



Board of Trustees Materials

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**Tennessee State University
Board of Trustees**



**Tennessee State University
Board of Trustees**



**WELCOME AND
INTRODUCTIONS**

**Tennessee State University
Board of Trustees**



**ROLL CALL/
DECLARATION OF
A QUORUM**

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

2:00 p.m. CST
Thursday, November 21, 2019

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

ORDER OF BUSINESS

- I. Call to Order
- II. Welcome and Introductions
- III. Roll Call/Declaration of a Quorum
- IV. Action Items:
 - A. Approval of the September 26, 2019, Board Meeting Minutes
 - B. Audit Committee Report
 - i. Approval of the September 26, 2019, Audit Committee Meeting Minutes
 - ii. Review of Completed Internal Audit Reports
 - iii. Executive Session – Discussion of Items Deemed Confidential under State Law
 - C. Finance and Budget Committee Report
 - i. Approval of the September 26, 2019, Finance and Budget Committee Meeting Minutes
 - ii. Approval of the Institutional Revised Budget
 - iii. Finance and Budget Committee Report
 - iv. Report on Enrollment
 - v. Update on Enrollment, Marketing and Student Recruitment Plan
 - vi. Report on University’s Electrical Grid and Power Outage Incidents and Related Issues
 - D. Academic Affairs and Student Affairs Committee Report
 - i. Approval of the September 26, 2019, Academic Affairs and Student Affairs Committee Meeting Minutes
 - ii. Approval of Discontinuance of Two-Year Associates of Nursing Degree
 - iii. Approval of Bachelor of Business Administration in Hospitality and Tourism
 - iv. Approval of Online Delivery of the Master of Science in Nursing Program
 - v. Report on SACSCOC Accreditation Matters
 - vi. Academic Affairs Report
 - vii. Student Affairs Report

- E. Executive Committee Report
 - i. Approval of the September 26, 2019, Executive Committee Meeting Minutes
 - ii. Update on the President's Annual Performance Review
 - iii. Update on the Board's Self-Assessment Process
 - iv. Secretary's Report

- V. Report on University's Electrical Grid and Power Outage Incidents and Related Issues

- VI. President's Report

- VII. Board Chair's Report

- VIII. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the
September 26, 2019
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the September 26, 2019, Board Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair, Board of Trustees, Joseph Walker, III

The document reflecting the minutes from the September 26, 2019, Board meeting is included in the November 21, 2019, Board materials.

MOTION: To approve the minutes from the Board of Trustees' September 26, 2019, meeting as contained in the Board materials for the Board's November 21, 2019, meeting.

**Tennessee State University Board of Trustees
Regular Meeting – September 26, 2019
Tennessee State University – Main Campus – Hankal Hall.
3500 John A. Merritt Blvd., Nashville, Tennessee**

MINUTES

Board Members Present: Dr. Joseph Walker, III, Dr. Deborah Cole, Mr. Stephen Corbeil, Dr. Richard Lewis, Mr. William Freeman, Ms. Pam Martin, Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, Dr. Obie McKenzie, and Ms. Braxton Simpson.

University Board Staff Present: President Glenda Glover, General Counsel and Board Secretary, Laurence Pendleton, Arlene Nicholas-Phillips, Board Liaison.

Guests: Members of the President’s Cabinet, Members of the Deans’ Council, Representatives of the Tennessee Higher Education Commission (THEC), Dr. Joseph Silver, Consultant from Silver & Associates, and other university staff.

I. CALL TO ORDER

Chair Walker called the Board of Trustees meeting to order at 2:05 p.m., CST on September 26, 2019.

II. WELCOME AND INTRODUCTIONS

The Board Chair welcomed the attendees. Mr. Terrance Izzard gave the invocation.

III. ROLL CALL/DECLARATION OF A QUORUM

Chair Walker asked the Board Secretary, Laurence Pendleton, to call the roll. The following Trustees were present during roll call: Dr. Deborah Cole, Mr. Stephen Corbeil, Dr. Obie McKenzie, Dr. Richard Lewis, Mr. William Freeman, Ms. Pam Martin, Dr. Edith Peterson Mitchell, Dr. Ali Sekmen, Dr. Joseph Walker, III, and Ms. Braxton Simpson. Board Secretary Pendleton announced the presence of a quorum.

IV. ACTION ITEMS

A. APPROVAL OF THE JUNE 13, 2019, BOARD MEETING MINUTES

Chair Walker introduced the first action item – the approval of the minutes of the June 13, 2019, board meeting. Trustee Mitchell moved to approve the June 13, 2019 board meeting minutes and Trustee Freeman seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

B. APPROVAL OF 2020 BOARD MEETING CALENDAR

Chair Walker stated that the Board materials for board meeting dated September 26, 2019 contained the proposed meeting calendar for the Board meetings in calendar year 2020. They were March 12, June 18, September 24, and November 19.

Chair Walker then moved to approve the 2020 Board meeting calendar, as contained in the Board materials for the September 26, 2019, meeting. Trustee Mitchell seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

C. AUDIT COMMITTEE REPORT

Chair Walker asked the Trustee Cole to give the Audit Committee report.

Trustee Cole informed the board that the audit committee met to take action on one item, received a report on one other item, and voted to go into executive session to discuss items deemed confidential under state law.

Trustee Cole stated that the Audit Committee voted to recommend to the full Board the approval of the September 26, 2019, Audit Committee meeting minutes. The Committee also received a report on the completed Internal Audits from Internal Audit Director Davis.

I. APPROVAL OF THE JUNE 13, 2019, AUDIT COMMITTEE MEETING MINUTES

Trustee Cole moved to approve the minutes of June 13, 2019, audit committee meeting as contained in the board materials for the September 26, 2019, board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

Trustee Cole concluded the Audit Committee report.

D. FINANCE AND BUDGET COMMITTEE REPORT

Trustee Corbeil stated that the Finance and Budget Committee met today to take action on two items and receive reports on three items. The Finance and Budget Committee voted to recommend to the full Board the approval of the June 13, 2019, Finance and Budget Committee meeting minutes, and authorization for President Glover to act to facilitate two real estate projects.

The Finance and Budget Committee heard reports from President Glover and her team on the TSU's finances and budget, enrollment, and an update on the institution's enrollment, marketing and student recruitment plan.

I. APPROVAL OF JUNE 13, 2019, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

On behalf of the Finance and Budget committee, Trustee Corbeil moved to approve the minutes of the June 13, 2019, Finance and Budget Committee meeting, as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Sekmen seconded the motion and it carried unanimously by a roll call vote.

II. AUTHORIZATION FOR PRESIDENT TO FACILITATE TWO REAL ESTATE PROJECTS

On behalf of the Finance and Budget committee, Trustee Corbeil moved to recommend to the full Board, authorization for President Glover to facilitate two real estate projects, as contained in the September 26, 2019, Board materials. Trustee Freeman seconded the motion, which carried unanimously by a roll call vote.

Trustee Corbeil concluded the Finance and Budget Committee report.

E. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT

Trustee Martin reported that the academic affairs and student affairs committee met to consider and vote on three agenda items and received information on four other agenda items.

Trustee Martin stated that the Academic Affairs and Student Affairs Committee voted to recommend to the full Board the approval of the June 13, 2019, Academic Affairs and Student Affairs Committee meeting minutes, the approval of an academic program modification involving the Certificate in Professional Chemistry, and the approval of an academic program name change in Family and Consumer Sciences.

Trustee Martin added that the Academic Affairs and Student Affairs Committee received reports on the SACSCOC accreditation update, academic affairs, College and Department advisory boards at TSU, and student affairs.

I. APPROVAL OF THE JUNE 13, 2019, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the minutes of the June 13, 2019, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Corbeil seconded the motion and it carried unanimously with a roll call vote.

II. APPROVAL OF AN ACADEMIC PROGRAM MODIFICATION INVOLVING THE CERTIFICATE IN PROFESSIONAL CHEMISTRY

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve an academic program modification involving the Certificate in Professional Chemistry, as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Freeman seconded the motion and it was carried unanimously with a roll call vote.

III. APPROVAL OF AN ACADEMIC PROGRAM NAME CHANGE FROM “FASHION MERCHANDISING” TO “FASHION DESIGN AND MERCHANDISING” CONCENTRATION WITHIN THE B.S. IN FAMILY AND CONSUMER SCIENCES

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve an academic program name change from “Fashion Merchandising” to “Fashion Design and Merchandising” Concentration within the B.S. in Family and Consumer Sciences, as contained in the Board materials for the September 26, 2019, Board meeting.

Trustee Cole seconded the motion and it was approved unanimously with a roll call vote.

F. EXECUTIVE COMMITTEE REPORT

Chair Walker stated that the Executive Committee met today to discuss and vote on one committee agenda item. The Committee voted to recommend to the full Board the approval of the June 13, 2019, Executive Committee meeting minutes.

Chair Walker also stated that the Executive Committee heard reports on the institution's strategic plan, the President's annual performance review process, the board's self-assessment process, and heard a report from Secretary Pendleton.

I. APPROVAL OF THE JUNE 13, 2019, EXECUTIVE COMMITTEE MEETING MINUTES

On behalf of the Executive Committee, Chair Walker moved to approve the minutes of the June 13, 2019, Executive Committee meeting, as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Mitchell seconded the motion and it was approved with a roll call vote.

V. REPORT ON SACSCOC ACCREDITATION MATTERS

Chair Walker asked President Glover to present the report on the SACSCOC Accreditation matters.

President Glover explained that TSU was currently preparing two required SACSCOC reports: the 5th year monitoring report, which is due on March 2, 2020 and the 10 year report (Decennial report) which is due in September, 2020. She also indicated that TSU was scheduled for two SACSCOC visits pertaining to these reports: (1) March 31 – April 2, 2020 re. the 5th year monitoring report and (2) March 22 – March 25, 2021 re. decennial report.

President Glover announced that although the decennial report has been delayed a year, from 2020 to 2021, TSU will continue working on it. This report fulfills a requirement that all institutions accredited by SACSCOC must undergo a review for reaffirmation of accreditation every 10 years. Institutions must demonstrate compliance with the standards of the Principles of Accreditation and with SACSCOC policies.

The 5th year monitoring report is also required by each member institution and demonstrates compliance with select SACSCOC standards on the effects of the implementation of its QEP on student learning.

President Glover then reviewed the list of the SACSCOC standards, pointing out again, that it was only one of the twenty-five accreditation standards (8.2a) that TSU had been cited on. She explained that in June, 2019, TSU was placed on probation by SACSCOC for not demonstrating complete compliance with this standard. She made it very clear that TSU remains fully accredited and that a plan of action was in place to remedy the deficiency that was cited. She shared the list of meetings and communiques that were held with several stakeholders.

President Glover then reassured everyone that we will be removed from this probationary status once we have submitted the necessary additional information to SACSCOC and it is accepted! She did announce, “We are fixing this and fixing it now”.

Chair Walker thanked Dr. Glover for this SACSCOC update report.

VI: UPDATE ON THE COLLABORATION BETWEEN TENNESSEE STATE UNIVERSITY AND APPLE, INC.

Chair Walker next asked for the President’s update on the collaboration between Tennessee State University and Apple, Inc. President Glover appointed her designee, Dr. Robbie Melton to report on this agenda item.

President Glover mentioned that Dr. Melton is spearheading this initiative and had recently been featured on Channel 2 where she did a very complimentary demonstration and represented TSU very well. Dr. Melton then announced that APPLE, Inc. had named TSU as the SMART National Innovation Center for HBCUs. With the ‘HBCU C²: Everyone Can Code, Everyone Can Create’ initiative, TSU will now be training other HBCUs across the country on how to code. TSU will train their faculty, employees, and community participants. TSU is the first HBCU that APPLE, Inc. has partnered with on the scale.

Dr. Melton proceeded to demonstrate the power of coding. She introduced everyone to her coded apparel including her fingernails, her earrings and her shirt. She pointed out that this initiative will cause TSU to be the fore-runner and a leader among other HBCUs.

Following her excited presentation, Chair Walker thanked her and President Glover for this innovative collaboration with APPLE, Inc.

VII. PRESIDENT’S REPORT

President Glover continued to share the excitement of the APPLE, Inc. partnership. She shared how wonderful it was for TSU to be the one selected to train other on how to code.

President Glover shared a ‘tweet’ from APPLE, Inc. CEO, Mr. Tim Cook, *“Anything is possible when people come together with a shared vision, Thank you to @TSUedu for your leadership and enthusiasm in bringing coding to you community and HBCUs nationwide”*.

She also shared that TSU was partnering with Amazon. Amazon had endowed a computer science professor in the amount of \$800,000 which meant \$200,000 in scholarships to students. She stated that the objective was to enhance the STEM talent pipeline. Since Amazon’s headquarters for its logistics group will be in Nashville, and its Operations Center of Excellence will also be in Nashville, TSU will assist in provide skilled employees for their Operations Center.

President Glover announced the expanded list of dual enrollment partnerships. She named five community colleges with one even located in Alabama, and three public school systems in the state of Tennessee.

President Glover reviewed our enrollment data. She pointed out that several factors contributed to the decline in our enrollment: the introduction of TN Promise, the change in student loan funding, also the fact that we raised our admission standards. She noted that although the FTEs are not where we want them to be, they are getting there.

She went on to state that several different strategies are being implemented to boost enrollment and to keep it up. She mentioned the diverse populations that we were focusing on now, and the emphasis on the 250-mile radius students.

Mention was made of the increased graduating class numbers and the increased incoming freshman class numbers. She also mentioned the talent of our students that was being recognized, both locally and nationally, with regards to the New Direction Gospel Choir appearing on national television, and the AOB performing at an NFL halftime show. Our students were also excelling academically with record numbers being hired as Legislative interns, and being invited to the CBCF Annual HBCU Summit.

