students	Year-round	Division of Institutional Advancement	Increase application pool	Division of Institutional Advancement	0

## CATEGORY 6 – STRATEGIC MARKETING AND RECRUITMENT FOR THE GRADUATE SCHOOL

**GOAL 6** - Increase Graduate Enrollment to 3000 by Year 2020 through strategic marketing and recruitment outreach to graduate populations within Nashville, the State of Tennessee and worldwide.

- 6.1 Conduct a survey regarding projected graduate degrees needs based on career demands (local, State, Nation, International)
- 6.2 Establish joint marketing and recruiting enrollment benchmarks and accountability with Graduate Departments.
- 6.3 Increase marketing and recruitment outreach through the new Liaison Online Application EMP Systems (GradCAS & CASs) with direct marketing of potential applicants that expressed interested in TSU Graduate Programs. (see strategic marketing attachment)
- 6.4 Update Graduate School TSU Website (increase multimedia features in highlighted programs)
- 6.5 Increase social media and networks for direct marketing and recruiting
- 6.6 Establish the Graduate School Professional Studies Division for offering graduate level professional development and studies.
- 6.7 Partner with Title III Graduate Program to market and recruit STEM Graduate students.
- 6.8 Offer graduate level CEUs, Certificates, Badges, professional development type activities that pathway into graduate degree programs.
- 6.9 Increase marketing and recruiting of TSU alumni population.
- 6.10 Survey HBCUs that do not offer graduate programs and develop partnership for offering graduate degrees at those institutions (training and utilizing their faculty)
- 6.11 Increase hybrid and online degree programs to targeted global markets.
- 6.12 Conduct a survey of graduate programs graduate degree Partner with International Programs marketing and recruiting of graduate students from targeted countries.
- 6.13 Establish cohort hybrid graduate degree programs with Tennessee College System (community college faculty).
- 6.14 Incorporate OER (Open Education Resources) free and low cost books as a marketing incentive for full degree programs.
- 6.15 Foster partnership agreements with Pre-K Public and Private Schools in Metro Nashville and surrounding counties, Shelby County, and Hamilton County Schools for cohort distance education hybrid graduate programs.
- 6.16 Identify organizations and business that are in need of advanced studies and programs in the Nashville Downtown area for on-site customized advanced graduate programs.
- 6.17 Partner with State and Metro Nashville Government Agencies for customized on-demand professional graduate studies.
- 6.18 Develop and Market accelerated programs such as the Executive MBA
- 6.19 Ensure that faculty and departments are involved in recruitment initiatives, i.e. *Chat with the Deans, Recruitment Receptions, Preview Days, Campus Town Halls/Recruitment Info Sessions.*
- 6.20 Improve Annual Preview Days and host new mini-preview days and general recruitment receptions.
- 6.21 Follow-up on graduate students that did not complete their program of study and work with Departments and the Graduate Faculty Council for appropriate extension of time for completing the program of study.
- 6.22 Partner with other universities in joint offering of online degree programs (example: Grant with Norfolk State)



