

### TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES FINANCE AND BUDGET COMMITTEE AGENDA

11:00 a.m. CST Thursday, March 11, 2021

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

#### ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 19, 2020, Finance and Budget Committee Meeting Minutes
- IV. Report on CARES Act Funding Related to COVID-19 Coronavirus Pandemic
- V. Report on General Assembly's Land Grant Study Committee Discussions
- VI. Report on the FY 2021 Institutional Revised Budget
- VII. Update on Enrollment, Marketing and Student Recruitment Plan
- VIII. Report on Institutional Advancement

Approval of the November 19, 2020,
Finance and Budget
Committee Meeting Minutes

#### **BOARD OF TRUSTEES**

#### **ACTION ITEM**

DATE: March 11, 2021

ITEM: Approval of the November 19, 2020, Finance and

**Budget Committee Meeting Minutes** 

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee

Richard Lewis

The document reflecting the minutes from the November 19, 2020, Finance and Budget Committee meeting is included in the March 11, 2021, Board materials.

MOTION: To approve the minutes from the November 19, 2020, Finance and Budget Committee meeting, as contained in the Board materials for the Board's March 11, 2021, meeting.

#### Tennessee State University Board of Trustees Finance and Budget Committee Meeting. November 19, 2020 Tennessee State University. Electronic

#### **MINUTES**

**Committee Members Present:** Trustees Steve Corbeil and Richard Lewis

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

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

#### I. CALL TO ORDER

Trustee Lewis called the meeting to order at 12:30 pm. on November 19, 2020. Trustee Lewis moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. There is important action to be conducted by the Finance and Budget Committee. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control ("CDC") and the State of Tennessee to enforce social distancing guidelines, including limiting face-to-face contact, whenever possible. Electronic participation for the Committee meeting is necessary for the safety of Board members, staff, and guests. Trustee Corbeil seconded and the motion carried unanimously by roll call vote – Trustee Corbeil and Lewis.

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

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

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

### III. APPROVAL OF THE SEPTEMBER 24, 2020, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

Trustee Lewis moved to recommend to the full Board the approval of the minutes from the September 24, 2020, Finance and Budget committee meeting, as contained in the November 19, 2020, board materials. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

#### IV. FINANCE AND BUDGET REPORT

Trustee Lewis introduced the next item on the agenda, the finance and budget report. This was a discussion item and so no vote was required. Trustee Lewis asked President Glover or her designee to provide pertinent information related to this agenda item, and noted the information is included in the November 19, 2020, Board Meeting packet.

VP Chase was asked to respond and he shared the following updates on the financial statements, SACSCOC accreditation and financial planning surrounding the Voluntary Employee Separation Plan (VESP). He began by stating that the State Auditors had completed the audit of the FY2018 financial statements and that they were in the process of completing the audit for the FY2019 financial statements. This was expected to be finished by December 31, 2020. The audit of the FY2020 financial statements had also begun and was expected to be completed by February, 2021.

VP Chase shared with the committee that SACSCOC standard 13.2 required the university to provide an institutional audit for the most recent fiscal year, FY2020. Due to the fact that the fiscal year ends June 30, Mr. Chase warned that TSU will be found to be non-compliant relative to this standard since the FY2020 audit was not yet complete. The SACSCOC On-site Committee was scheduled to arrive at TSU in March 2021. The auditors were being provided all information so as to have the audit completed by the end of February, although they could not guarantee that to be the case. Should the audit be completed by the designated time, then TSU would have demonstrated compliance to the 13.2 standard.

VP Chase said that he expected the Voluntary Employee Separation Plan (VESP) to yield savings to the University's expenditures of approximately \$3.6 million. He also stated that he was looking into several other areas in order to advance the institution such as Public Private Partnership and State Funding. VP Chase also added that monetization methods will be reviewed and compared to State funding in order to determine appropriate funding sources.