The Graduate School revamped its admission and application processing which led to an increase in enrollment. The Graduate School increased to over 2,200 for the first time ever.

The business and finance department continues to ensure that TSU remains in sound financial condition. Several plans are in place to this effect. Meanwhile, TSU was named in the top 8% of safest colleges and universities in the nation.

She noted that there had been expanded emphasis on our customer service. We are also focusing on better promoting our accomplishments as a University. She congratulated TSU on winning first place in the Retool your School Campaign. There has also been new TSU signage in the Titan Stadium. President Glover mentioned that there has been a noticeable increase in the number of stories that were picked up nationally.

In summary President Glover announced that TSU is in a strong position academically, financially, and operationally and thanked everyone for their continued support in making TSU the premier choice for our students.

VIII. BOARD CHAIR'S REPORT

Chair Walker thanked the President for her report and the positive direction the institution is headed. He also commented on the robust discussions that occurred in the board committee meetings earlier that day. Chair Walker thanked the Board members for their work on behalf of TSU.

IX. ADJOURNMENT

The chair called for a motion to adjourn, which was made by Trustee Mitchell and seconded Trustee Cole. The motioned carried unanimously by roll call vote. The meeting was adjourned at 3:10 p.m. CST.

**Tennessee State University
Board of Trustees**



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

10:00 a.m. CST
Thursday, November 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 the September 26, 2019, Audit Committee Meeting Minutes
- IV. Review of Completed Internal Audit Reports
- V. Executive Session -Discussion of Items Deemed Confidential Under State Law

**Tennessee State University
Board of Trustees**



**Approval of the
September 26, 2019,
Audit Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Audit Committee Report - Approval of the September 26, 2019, Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the September 26, 2019, Audit Committee meeting is included in the November 21, 2019, Board materials.

MOTION: To approve the minutes from the Board of Trustees' September 26, 2019, Audit Committee meeting, as contained in the Board materials for the Board's November 21, 2019, meeting.

**Meeting of the Tennessee State University Board of Trustees
Audit Committee Meeting
September 26, 2019
Tennessee State University – Main Campus –
McWherter Administration Building, President’s Conference Room
3500 John A. Merritt Blvd., Nashville, Tennessee 37209**

MINUTES

Committee Members Present: Dr. Deborah Cole, Obie McKenzie, and Dr. Edith Peterson Mitchell.

Other Board Members Present: Dr. Joseph Walker, III, Pam Martin, Dr. Ali Sekmen, Braxton Simpson, Mr. Bill Freeman and Mr. Stephen Corbeil.

University Staff Present: President Glenda Glover; Mr. Laurence Pendleton, General Counsel and Board Secretary; Dr. Curtis Johnson, Chief of Staff and Associate Vice President of Administration; Ms. Adrian Davis, Director of Internal Audit; Horace Chase, Vice President for Business and Finance, and Dr. John Cade, Vice President for Enrollment Management.

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

I. CALL TO ORDER

Trustee Cole called the meeting to order at 10:50 a.m. on September 26, 2019.

II. ROLL CALL/DECLARATION OF A QUORUM

Trustee Cole asked the secretary to the board to call the roll. Board Secretary Pendleton called the roll. Trustees Cole, McKenzie, and Mitchell were present. Secretary Pendleton announced the presence of a quorum.

III. APPROVAL OF THE JUNE 13, 2019, AUDIT COMMITTEE MEETING MINUTES

Trustee Cole moved to approve the minutes from the June 13, 2019, Audit committee meeting, as contained in the September 26, 2019, board materials. Trustee Mitchell seconded the motion, which carried unanimously.

IV. REVIEW OF AUDIT COMPLETED INTERNAL AUDITS

Trustee Cole asked President Glover and Director of Internal Audit, Ms. Adrian Davis, to provide pertinent information related to this agenda item. Ms. Davis proceeded to discuss the results of the review of the NCAA student assistance fund. She explained to the Board that results of the completed Audit indicated that the Athletics Department had total expenditures of \$144K; \$50K was used for Summer scholarships; \$30K used for hosting their banquet and \$45K used for medical expenses. She commented that in regards to the duplicate payments made, one reimbursement was already received, while the other was still pending.

Director Davis concluded that all SAF expenditures were in compliance with NCAA guidelines and were accurately reported.

Director Davis then reviewed the Book Bundle summary with the Committee as reflected in the Board materials for the September 26, 2019, meeting, on pages 35 through 36.

Trustee Cole commented on this review and asked that Director Davis bring a follow up to the next meeting on the differences that were found in Director Davis's review.

Director Davis then discussed a follow up on the Bank reconciliation review. Trustee Cole expressed her concern regarding any three year repeat findings, as they do not necessarily demonstrate responsiveness.

After a short discussion, Chair Cole thanked President Glover and her team for the report.

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

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

VI. ADJOURNMENT

There was no further discussion. Trustee Cole moved to adjourn the meeting. Trustee Mitchell seconded the motion, which carried unanimously and the meeting was adjourned.

**Tennessee State University
Board of Trustees**



**Review of Completed
Internal Audit Reports**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 21, 2019

ITEM: Audit Committee Report – Review of Completed Internal
Audit Reports

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The reports are included in the November 21, 2019, Board materials.

DEPARTMENT OF INTERNAL AUDIT

Book Bundle Review - UPDATE
For Fiscal Years Ended
June 30, 2018 and
June 30, 2017



November 1, 2019

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

Dear Dr. Glover:

We recently issued a report dated September 5, 2019 that included a reconciliation of the charges billed to the university by *Follett Higher Education Group, Inc.* (Follett) to the amounts billed by the university to its students related to eligible students' participation in Follett's *included* program. This reconciliation was performed in response to the Division of State Audit noting that the university billed eligible students approximately 20% less than the amount the university paid to Follett for the book bundling service during the fiscal year 2017. In our report dated September 5, 2020, it was noted that a major reason for the difference was Follett billing for courses that were not included on the course listing used by the university for billing purposes.

We made additional inquiries to determine why Follett and the university were not billing for the same number of courses. The results of our inquiry are attached.

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

Sincerely,

Adrian R. Davis

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

CC: Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair
Dr. Alisa L. Mosley, Interim Vice President for Academic Affairs

	Fiscal Year Ended June 30, 2018	Fiscal Year Ended June 30, 2017
Amounts billed to students for course material	\$ 2,239,305.00	\$ 1,622,320.00
Amounts paid to Follett for course material	<u>1,962,501.35</u>	<u>2,019,970.60</u>
Difference	<u>\$ 276,803.65</u>	<u>\$ (397,650.60)</u>

In our previous report dated September 5, 2019, we identified five reasons for the difference in the amounts paid to Follett and the amount collected from students. Those five reasons included:

- 1) Follett's fees varied per course and ranged from \$15.10 to \$118.31, while the university billed students a flat rate per course (\$80 for fiscal year 2018 and \$70 for fiscal year 2017),
- 2) waivers for certain courses by the university and/or Follett,
- 3) errors made by the automatic process which adds/removes includedED courses from student tuition and fees bill prior to the final drop date,
- 4) Follett invoiced the university for courses not included on the approved course listing provided to the Office of Technology Services (OTS), and
- 5) management purging/withdrawing students after the final drop date

Fiscal Year Ended June 30, 2017

- ❖ \$307,706.43, or 77%, of the difference for this fiscal year (\$174,678.69 – fall 2016; \$133,027.74 – spring 2017) is due to Follett billing for courses that were not included on the approved course listing provided to our IT Department for billing purposes.