Strategic Enrollment, Recruitment and Marketing Plan Update – February 2018

GOAL	EFFORTS	RESULTS	NEXT STEPS
<p><b>STRATEGIC OUTREACH</b></p> <p><i>Increase recruitment outreach to traditional high school populations within the state of Tennessee and within the 250-mile radius</i></p> <ul style="list-style-type: none"> <li>• School superintendents</li> <li>• High school counsellors</li> <li>• Receptions for high achieving students</li> <li>• Dual enrollment courses</li> </ul>	<p>Arranged meeting with Superintendents from Metro Nashville Public Schools</p> <ul style="list-style-type: none"> <li>• Clarksville-Montgomery County Schools</li> </ul> <p>Hosted Counselors Receptions for</p> <ul style="list-style-type: none"> <li>• Metro Nashville Public School</li> <li>• Clarksville-Montgomery County Schools</li> </ul> <p>Hosted High Achiever Reception for Shelby County School &amp; Clarksville-Montgomery County</p> <ul style="list-style-type: none"> <li>• Division of Student Affairs sponsored TSU Tiger Days Nashville – MNPS Schools – February 15</li> </ul> <p>Visited 231 high schools to date which is an increase of 16 additional schools compared to last year</p> <ul style="list-style-type: none"> <li>• Offered dual enrollment course in General Psychology this Spring at Knowledge Academies</li> <li>• Working with Fortune 100 Company to initiate new dual enrollment course for the Fall.</li> </ul>	<ul style="list-style-type: none"> <li>• Superintendents expressed their desire to more partnership opportunities and expressed interest in seeing more students matriculate at TSU.</li> <li>• Superintendents are open to special recruitment activities for talented students from MNPS to enroll at TSU.</li> <li>• Our recruitment team connected personally with 73 Counselors from Metro Nashville Public</li> <li>• Our team connected with 28 Counselors from Clarksville-Montgomery County Schools</li> <li>• 140 MNPS attendees at TSU Tiger Days. 30 Students applied onsite. We offered scholarship information. Several signed up and were interested in scholarships.</li> <li>• 10 Students enrolled in Dual Enrollment course, General Psychology.</li> <li>• Increase in the number of students admitted for the fall 2019 as compared to 2018.</li> <li>• Preparing to launch dual enrollment campaign in launch 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings with superintendents from Hamilton County and Shelby County.</li> <li>• Special counselor's events for Shelby and Hamilton County Schools.</li> <li>• TSU Day Memphis – March 13</li> <li>• TSU Day Atlanta – March 17</li> <li>• Experience TSU Student Receptions March 9, 23, 30 for Atlanta, GA, Birmingham, AL, Chattanooga, TN</li> <li>• Fall Southern Heritage Classic High Achievers reception – September 11</li> <li>• Special Mailers and digital campaigns</li> <li>• Continue to finalize logistics and program specification for the Dual Enrollment course with the Fortune 100 partner.</li> <li>• Increase the number of dual enrollment courses offered</li> <li>• We are still in the process of scheduling other activities.</li> </ul>
<p><b>Expand outreach to community colleges, transfer students and international students</b></p> <ul style="list-style-type: none"> <li>• Increase campus visits to community colleges</li> <li>• Increase the number of 2+2 programs at TSU</li> </ul>	<ul style="list-style-type: none"> <li>• Special call and text campaigns to 332 transfer students inquiries and applicants.</li> <li>• 26 Community College visits to date this cycle as compared to 6 community college visits the previous year. Increase of 20 visits.</li> <li>• Preparing the dual enrollment course to be offered to high school students this fall.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maintain an aggressive school Community College recruiting schedule.</li> <li>• Hiring an additional Community College Recruiter March 2019</li> <li>• New Transfer Tuesday mini-fairs – Feb 26, Mar 26</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maintain an aggressive school Community College recruiting schedule.</li> <li>• Hiring an additional Community College Recruiter March 2019</li> <li>• New Transfer Tuesday mini-fairs – Feb 26, Mar 26</li> </ul>

<ul style="list-style-type: none"> <li>Unveil the new Dual Admissions campaign</li> <li>Telephone campaigns to potential transfer students</li> </ul>	<ul style="list-style-type: none"> <li>Working with a team from Nashville State and THEC for a campaign launch for fall 2019</li> <li>Working with TEMA to establish certification program for Middle Tennessee Emergency Managers</li> </ul>	<ul style="list-style-type: none"> <li>Developing program curriculum with TEMA for new certification program</li> </ul>	<ul style="list-style-type: none"> <li>We plan to add a 2+2 program in Engineering (Mechatronics) in McMinnville in the fall</li> <li>Submit for approval then implementation Fall 2019</li> </ul>
<p><b>Expand outreach to Non-Traditional populations, Continuing Education and Distance Learning</b></p> <ul style="list-style-type: none"> <li>Increase the number of certificate programs</li> </ul>	<ul style="list-style-type: none"> <li>Organized campus wide social media strategy to market new admissions standards, capital improvements and campus life through University's top social media channels.</li> <li>Launched new E-recruiting system, Naviance and configured an online web chat for live interaction through our website.</li> <li>Campus-wide launch of social media campaigns across the entire enterprise on Facebook, Instagram &amp; Twitter - 225 posts</li> <li>Advertised new admissions standards, distinguished alumni, featured student achievements, capital improvements and unique "third spaces" on campus like Chic-fil-a and Starbucks.</li> </ul>	<ul style="list-style-type: none"> <li>Total followers 140,080 across TSU social media enterprise/campus wide with digital workflows.</li> <li>1,114 new students in admissions funnel through Naviance online recruiting</li> <li>58,752 Impressions</li> <li>Increase social media engagement</li> </ul>	<ul style="list-style-type: none"> <li>Add YouVisit, a 360 Virtual reality tour experience for potential undergraduate and graduate students.</li> <li>Activate paid advertisements, retargeting and regional geo-targeting in March.</li> </ul>
<p><b>GOAL</b></p>		<p><b>RESULTS</b></p>	
<p><b>STRATEGIC COMMUNICATIONS</b></p>		<p><b>NEXT STEPS</b></p>	
<ul style="list-style-type: none"> <li>Telephone campaigns to accepted freshmen, transfers, and readmit students (also to incomplete applicants and high school senior inquiries)</li> <li>Increase communication/follow-up with students via email, text, and direct mail</li> <li>Enhance record keeping of student response rates, actions, follow-ups required</li> <li>Ensure that students receive timely answers to their specific concerns</li> <li>Personalize communications with perspective students to build early connections as early as junior high school</li> </ul>	<ul style="list-style-type: none"> <li>Telephone, email and SMS text campaigns incomplete applicants and admitted applicants: <ol style="list-style-type: none"> <li>Go Big Blue Campaign/Apply to TSU for inquiries (Web and Visits)</li> <li>Finish line Campaign/Completing Pending Applications</li> </ol> </li> <li>Reduced average processing time for applicants from 7-10 days to 3-5 days.</li> <li>Updated contact admissions numbers on admissions web pages. Implemented 24-48 hour response policy for calls and emails.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the number of admitted students</li> <li>Decrease in the number incomplete applications</li> <li>Reduced average processing time for each application</li> </ul>	<ul style="list-style-type: none"> <li>Customer service training Mar 8</li> <li>The "5 Star" Team</li> <li>CRM training Feb 22 and Mar 1</li> <li>Recruit CRM</li> <li>Launch new costumer relationship manager (Recruit CRM) March 14.</li> </ul>