Trustee Lewis commented on the fact that regarding the VESP, even though we needed to reduce the total number of personnel, if we did not have enough people to do what was needed for the university, then we might reconsider letting people leave. He suggested doing something different from just accepting the buyout, a discussion he held for the past six months.

Trustee Lewis then thanked everyone for the updates.

#### REPORT ON CARES ACT FUNDING RELATED TO COVID-19 CORONAVIRUS

Trustee Lewis announced the next item on the agenda as the report of CARES Act funding related to COVID-19 and asked President Glover or her designee to provide pertinent information related to this agenda item. He noted that the materials for this agenda item are included in the November 19, 2020, Board Meeting packet. This was an informational item and so no vote was required.

President Glover asked Mr. Chase to comment on this item and he proceeded to identify the CARES Act funds received and the amounts which had been disbursed. Mr. Chase identified the Student Portion and the Institute Portion totaling \$7.2 million; the HBCU funds totaling \$16.2 million. This brought a total TSU allotment of \$23.4 million from the federal government and the Coronavirus Relief funds from the State of Tennessee totaling \$747, 100. Mr. Chase noted that these funds were all used for scholarships, academic technology, institution supplies, instruction and aiding with securing laptops for students so as to facilitate online access to learning. He reminded the committee that all funds were needed to be utilized by November 15, 2020.

Trustee Corbeil asked how did these funds flow through the university financials, to which VP Chase confirmed that these expenditures were all restricted funds, and would be reflected on FY20 as well as FY21.

Trustee Lewis then thanked everyone for this important information.

#### V. APPROVAL OF FY21 INSTITUTIONAL REVISED BUDGET

Trustee Lewis introduced the next agenda item, the approval of the FY21 revised institutional budget and asked President Glover or her designee to provide pertinent information related to this Finance and Budget Committee agenda item. The material was included in the November 19, 2020, Board Meeting.

President Glover asked VP Chase to comment on the details of this agenda item. He proceeded to explain that several cuts were made to departmental operating accounts and were now urgently needing to be restored in the amount of \$3.4 million. An additional \$7.8 million was being requested by departments to fund expenses for the balance of the fiscal year. \$3 million of the \$7.8 million is proposed for funding in the revised budget. The revised budget includes an additional \$6.4 million (\$3.4 million plus \$3 million) of expenses to the approved proposed budget. VP Chase continued to explain that the approved proposed budget reflected \$4.3 million of expenses in excess of revenues. The \$4.3 million plus the \$6.4 million will result in \$10.7 million of expenses in excess of revenues.

Trustee Corbeil expressed his concern with approving a budget such as this and asked what was our total amount held in Reserves. VP Chase shared that the Reserves held approximately \$50 million. Trustee Corbeil again stated concern with dipping 20% into Reserves and asked

about any controls regarding expenses. Trustee Lewis thanked Trustee Corbeil for his expert questions.

Trustee Sekmen asked about the amount being held in Cash Reserves, but VP Chase admitted not having that information at the moment, but promised to get back to him with the response.

Trustee McKenzie also voiced concern of having to dip into the Reserves and stated that this continued behavior will lead to insolvency. President Glover stated that by the next meeting a clearer path going forward will be presented to the committee.

An expanded discussion continued around whether or not this revised budget could be approved at this meeting. Secretary Pendleton shared the legalities around approving this budget at a later meeting. Eventually, it was agreed that the committee would approve this revised budget with the condition that the \$10.7 million in excess of revenue be reduced to \$9.5 million. Trustee Corbeil requested that the final budget be accompanied by a schedule showing all details.

Trustee Lewis asked if there was any further discussion. Seeing none, he moved to recommend to the full Board the approval of the FY21 Institutional Revised Budget, with the comments made by Trustee Corbeil that there be no more than \$9.5 million reduction to Reserves as contained in the Board materials for the November 19, 2020, board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

#### VI. REPORT ON VOLUNTARY EMPLOYEE SEPARATION PROGRAM

Trustee Lewis introduced the next item on the agenda as the report on voluntary employee separation program (VESP) and asked President Glover or her designee to provide pertinent information related to this agenda item, and noted the materials for this agenda item are included in the November 19, 2020, Board Meeting packet. This was an informational item and so no vote was required.