We spoke with the former Vice President for Administration (former Vice President) who was at the helm of the implementation of the includedED program at the university and the university's representative for the includedED program during the fiscal year 2017. According to the former Vice President, all university classes were eligible to have their books included in the program, however, the book and the price of the book had to be approved by her to prevent exceeding the university's average textbook cost goal of \$75.00. To aid in staying within the target price range, the former Vice President would have to negotiate a book's purchase price prior to its inclusion in the program.

The former Vice President stated that approximately \$42,000 of the variance amount is attributed to the university waiving the cost of lab books for students to relieve the burden of students having to pay double the billing rate for courses that required lab books. According to the former Vice President, the remainder of the variance may be due to: (1) professors for the related courses requesting its inclusion in the includedED program via direct communication with Follett personnel and/or (2) the name of the course was not consistent with titles commonly used at the university and the miscommunication led to the courses not being included.

The former Vice President stated that when the respective invoices for the fall 2016 and spring 2017 semesters were received, she reconciled the amounts included therein to the amounts recorded by the university. Once the reconciliation was complete, those courses that were not

previously agreed-upon were identified. The former Vice President spoke with Follett's representative regarding the variance. The representative informed the former Vice President that professors for the identified courses reached out to him and requested inclusion of their respective courses in the includedED program. The Follett representative included the courses in the program but failed to inform the former Vice President, who would then contact the university's Office of Technology Services to ensure that enrolled students were billed for access to course material. Ultimately, the former Vice President decided that the university was required to pay the invoiced amount because the value of the services was received since students were provided, and used the course materials. We noted that invoices for both semesters were dated after approximately 75% of the semester had concluded. The former Vice President stated that there were no actions taken to subsequently bill students for the material, as the overall objective of the book bundle program was to provide students with access to course materials, not to obtain university profit. It was also noted that any deficits for the semester could be recovered in the following year when the university's billing rate for the includedED program would increase to \$80.00 per course. The university's billing to students exceeded Follett's billing to the university by approximately \$277,000 in the fiscal year 2018. The former Vice President also indicated that while the goal of the program was not to profit from the university's students, if excess revenue were received related to the program, university management planned to convert the funds into book scholarships for university students.

- ❖ For the remaining \$89, 944.17 difference in billing for the fiscal year 2017,
 - Approximately \$40,000 of this total is due to Follett erroneously billing the university for courses dropped by students prior to the final drop date for the semester.
 - Approximately \$18,000 of the difference relates to students who were purged/withdrawn after the last drop date, resulting in charges by Follett but not the university. All tuition and fees charges are reversed from a student's account once the student is purged/withdrawn.
 - Fee waivers by the university (approximately \$36,000) and Follett (approximately \$10,000) lead to \$26,000 of this difference.
 - Explanations 1 and 3 above also contributed to the remaining variance amount.

Fiscal Year Ended June 30, 2018

- ❖ \$273,777.22, or 96%, of the difference for this fiscal year was due to the billing rate differences noted in reason 1 above.
- ❖ The four other factors also contributed to the difference in this fiscal year, but the effect of the differences offset one another for minimal impact on the difference.


Conclusion: There were several lab courses included in the courses billed by Follett but not the university during the fiscal year 2017. The university offered fee waivers to students taking courses that also included a lab course to relieve students from paying twice the book bundle fee. These fee waivers accounted for approximately \$42,000 of the \$397,650.60 difference in billing for the fiscal year 2017. In addition, several university faculty contacted Follett personnel to have their respective courses included in the book bundle program. The university's representative, however, was not notified. This process was in contrast to the established procedures for including

courses in the program. The university representative needed to review and approve all courses included in the program to ensure that the university's average cost goal was not exceeded. In addition, the university's representative would have provided the course information to the university's Office of Technology Services (OTS) so that enrolled students could be billed for access to course material. Ultimately, it was decided that the goal of the program was met as students were given access to their course materials on day one of class. The university decided that payment was owed for student's access and use of those course materials. The decision was made to not bill students for these materials as the semester was near completion when the discrepancy was identified and fee waivers had previously been offered to students in lab courses, as noted above. In addition, it was predicted that any deficits could be recovered in the following fiscal year.

Recommendation: We identified several charges by Follett that appear to be unallowable per the contractual agreement between Follett and the university. It appears the university was erroneously charged for students' access to course material for courses appropriately dropped during the university's drop/add period. Follett's invoice should have included billing for those students who remained enrolled in a course after the university's final drop date. If there is still an opportunity to be refunded, or obtain a credit in upcoming billing(s) for these charges, management should seek to do so.

DEPARTMENT OF INTERNAL AUDIT

Audit of
President's Expense Schedules
for the fiscal year ended June 30, 2019



**TENNESSEE
STATE UNIVERSITY**
Department of Internal Audit
3500 John A. Merritt Boulevard
Nashville, Tennessee 37209

October 28, 2019

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

Dear Chairwoman Cole:

Enclosed is the internal audit report of the expenses of the Office of the President for Tennessee State University for the fiscal year July 1, 2018 to June 30, 2019, as required by Tennessee Code Annotated, Title 49, Chapter 7, and Tennessee State University Policy 4:03:03:60. The objectives of the audit were to determine compliance with state statutes and institutional policies regarding expenses and to identify and report all expenses for the fiscal year that were made by, at the direction of or for the benefit of the president regardless of the funding source.

The audit revealed no significant statutory or policy violations, material omissions from the expense reports or deficiencies in internal controls.