<p><b>TECHNOLOGICAL INFRASTRUCTURE AND CAPITAL IMPROVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Create a "front door" to the campus through the new Alumni and Welcome Center</li> <li>• Improve the time involved in transcript review process</li> <li>• Identify students who enrolled previously but did not re-enroll</li> <li>• Enhance the employment of technology throughout the student application process</li> </ul>	<ul style="list-style-type: none"> <li>• Alumni and Welcome Center construction plans are underway</li> <li>• Transcript review process</li> <li>• Email, text and call campaigns to students who did not previously enroll</li> <li>• Student survey for students who did not return.</li> <li>• Completed testing of new costumer relationship manager (Recruit CRM)</li> </ul>	<ul style="list-style-type: none"> <li>• Plans underway for construction on new capital projects</li> <li>• Enrolled 35 students previously were not enrolled (TMCF)</li> <li>• Reduced HS application processing turnaround from 7-10 to 3-5 days</li> </ul>	<ul style="list-style-type: none"> <li>• Go live date for new CRM (Recruit) March 15, 2019.</li> <li>• Analyze results from students who did not return to discover possible improvement.</li> </ul>
<p><b>STRATEGIC FUNDING FOR SCHOLARSHIPS</b></p> <ul style="list-style-type: none"> <li>• Provide more scholarship dollars to students</li> <li>• Develop a more aggressive plan in generating funds for first year students</li> <li>• Increase both need-based and merit-based funding</li> <li>• Increase private sources of fund</li> </ul>	<ul style="list-style-type: none"> <li>• Established special corporate and government partnerships with major brands and entities who are interested in supporting TSU students.</li> </ul>	<ul style="list-style-type: none"> <li>• Secured 1 million dollars in scholarship funds from the Department of</li> <li>• Established corporate partnership with Regions Bank</li> <li>• Established corporate partnership with Fifth/Third bank</li> <li>• Finalizing partnership opportunity with Apple, Inc.</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment team excited to offer new scholarship opportunities to high-achieving, talented students who plan to attend Fall 2019 and major in STEM, Business and Agriculture.</li> </ul>

## STRATEGIC FUNDRAISING

Strategic Enrollment, Recruitment and Marketing Plan - Goal 5  
Continued on next page

Goal	Efforts	Results	Next Steps
<p>Provide more scholarship dollars to allow TSU to be competitive.</p>	<ul style="list-style-type: none"> <li>• Ensure more dollars and more donors through more strategic touchpoints (i.e. more strategic University experiences/messages coupled with Foundation asks)</li> <li>• Devise and implement a Corporate Partners gift program to include large, medium-sized and smaller companies which are typically overlooked.</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing the message of establishing current-use scholarships vs endowments more aggressively with Vintagers and other current and prospective donors. Several current use scholarships secured to date.</li> <li>• Restricted scholarship dollars are up by over \$400,000 (55%) this fiscal year</li> <li>• Unrestricted dollars are up \$25,000 (15%)</li> <li>• Increased the number of proposals to private foundations FY 18 <u>5</u> FY 19 <u>40</u>.</li> <li>• Increased the number of face to face visit with foundations managed in portfolios.</li> <li>• Increased number of foundations in managed portfolio from 20 to 50.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate the current-use and endowed scholarship messages more broadly and consistently in our conversations campus-wide, presentations to alumni, chapters and other constituents.</li> <li>• Further develop the pipeline of prospects and repeat (multi-year) donors for scholarships</li> <li>• Make 60 face-to-face visits with corporate prospects. (FY2018: 25</li> <li>• Make a sales call to every corporation listed on the top 100 list.</li> <li>• Make 25 on-campus visits for corporate prospects. FY2010: 24.</li> </ul>