President Glover again asked VP Chase to share the information on VESP with the committee. Mr. Chase pointed out that the detailed information on this agenda item was outlined on pages #78 and #79 in the Board Materials for the November 19, 2020 Board meeting. VP Chase stated that 71 faculty and staff members were eligible. The VESP would provide an approximate total one-time Investment of \$4.5 million, with an approximate recurring saving of \$3.6 million.

Trustee Lewis thanked President Glover and VP Chase for this information.

### VII. APPROVAL OF REVISED COLLECTION OF ACCOUNTS RECEIVABLE POLICY

Trustee Lewis introduced the next item on the agenda as the approval of the revised collection of accounts receivable policy and asked President Glover or her designee to provide pertinent

information related to this agenda item. He noted that the materials are included in the November 19, 2020, Board Meeting packet.

President Glover asked VP Chase to provide information on this agenda item. He explained that the purpose of this policy was to establish the process regarding collection of accounts receivable at TSU. The policy addressed billing, delinquent accounts, employee receivables, recovery of overpayment to employees, collection agencies and write-offs. It was explained that the University operated under the same policy under the direction of TBR. In the June 18, 2019 Board of Trustees meeting, the Board adopted its own policy.

VP Chase explained that two items were needed to strengthen the policy: 1) the policy addressed federally funds loans but also needed to address non-federally funded loans; 2) the approved policy referenced a collection schedule but it was not included. The revised policy presented at the November 19, 2020, meeting included the two missing items. VP Chase noted that the entire policy is outlined on pages 81 to 97 in the Board materials dated November 19, 2020.

After VP Chase provided clarity to Trustee Cole on the fact that this policy was carried out on a continuous basis, Trustee Lewis asked if there were any other questions.

Seeing no further questions, Trustee Lewis moved to recommend to the full Board the approval of the Revised collection of Accounts Receivable Policy, as contained in the Board materials for the November 19, 2020, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote

### VIII. REPORT ON ENROLLMENT IX. UPDATE ON ENROLLMENT, MARKETING, AND STUDENT RECRUITMENT PLAN

Trustee Lewis introduced the next agenda items, the report on enrollment, marketing, and student recruitment and asked President Glover or her designee to provide pertinent information related to these joint Finance and Budget Committee agenda items. He noted that the materials for these agenda items are included in the November 19, 2020, Board Meeting packet and were informational items and so no vote was required.

President Glover asked AVP Terrence Izzard to report on this agenda item. Mr. Izzard stated that that he was excited to announce that under President Glover's leadership, he felt that we had the right people in the right positions regarding the Enrollment and Admissions department. Mr. Izzard directed everyone to page 100 of the November 19, 2020 Board Meeting materials for a breakdown of the enrollment update, comparison and admission analyses. Mr. Izzard also shared with the committee that he was excited about the Enrollment Services team comprising of a Director of Admissions, Executive Director of New Student Programs, Admission Team Associates and a team of Enrollment Specialists. This Enrollment Services team continued to spend countless hours working alongside President Glover, Provost Harris and others on ZOOM

meetings, Facetime and MS Teams calls with students. This was all in an effort to engage with the students and their parents, and in particular, the returning students.

Mr. Izzard spoke about the virtual office hours, with access to live agents, that his entire team was engaging in, all in an effort to provide exceptional service to our students. He made mention of the new accelerated pathway program, the Dr. Levi Watkins, Jr. Institute. A collaboration with Meharry Medical College in the name of TSU alum, Dr. Levi Watkins, Jr. Mr. Izzard mentioned his department's joint efforts with the Division of Student Affairs.