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

Sincerely,

Adrian R. Davis

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

CC: Dr. Glenda Baskin Glover, President
Mr. Horace Chase, Vice President for Business and Finance

Tennessee State University
Audit of President's Expenses
For the Fiscal Year July 1, 2018 – June 30, 2019

President	Dr. Glenda Baskin Glover	Internal Auditor	Adrian R. Davis, CPA, CGFM , Director of Internal Audit																																																																								
Objectives	To comply with Tennessee Code Annotated, Title 49, Chapter 7 and Tennessee State University Policy 4:03:03:60, by performing an internal financial audit of the Office of the President for the fiscal year July 1, 2018 to June 30, 2019; to determine compliance with state statutes and institutional policies regarding expenses; and to identify and report all expenses made by, at the direction of or for the benefit of the president regardless of the funding source.																																																																										
Scope	The audit included all accounts under the direct budgetary control of the president, whether funded by institutional funds, foundation funds or external sources and other accounts as necessary. The audit was conducted in accordance with the <i>International Standards for the Professional Practice of Internal Auditing</i> , issued by the Institute of Internal Auditors and included tests of the accounting records and such other auditing procedures considered necessary.																																																																										
Analysis	<p>The following is a summary by funding source of (1) certain expenses made by, at the direction of, or for the benefit of the president, and (2) salary and benefits and any other operating expenses for the president's office during the fiscal year ended June 30, 2019:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">President:</th> <th style="text-align: right;"><i>Institutional</i></th> <th style="text-align: right;"><i>Foundation</i></th> <th style="text-align: right;"><i>External</i></th> <th style="text-align: right;">Total</th> </tr> </thead> <tbody> <tr> <td>Salary and Benefits</td> <td style="text-align: right;">\$ 378,914</td> <td style="text-align: right;">\$ -</td> <td style="text-align: right;">\$ -</td> <td style="text-align: right;">\$ 378,914</td> </tr> <tr> <td>Discretionary Allowance</td> <td style="text-align: right;">5,000</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">5,000</td> </tr> <tr> <td>Other Allowances</td> <td style="text-align: right;">400</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">400</td> </tr> <tr> <td>Salary, Benefits & Other Payments</td> <td style="text-align: right;"><u>384,314</u></td> <td style="text-align: right;"><u>-</u></td> <td style="text-align: right;"><u>-</u></td> <td style="text-align: right;"><u>384,314</u></td> </tr> <tr> <td> Schedule A - Travel</td> <td style="text-align: right;"> 40</td> <td style="text-align: right;"> -</td> <td style="text-align: right;"> -</td> <td style="text-align: right;"> 40</td> </tr> <tr> <td>Schedule B - Business Meals & Hospitality</td> <td style="text-align: right;">25,274</td> <td style="text-align: right;">12,729</td> <td style="text-align: right;">54,270</td> <td style="text-align: right;">92,273</td> </tr> <tr> <td>Schedule C - Other Expenses</td> <td style="text-align: right;">14,445</td> <td style="text-align: right;">12,966</td> <td style="text-align: right;">-</td> <td style="text-align: right;">27,411</td> </tr> <tr> <td>Total Expenses for the President</td> <td style="text-align: right;"><u>424,073</u></td> <td style="text-align: right;"><u>25,695</u></td> <td style="text-align: right;"><u>54,270</u></td> <td style="text-align: right;"><u>504,038</u></td> </tr> <tr> <td> President's Office:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Salary and Benefits</td> <td style="text-align: right;">271,839</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">271,839</td> </tr> <tr> <td>Other Expenses (supplies, telecommunication, etc.)</td> <td style="text-align: right;">19,410</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">19,410</td> </tr> <tr> <td></td> <td style="text-align: right;"><u>291,249</u></td> <td style="text-align: right;"><u>-</u></td> <td style="text-align: right;"><u>-</u></td> <td style="text-align: right;"><u>291,249</u></td> </tr> <tr> <td> Total Expenses</td> <td style="text-align: right;"> <u>\$ 715,322</u></td> <td style="text-align: right;"> <u>\$ 25,695</u></td> <td style="text-align: right;"> <u>\$ 54,270</u></td> <td style="text-align: right;"> <u>\$ 795,287</u></td> </tr> </tbody> </table> <p>Additional Disclosures:</p> <p>Discretionary Allowance – The President was provided a discretionary spending allowance. Use of the allowance was not included in tests performed during the audit because the President elected for it to be paid as taxable income.</p> <p>Other Allowances – The university paid the Professional Privilege Tax on behalf of the President. The \$400 is included as taxable income to the President and is included in the Other Payments amount above.</p>					President:	<i>Institutional</i>	<i>Foundation</i>	<i>External</i>	Total	Salary and Benefits	\$ 378,914	\$ -	\$ -	\$ 378,914	Discretionary Allowance	5,000	-	-	5,000	Other Allowances	400	-	-	400	Salary, Benefits & Other Payments	<u>384,314</u>	<u>-</u>	<u>-</u>	<u>384,314</u>	 Schedule A - Travel	 40	 -	 -	 40	Schedule B - Business Meals & Hospitality	25,274	12,729	54,270	92,273	Schedule C - Other Expenses	14,445	12,966	-	27,411	Total Expenses for the President	<u>424,073</u>	<u>25,695</u>	<u>54,270</u>	<u>504,038</u>	 President's Office:					Salary and Benefits	271,839	-	-	271,839	Other Expenses (supplies, telecommunication, etc.)	19,410	-	-	19,410		<u>291,249</u>	<u>-</u>	<u>-</u>	<u>291,249</u>	 Total Expenses	 <u>\$ 715,322</u>	 <u>\$ 25,695</u>	 <u>\$ 54,270</u>	 <u>\$ 795,287</u>
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	<p>Athletic Tickets – The President was provided tickets to university athletic events. The face value of the tickets totaled \$32,325 and parking passes totaled \$2,000 for the period.</p> <p>Housing – The President is provided the use of a residence. Costs to maintain the home are paid by the university and totaled \$12,814 for the period.</p> <p>External Sources – This report includes the cost of items provided, paid, or reimbursed by external sources for the benefit of the President.</p>		
Observations	No issues were noted.		
Questioned Costs	None	Recoveries	N/A
Conclusion	The objectives of the audit of the expenses of the Office of the President for Tennessee State University for the fiscal year July 1, 2018 through June 30, 2019 were achieved. The audit revealed no significant statutory or policy violations, material omissions from the expense reports or deficiencies in internal controls. The supplemental schedules included with this report fairly represent the expenses of the president’s office.		
Restriction on Use of Report	<i>This report is intended solely for the internal use of the Tennessee State University Board of Trustees and Tennessee State University. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the TSU Audit Committee and Tennessee State University Office of Internal Audit, and handled in accordance with institutional policies; however, this report is a matter of public record.</i>		

Tennessee State University
Schedule A- Travel Expenses for the President
For the Period July 1, 2018 to June 30, 2019

Description	<i>President's Budgetary Accounts</i>			Total
	Institutional	Foundation	External Sources	
Registration fee for Leadership Nashville event	\$ 40	-	-	\$ 40
Total Travel Expenses for the President	\$ 40	-	-	\$ 40

Tennessee State University
Schedule B- Business Meals & Hospitality for the President
For the Period July 1, 2018 to June 30, 2019

Description	<i>President's Budgetary Accounts</i>			Total
	Institutional	Foundation	External Sources	
Aramark (President's Hospitality Account 2018-2019)	\$ -	\$ -	\$ 54,270	\$ 54,270
Reimbursement for refreshment purchase	-	137	-	137
Catering for suites at Nissan Stadium - Titans football games	-	11,092	-	11,092
Table for 10 at TSU Scholarship Gala	-	1,500	-	1,500
Catering for suites at Nissan Stadium - TSU football games	25,274	-	-	25,274
Total Business & Meals & Hospitality Expenses	\$ 25,274	\$ 12,729	\$ 54,270	\$ 92,273