Goal	Efforts	Results	Next Steps
<p>TSU Office of Institutional and the Office of Corporate Partnerships and Strategic Initiatives Advancement must be more aggressive in generating funds for first year students.</p>	<ul style="list-style-type: none"> <li>Develop a compelling case for support to establish annual and endowed scholarships for first-year students that resonates with donors and strategically aligns with the popular “cross the finish line” mentality that most often draws donors to support juniors and seniors who are on track to graduate.</li> </ul>	<ul style="list-style-type: none"> <li>Created strategic talking points to compel donors and prospects to establishing scholarships for first-year students, based on <ul style="list-style-type: none"> <li>New admissions standards and focus on attracting best and brightest new students;</li> <li>Enhancing recruitment, retention and graduation rates;</li> <li>Scholarships removing stress and long work hours that often impact grades;</li> <li>Students with scholarships have more time to be involved in activities that support leadership development / mentoring;</li> <li>The case for support will assist in creating awareness, engaging and retaining donors in support of annual and endowed scholarships.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Enrollment Management and Student Success to ensure baseline data and goals align with strategies and metrics for establishing and awarding Foundation scholarships for first-year students. <ul style="list-style-type: none"> <li>The Office of Corporate Partnerships and Strategic Initiatives will Increase the number of grant proposals to foundation to secure funding in support of first-year student, scholarships, coaching and mentoring.</li> </ul> </li> </ul>

Goal	Efforts	Results	Next Steps
<p>Develop a plan of increasing need-based and merit-based funding.</p>	<ul style="list-style-type: none"> <li>Fundraising Strategic Plan (2016-2025) outlines strategies to increase endowed and restricted scholarship dollars/donors:               <ul style="list-style-type: none"> <li>\$3M/yr from alumni by 2021</li> <li>\$1.5M/yr. from other individuals/orgs by 2021</li> <li>2.5M/yr. from corps/founds by 2021</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Created new scholarships as followed:               <ul style="list-style-type: none"> <li>2016 – 2017: New scholarships - 32</li> <li>2017 – 2018: New scholarships - 28</li> <li>2018 – 2019 to-date: 11</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Enrollment Management and Student Success to ensure baseline data and goals align with strategies and metrics for establishing and awarding need/merit funding.</li> <li>The Office of Corporate Partnerships and Strategic Initiatives will engage more funders to improve the transition for incoming 1<sup>st</sup> year and transfer students.</li> <li>The office of Corporate Partnerships will also look for ways to support operational cost for 1<sup>st</sup> year experience programs.</li> </ul>
<p>Increase private sources of fund</p>	<ul style="list-style-type: none"> <li>Same as above</li> </ul>	<ul style="list-style-type: none"> <li>Private giving is up \$780,000 (42%)</li> </ul>	<ul style="list-style-type: none"> <li>Same as above</li> </ul>



February 21, 2019 Board Meeting  
 Enrollment Management and Student Support Services

Dr. John Cade, Vice President

**Recruitment ~ Enrollment ~ Retention**

**Essential Ingredients to Enrollment Growth, Sustainability, and Fiscal Viability!**

This report contains data and information regarding the Fall 2018 and Spring 2019 academic year and reflects trends over a three-year period of time for both fall and spring semesters.

**Two-Year Recruitment Comparison Analysis**

<b>Spring 2018 – 2019 – Final</b>				
	<b>Grand Total</b>	<b>Admitted</b>	<b>Denied</b>	<b>Incomplete</b>
Spring 2018	1,736	992	112	632
Spring 2019	1,662	924	99	639
<b>%Diff</b>	<b>-4.3</b>	<b>-6.9</b>	<b>-11.6</b>	<b>1.1</b>
<b>Summer 2018-2019</b>				
	<b>Grand Total</b>	<b>Admitted</b>	<b>Denied</b>	<b>Incomplete</b>
Summer 2018	451	173	23	255
Summer 2019	267	85	4	178
<b>%Diff</b>	<b>-40.8</b>	<b>-50.9</b>	<b>-82.6</b>	<b>-30.2</b>
<b>Fall 2018-2019</b>				
	<b>Grand Total</b>	<b>Admitted</b>	<b>Denied</b>	<b>Incomplete</b>
Fall 2018	7,459	3438	382	3,639
Fall 2019	7,039	3303	310	3,424
<b>%Diff</b>	<b>-5.6</b>	<b>-3.9</b>	<b>-18.8</b>	<b>-5.9</b>

**Fall Semester Enrollment Analysis by Levels and Projections**

Fall	2016	2017	2018	2019 Proj	2020 Proj
	HC	HC	HC	HC	HC
Graduate	1,746	1,705	1,655	1,705	1,756
Undergraduate	7,007	6,756	6,125	6,308	6,497
Total	8,753	8,461	7,780	8,013	8,253

**Spring Enrollment 2019**

SPR	HC	FTE
Graduate	1,477	903
Undergraduate	5,060	4,611
Total	6,537	5,514