Trustee Corbeil congratulated Mr. Izzard on his report and noted that it was very encouraging.

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

#### X. REPORT ON REDISCOVER TSU

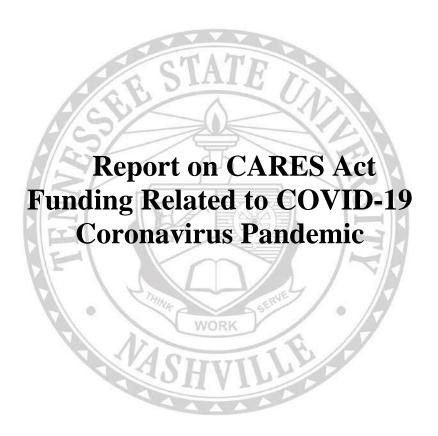
Trustee Lewis introduced the final agenda item as the report on Rediscover TSU. This was also an informational item so no vote was required. Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover stated that she was happy to call on Mr. Jamie Isabel to report on this item.

Mr. Isabel introduced himself as a consultant for TSU who was working with the Department of Institutional Advancement and Corporate Strategic Initiatives. Mr. Isabel explained that the Departments of Alumni Engagement and Institutional Advancement were both aligned and working together to achieve the necessary goals for TSU. He announced that the Alumni Giving was currently at approximately \$25,000 per week. At the time of the Board meeting, the Bank of America was announcing a donation to TSU in the amount of \$1 million. On October 10<sup>th</sup>, the 10-10 fund-raising drive resulted in \$250,000 in that one day. Mr. Isabel pointed out that this was in addition to the usual \$25,000 weekly alumni donations.

Mr. Isabel outlined the Corporate Giving by naming several new partnerships formed with TSU. He was very excited about what was in the pipeline and was eager to give credit to the reputation of President Glover as the reason for the boost in Corporate sponsorships. He named some of the corporate sponsors that had already given and then listed some other corporations which had already committed to donate. Mr. Isabel then thanked his team for their hard work, the Board of Trustees and all others who contributed to helping TSU.

Trustees Lewis complemented Mr. Isabel but also made a point that he would like to know of the exact amount that was actually deposited and not just promised. Mr. Jamie Isabel shared that as of November 1<sup>st</sup> he had deposited \$1.1 million. This had been raised since July 2020.

Trustee Lewis then moved to adjourn the meeting and Trustee Corbeil seconded which carried by roll call vote. The meeting was adjourned at 1:35 p.m.



#### BOARD OF TRUSTEES

#### **IINFORMATION ITEM**

DATE: March 11, 2021

ITEM: Report on CARES Act Funding Related to COVID-19

Coronavirus Pandemic

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee

Richard Lewis

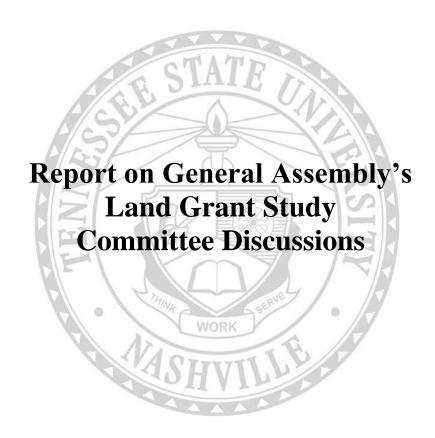
The President and/or her designee will provide a report on CARES Act Funding Related to COVID-19 Coronavirus Pandemic.

#### Report on CARES Act Funding Related to COVID-19 Coronavirus Pandemic

Tennessee State University received funding through the initial Higher Education Emergency Relief Fund (HEERF) established by the Coronavirus Aid, Relief, and Economic Security (CARES) Act on March 27, 2020. The initial funds included: \$3,607,331 for emergency grants to students and \$3,607,330 for institutional use for expenses related to the coronavirus. The university also received \$16,236,433 through the HEERF HBCU allotment.