Tennessee State University
Schedule C - Other Expenses for the President
For the Period July 1, 2018 to June 30, 2019

Description	<i>President's Budgetary Accounts</i>			Total
	Institutional	Foundation	External Sources	
Quarterly Billing for home security system	\$ 1,444 *	-	-	\$ 1,444
Holiday lights (decorations and installation) at President's home	9,746 *	-	-	9,746
Washing machine for President's home	391 *	-	-	391
Notary fee and supplies for President's Executive Assistant	107	-	-	107
Conference registration fee for President's Executive Assistant	125	-	-	125
Extended Service contract for Signature Machine	499	-	-	499
College Board membership fee	400	-	-	400
Pull page AD for 2018 White Rose Ball	500	-	-	500
Miscellaneous supplies for the President's home	1,233 *	-	-	1,233
Joy's Flowers (Funeral sprays, floral arrangements, and snacks)	-	895	-	895
President Discretionary Fund (Student scholarships)	-	9,803	-	9,803
Travel expenses for the Director of Special Projects	-	1,349	-	1,349
Reimbursement for supplies	-	128	-	128
Manual Check Fee related to payment to Levy Restaurants	-	100	-	100
Travel expenses for companion to commencement speaker	-	691	-	691
Total Other Expenses for the President	\$ 14,445	\$ 12,966	\$ -	\$ 27,411

* Expense for the President's home

DEPARTMENT OF INTERNAL AUDIT

Equipment Inventory Confirmation

Fiscal Year Ended June 30, 2019



November 1, 2019
Dr. Glenda Glover, President
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, TN 37209-1561

Dear Dr. Glover:

Enclosed is the internal audit report related to our physical inspection of a sample of equipment items included on the fiscal year 2019 equipment listing. The equipment listing is updated as part of the university's annual year-end inventory process.

The overall objectives of this review were to ensure that capital assets were present, and that management was accurately verifying and updating the status of items included on the equipment listing. The results of our review found that most custodians were not ensuring that the items assigned to them are accurately described on the equipment listing at year-end. The fiscal year 2019 equipment deadline for related custodians to verify and/or update the information for capital items assigned to them was June 19, 2019. At August 16, 2019, 42 of the 53 departments with capital equipment items (79%) had not submitted their completed inventory to Facilities Management.

See the results of our review in the attached report.

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

Sincerely,

Adrian P. Davis

Adrian Davis, CPA, CGFM, Director
Department of Internal Audit

CC: Dr. Deborah A. Cole, Audit Committee Chair
Mr. Horace Chase, Vice President for Business and Finance

AUDIT RESULTS

Tennessee State University maintains assets such as land, buildings, software, library holdings, and equipment. In accordance with the Tennessee Code Annotated, 9-18-102, university management is responsible for establishing and maintaining internal controls to provide reasonable assurance that assets are safeguarded against waste, loss, unauthorized use or misappropriation. University policy is to capitalize equipment items with a cost of \$5,000 or more. The items are then depreciated over their useful life. For equipment valued at \$5,000 or greater, personnel in Central Receiving will attach a property tag to the item. In addition, Central Receiving personnel enters the tag and serial numbers for the capital item(s) into the purchasing system.

On July 17, 2019, we were provided with the fiscal year 2019 equipment listing. The listing included items with original costs totaling \$31,405,793.97. We isolated items with purchase dates after July 1, 2014 for inclusion in our testing population. This isolated listing included 446 capital asset items totaling \$8,102,907.79. These 446 capital items were assigned to 53 university departments. At August 16, 2019, 42 of these 53 departments (79%) had not submitted their completed inventories to Facilities Management.

We randomly selected 50 items for physical inspection from the year-end equipment listing of items purchased after July 1, 2014. These 50 items were held in 14 different departments and had original costs totaling \$976,464.93.

For the 50 items selected for physical inspection, we found that:

- ✓ All capital equipment items in the sample were located.

- ❖ For 22 of 50 equipment items selected for physical inspection, the related custodians did not ensure that the location of the item was updated on the equipment listing.

- ❖ For 8 of the 50 equipment items selected for physical inspection, the related custodian did not ensure that the equipment listing correctly showed the item's serial number.
 - Four of the eight items were pianos purchased in 2016. The total number of pianos purchased totaled 25. Five of the pianos were included in our sample. We obtained a listing of the serial and tag number combinations for the 25 pianos from the Director of Procurement Services. The listing was completed by personnel in Central Receiving while receipting the items when they were originally received. The serial and tag number combinations on the listing agree to the combinations observed by Auditors during physical inspection. The combinations did not agree with those included in the equipment list obtained from the Administrative Coordinator for the selected items.

 - For the remaining four items, we found where there was an incorrect number/typo included in the serial number included on the equipment listing.

Conclusion

The results of our testing show that many custodians of capital equipment are not reviewing and/or updating the university's equipment listing at year-end as required. For items included in our sample with the incorrect location documented, we advised the related custodian to provide

updated location information to the Administrative Coordinator, Facilities Management, who is in charge of facilitating the equipment process. In addition, the Administrative Coordinator was notified of the errors in our sample related to serial numbers and advised to update the equipment listing for the identified items according to how the items are tagged.

Recommendations

Senior management at the university should ensure that all capital item custodians understand the importance of, and timely complete, the inventory process at year-end. Not ensuring the accuracy of equipment information represents a weakness in the internal control process as it affects the university's accountability for its resources.

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

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

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

MOTION: To approve going into Executive Session to discuss items deemed confidential under State law.

**Tennessee State University
Board of Trustees**



**Finance and Budget
Committee Report**

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

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

Tennessee State University – Main Campus
McWhorter 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 the September 26, 2019, Finance and Budget Committee Meeting Minutes
- IV. Approval of the Institutional Revised Budget
- V. Finance and Budget Committee Report
- VI. Report on Enrollment
- VII. Update on Enrollment, Marketing and Student Recruitment Plan
- VIII. Report on University’s Electrical Grid and Power Outage Incidents and Related Issues

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the September 26, 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 September 26, 2019, Finance and Budget Committee meeting is included in the November 21, 2019, Board materials.

MOTION: To approve the minutes from the Board of Trustees' September 26, 2019, Finance and Budget Committee meeting, as contained in the Board materials for the Board's November 21, 2019, meeting.

**Tennessee State University Board of Trustees
Finance and Budget Committee Meeting.
September 26, 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, Richard Lewis, and Bill Freeman.

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

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Alisa Mosley, Interim 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. John Cade, Vice President of Enrollment Management; Dr. Charlise Anderson, Director, Accreditation & Assessment; and Terrence Izzard, Associate Vice President of Enrollment Management.

Guests Present: Lauren Collier, Tennessee Higher Education Commission; and Dr. Joseph Silver, Consultant, Silver & Associates.

I. CALL TO ORDER

Trustee Corbeil called the meeting to order at 11:53 a.m. on September 26, 2019.