The Higher Education Emergency Relief Fund II (HEERF II), authorized by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) on December 27, 2020, provided TSU with additional funds for expenses due to the pandemic. These funds are allocated as follows: \$3,607,331 for emergency grants to students, \$9,699,052 for institutional use, and \$20,177,006 for the HEERF II HBCU allotment.

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#### **BOARD OF TRUSTEES**

#### **IINFORMATION ITEM**

DATE: March 11, 2021

ITEM: Report on General Assembly's Land Grant Study

Committee Discussions

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee

Richard Lewis

The President and/or her designee will provide a report on the General Assembly's Land Grant Study Committee Discussions.

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#### **BOARD OF TRUSTEES**

#### INFORMATION ITEM

DATE: March 11, 2021

ITEM: Report on FY 21 Institutional Revised Budget

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee

Richard Lewis

The President and/or her designee will provide a report on the FY 21 Institutional Revised Budget.

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

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

In accordance with the University's regular budget cycle, the University will present both the FY 21 Estimated Budget and the FY 21 Proposed Budget at the June Board meeting.

Mr. Horace Chase, Vice President for Business and Finance, announced his decision to retire. The University has thanked Mr. Chase for his service to the institution. The University commenced a national search to identify and select Mr. Chase's successor.



#### **BOARD OF TRUSTEES**

#### **INFORMATION ITEM**

DATE: March 11, 2021

ITEM: Update on Enrollment, Marketing and Student

Recruitment Plan

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide an update on this information item.

### Enrollment Report & Strategic Enrollment, Recruitment, and Marketing Update

**Board of Trustees Meeting - March 11, 2021** *Efforts through March 4, 2021* 

#### **Spring 2021 Enrollment Comparative Data**

	F	Ieadcount	,	FTE		
	Spring	Spring		Spring	Spring	%
Level	2020	2021	% Diff	2020	2021	Diff
Graduate	1251	1384	11%	797	802	1%
Undergraduate	4787	4559	-5%	4327	4378	1%
	6038	5943	-2%	5124	5180	1%

#### Fall 2021 Undergraduate Application Analysis

Semester	As of Date	Total Admitted	Net Admitted*	Denied	Incomplete	Withdrawn/Cancelled	Grand Total
Fall Term	18-Feb-				-		
2020	20	2803	2785	383	4183	18	7369
Fall Term	18-Feb-						
2021	21	3100	3092	262	4109	8	7471

<sup>\*</sup>Minus withdrawn/Cancelled

- 1. The total number of students admitted to Tennessee State University has increased by 11% for Fall 2021. We have admitted 3100 students YTD, an increase of 297 students. At this time last year, 2803 students were admitted.
- 2. Despite the unprecedented challenges of the COVID-19 pandemic, the total number of students who have applied to Tennessee State University has slightly increased. To date, 7471 students have applied for admission Fall 2021. At this time last year, 7369 students applied for admission Fall 2020.

#### **Targeted Enrollment Populations for Fall 2021**

- 1. Expand retention efforts for continuing students.
- 2. Increase the number of community college transfer students enrolled.
- 3. Increase the number of dual enrollment students enrolled.
- 4. Increase the number of graduate students enrolled.