II. ROLL CALL/DECLARATION OF A QUORUM

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

III. APPROVAL OF THE JUNE 13, 2019, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

Trustee Corbeil proceeded to the approval of the June 13, 2019, Finance and Budget Committee meeting minutes, as included in the September 26, 2019, board materials. Trustee Corbeil moved to approve the minutes. Trustee Lewis seconded the motion, which carried unanimously.

IV. FINANCE AND BUDGET REPORT

Chair Corbeil announced the next item on the agenda is the Finance and Budget report. The materials for this agenda item were included in the September 26, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item. VP Chase was designated to present information related to this item.

VP Chase shared the budget update for the FY20. He emphasized that the university made budget cuts of approximately \$6.1 million. He explained that \$4.6M came from vacant positions, while operations facilitated the other \$1.5M. These cuts eliminated 127 vacant positions. Mr. Chase also stated that \$9.3M was needed to adjust for FY21 and beyond. This is to ensure that we stay in line with our reoccurring expenditures and revenue.

VP Chase pointed out that the FY20 Fall revenue was consistent with the conservative revenue projections that were made in the Proposed Budget. He said that he considered the past 3-yr trend when making the projections.

Chair Corbeil asked VP Chase to expand on why the 3% enrollment growth was not reflected in the revenue, noting that revenue decreased even though enrollment increased.

VP Chase explained that with the introduction of the Coding Project, several employees, alumni and a number of students had their cost waived.

President Glover added that for dual enrollment the Tennessee Higher Education Commission (THEC) has a \$500 Cap on each dual enrolled student. Another factor was that FTE did not go up.

Chair Corbeil asked VP Chase for a summary of the count, (students, faculty, alumni) for the next meeting. He was concerned why the revenue was not following the student growth.

Trustee Sekmen stated that the information he had was that registration was up by 33.8% and FTE was up 11.3%. He said the problem he saw was that there were two types of students taking the Coding course: Degree seeking and Non-Degree seeking. He added that his concern was with the Non-Degree seeking students who were enrolled in the course TELC 5005. There were approximately 600 students who were primarily employees, faculty and alumni.

Trustee Sekmen pointed out that from the faculty perspective, the TELC 5005 course should have been designed as a Continuing Education activity rather than a course. President Glover objected to that suggestion. Trustee Sekmen added that a graduate student must take 12 hrs and since this class was the only one being taken by many of the enrolled students, it had a negative effect on the FTE.

Chair Corbeil encouraged Trustee Sekmen to get together with VP Chase in order to reconcile the numbers regarding the Non-Degree seeking students. He asked that VP Chase present the reconciled numbers to the committee at the November meeting.

Trustee Sekmen stated that he is projecting a \$5M student write-off this year. Chair Corbeil responded that although Trustee Sekmen has been correct with his projections in the past, he is hoping that he is incorrect with this one.

VP Chase stated that he always has a contra revenue line in the budget so as to anticipate what revenue is not received. The fact is he has an allowance in place for that adjustment.

Again, Chair Corbeil stressed that the numbers should be reconciled before the committee moves to the final budget. He said that the revised budget is due in November. He also reminded the committee that there will be no use of reserve funds unless for emergency.

VP Chase stated that there will need to be another \$9M / \$10M cut in the FY21 budget (next July). He stated that it was going to be announced early so that each department can better prepare for it.

Trustee McKenzie asked what percentage of projected revenue was federal funding, since economic analysts were predicting an impending recession and federal funding to institutions would be impacted. VP Chase replied that it was a small percentage and that the majority (approx.. 90%) of our funding came from tuition and fees, state appropriation funding.

Trustee Mitchell asked that a visual be provided of the projections and suggested a 5 yr comparison.

Trustee Lewis stated that he was very concerned about the elimination of 127 vacant positions, yet it seems as if we did not have enough qualified personnel. He added that numbers that are presented to the Board should be correct. He also reminded the committee that state appropriations were based on graduation rates.

VP Chase noted that for FY21 the university was going to utilize benchmarks. He stated that he was looking at other institutions, i.e. ETSU, APSU and TTU for the percentage benchmarks and attempt to adjust to those percentages here. He also stated that when there is a 10% budget cut, there is a good probability that it will involve people. He wanted to address that issue now so that we could be on a sound financial base.

Trustee Lewis asked if that 10% cut will mean eliminating faculty. President Glover stated that there will be no cut to faculty positions.

Trustee Sekmen reminded the committee that there was a \$6.1M already cut and \$3M cut was still needed. He stated that enrollment is not stabilized, it has been on the decline. Chair Corbeil agreed that tough decisions had to be made. Short-term or long-term basis.

VP Chase reiterated that FY20 budget: \$6.1M cut. He stated that the faculty/department did not have time to prepare for the hit. He made modifications of \$1.5M. The difference in FY21 is that we all will know in advance, starting July 1st.. therefore, we have 9months to make the decisions.

Trustee McKenzie said that we will have to do more with less and this will mean having to deal with many disgruntled people.

Chair Corbeil stated that the benchmark activities will help us to make informed decisions and that we should move forward with the consultant's report.

Trustee McKenzie reminded everyone that messaging is critical in a situation like this and it will have a direct affect on the Office of the President.. He suggested that we all follow the communications policy and set strict rules around what to say and who could say anything.

Chair Walker added that there should be talking points so that everyone would be saying the same thing. He reminded the committee that we should all be protecting the presidency.

V. AUTHORIZATION FOR PRESIDENT TO ACT TO FACILITATE TWO REAL ESTATE PROJECTS

Chair Corbeil introduced the next item on the agenda as the authorization for President Glover to facilitate two real estate projects. The materials for this agenda item are included in your September 26, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item and so Atty. Laurence Pendleton presented the information related to this item.

The two projects referenced can be found in the Board materials dated September 26, 2019 on page 58.

Trustee McKenzie pointed out that though we are able to work directly with the entities involved, we should select qualified individuals to represent the university. Trustee Lewis concurred and expressed his concern as to whether or not we had done our due diligence. He did not want a repeat of what transpired regarding the Titans Stadium issue.

President Glover assured the committee that the university will have counsel.

Trustee Lewis stressed that we needed to have ‘qualified’ people negotiating on behalf of the university. He was adamant that what happened in the past with regards to representation at the negotiating table was due to lack of due diligence. He wanted to go on record as having abstained from voting on this motion.

Chair Corbeil moved to recommend to the full Board the authorization for President Glover to act to facilitate project 1 and project 2 as referenced in the materials for the September 26, 2019 board meeting. Two members were in favor and one abstained.

VI. REPORT ON ENROLLMENT

Chair Corbeil introduced the next item on the agenda is the report on the enrollment. The materials for this agenda item are included in your September 26, 2019, Board meeting materials.

Chair Corbeil asked President Glover or her designees Mr. Terrance Izzard and Dr. Cade, to provide the report for this item as it pertains to the agenda item. For this presentation, Dr. Cade deferred to Mr. Izzard.