#### **Recruiting efforts for Fall 2021**

- 1. We mailed official acceptance letters and personalized certificates to all admitted students to date.
- 2. We hosted virtual TSU Admissions Q&A Sessions with 577 attendees. We also hosted the virtual Dr. Levi Watkins Maherry Medical Accelerated Program Q&A Sessions with a total of 156 attendees.
- 3. We launched a new recruitment website and increased our focus on social media and digital marketing.
- 4. We launched weekly virtual campus events for general admissions and the Dr. Levi Watkins Maherry Medical Accelerated Program, enrolling (30) high-achieving students.
- 5. We created exclusive social media groups for all newly admitted students.
- 6. We hosted and recorded live virtual recruitment events on the TSU Admissions Facebook page.
- 7. We created a virtual front desk with a live agent to virtually assist incoming students, which has been extremely successful.
- 8. We created digital marketing campaigns for community college transfer students with a goal of 500 students for Fall 2021. We are hiring a dedicated person to support community college recruitment.
- 9. We partnered with alumni in select cities and trained designated volunteers to host virtual recruitment events.
- 10. We sent scholarship offer notifications to top-tier high-achieving incoming first-year students on February 10, 2021. Students will now be able to finalize their enrollment decision early based on scholarship and financial aid information received in February.
- 11. The total number of students who have completed the Intent to Enroll form is 415 for Fall 2021 compared to 179 for Fall 2020. These students receive priority important financial aid, orientation, and advisement support for early access.

#### **Dual Enrollment Efforts for Fall 2021**

- 1. We developed Dual Enrollment FIVE career pathway course offerings with Deans and Chairs' approval.
- 2. We entered a new MOU with Cheatham County Schools, which brings the total Dual Enrollment MOU service total to eight (8).
- 3. We conducted weekly one-on-one and group virtual recruitment sessions with high school students and parents during evening hours.
- 4. We launched a unique outreach campaign to attract homeschool student populations.
- 5. We are collaborating and developing a Fall 2021 international Africa dual enrollment project. Participating groups include AME University in Monrovia, Liberia; Monrovia College in Monrovia, Liberia; and Wilberforce Community College in Evaton, South Africa.
- 6. We continue to process, complete and uploaded all Fall 2021 student consent documents in BDMS for audit/compliance purposes. We have corrected all Fall 2020 compliance concerns.

- 7. We are pursuing new partnerships while recruiting in (14) distressed school districts across several Tennessee counties. Cheatham County Schools has been confirmed and approved with a Fall 2021 DE start date.
- 8. We are strengthening the TSU Dual Credit offerings for Metro Nashville Public Schools.

#### **New Student Program Efforts for Fall 2021**

- 1. We increased the number of new students who attended the Spring 2021 New Student Orientation.
- 2. We hosted Quarantine & Chill Freshmen Spirit Week activities, January 26-29, to increase community and a sense of belonging among first-year students while students were practicing safer-in-place upon arrival on campus.
- 3. We introduced Monthly Mentality Checks for new transfer students, off-campus first-year students, and on-campus freshmen.
- 4. We published the all-new Fresh Press First Year Newsletter campuswide to highlight student success and increase engagement.
- 5. We established a new FYE online mentoring and student engagement platform known as PeopleGrove to increase interaction and engagement among first-year students.
- 6. We collaborated with the Student Health Center & University Counseling for Wellness Wednesdays, a new initiative to improve wellness and readiness among first-year students.
- 7. We cohosted National First-Generation College Student Day to honor first-year students and parents.
- 8. We cosponsored a Financial Literacy Series for First-Year Students to empower first-year students with fiscal management skills.
- 9. We executed a social media rebranding that increased social media engagement by 266.2% via Instagram.
- 10. All first-year staff attended the Synergize Student Services Institute and received training and insight to better serve our first-year students.

#### **Graduate School Recruitment Efforts for Fall 2021**

- 1. We established partnerships with HBCUs that do not have graduate programs.
- 2. We established alumni graduate credit professional courses, certificates, badges, etc.
- 3. We created 'stackable' one graduate credit hour course in Education, Health Sciences, and Business.
- 4. We promoted Open Education Resources (OER) Materials for no cost or low-cost textbooks and materials.
- 5. We conducted a survey regarding projected graduate degrees needs based on career demands (local, State, Nation, International)
- 6. We established joint marketing and recruiting enrollment benchmarks and accountability with Graduate Departments.



# TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES INFORMATION ITEM

DATE: March 11, 2021

ITEM: Report on Institutional Advancement

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on Institutional Advancement.