Dr. Cade presented the report on enrollment and instructed that the information could be located at page 61 in the Board materials. He pointed out that the university gets paid based on tuition,

benchmarks and graduation numbers. He explained that the 8, 089 total headcount for Fall was including 800 students who were taking the Apple Coding class. President Glover noted that the institution always has students who take classes for free.

Recognizing that there was a discrepancy, Chair Corbeil suggested that updated information was needed by the next meeting.

Trustee Corbeil thanked President Glover and Mr. Izzard for the presentation.

VII. UPDATE ON ENROLLMENT, MARKETING AND STUDENT RECRUITMENT PLAN

Chair Corbeil announced the next item on the agenda as the update on the Enrollment, Marketing, and Student Recruitment Plan. The information for this item was included in the Board meeting materials dated September 26, 2019.

Chair Corbeil asked President Glover or her designees to provide the report for this item as it pertains to the agenda item. For this presentation, Dr. Cade deferred to Mr. Izzard.

Mr. Izzard directed the committee to pages 64 and 65 of the board materials dated September 26, 2019. He added that his strategic plan was working and then directed attention to the Results column of his report.

Trustee Corbeil was interested in knowing the yield number based on the 1489 intent to enroll number. Dr. Cade interjected stating that though he was still finalizing the numbers, it was 1200.

President Glover proceeded to explain the Black College Application that TSU was going to adopt. It will cost the student \$35.00 She stated that we would try this for 1 year.

Chair Corbeil thanked President Glover and her team for the report.

VIII. ADJOURNMENT

Chair Corbeil moved to adjourn the meeting. Trustee Lewis and Trustee Mitchell seconded and the motion carried. The meeting adjourned at 1.

**Tennessee State University
Board of Trustees**



**Approval of the
Institutional Revised Budget**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the Institutional Revised Budget

RECOMMENDED ACTION: Approval – Roll call vote

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

The November 21, 2019, Board materials contain the Institutional Revised Budget for FY 2019-2020 and related information.

MOTION: To approve the Institutional Revised Budget, as contained in the Board materials for the Board’s November 21, 2019, meeting.

Background Information:

The purpose of this agenda item is to consider for approval the *Revised Budget* for Fiscal Year 2019-20. The budget expenditures in the Revised Budget increased by \$5,217,100.

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

Under the Budget Control policy, the first budget – 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 late Summer/early fall Board meeting. The Proposed Budget for Fiscal Year 2019-20 was presented to the Board’s Finance and Budget Committee and reported to the Board and approved at the June 13, 2019, meeting.

The second budget – 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 third and final budget submitted for each fiscal year is the *Estimated Budget*. It includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year. The Fiscal Year 2018-19 Estimated Budget was approved at the June 13, 2019, Board meeting. The Fiscal Year 2018-19 Revised Budget had the potential to require a transfer of \$9.3 million from Unexpended Plant Funds. However, steps were taken to reduce costs by freezing positions and reducing operational costs. Therefore, the 2018-19 Estimated Budget reflected a projection of transferring \$4,972,100 of Unexpended Plant Funds. The actual transfer at June 30, 2019 of Unexpended Plant Funds \$4,175,000.

	OPEB Expense increase		\$ 1,620,000.00
*	2nd half of Governor's Scholarship Allocation		\$ 1,000,000.00
*	Facilities Emergencies		\$ 505,000.00
*	Student Need Assistance Scholarships		\$ 800,000.00
*	Facilities Electrical emergency		\$ 75,432.00
	Faculty promotions		\$ 480,000.00
	Other (New Hires, salary adjustments, etc)		\$ 736,668.00
	Total change from Proposed Exp to Revised Exp		\$ 5,217,100.00
*	Non-recurring Expenditures of \$2,380,432		
	Recurring Expenditures of \$2,836,668		

FORM I

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July 1 Budget 2019-20	October 31 Budget 2019-20	Percent Change Over Actual
Unrestricted Current Fund Balances at Beginning of Period:				
0505 Allocation for Encumbrances	4,233,292	24,800	4,225,400	-0.19%
0510 Allocation for Working Capital	5,910,700	75,000	4,252,900	-28.05%
0515 Special Allocations	6,296,242	5,301,400	6,489,100	3.06%
0520 Unallocated Balance	(11,232,428)	-	(9,759,600)	-13.11%
Total Balances	5,207,806	5,401,200	5,207,800	0.00%
Revenues				
A. Educational and General				
1005 Tuition and Fees	76,078,576	68,667,200	68,667,200	-9.74%
1015 State Appropriations	39,342,738	42,546,400	42,768,900	8.71%
1025 Federal Grants and Contracts	2,543,685	2,500,000	2,500,000	-1.72%
1030 State Grants and Contracts	27,769	33,000	33,000	18.84%
1035 Local Gifts, Grants and Contracts	-	-	-	0.00%
1040 Private Gifts, Grants and Contracts	45,895	47,000	47,000	2.41%
1045 Foundation Gifts	25,000	25,000	25,000	
1050 Sales & Services of Educ. Depts.	109,946	124,300	124,300	13.06%
1055 Sales & Services of Other Activities	4,829,156	5,157,200	5,157,200	6.79%
1060 Other Sources	1,587,167	4,730,000	4,732,200	198.15%
Total Educ. & General	124,589,932	123,830,100	124,054,800	-0.43%
B. Sales/Svs Aux Enterprises				
1505 B. Sales/Svs Aux Enterprises	26,240,206	26,420,300	26,420,300	0.69%
Total Revenues	150,830,138	150,250,400	150,475,100	-0.24%

FORM I

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July 1 Budget 2019-20	October 31 Budget 2019-20	Percent Change Over Actual
Expenditures				
A. Education & General Expenditures				
2000 Instruction	57,565,688	59,631,100	61,271,300	6.44%
2500 Research	2,191,593	2,622,300	2,564,300	17.01%
3000 Public Service	1,347,667	1,350,200	1,368,200	1.52%
3500 Academic Support	9,324,348	10,565,100	11,051,200	18.52%
4000 Student Services	17,016,285	16,269,200	16,374,400	-3.77%
4500 Institutional Support	12,710,012	11,369,300	12,329,000	-3.00%
5000 Operation & Maint. of Plant	16,600,941	13,794,400	14,193,800	-14.50%
5500 Scholarships & Fellowships	9,533,206	9,682,200	11,348,700	19.04%
Educ. & Gen. Expenditures	<u>126,289,739</u>	<u>125,283,800</u>	<u>130,500,900</u>	3.33%
Mandatory Transfers				
6005 Principal & Interest	<u>2,474,017</u>	<u>1,368,900</u>	<u>1,368,900</u>	-44.67%
Total Mandatory Transfers	<u>2,474,017</u>	<u>1,368,900</u>	<u>1,368,900</u>	-44.67%
Non-Mandatory Transfers for:				
6505 Transfers to Unexpended Plant Fund	(4,174,991)	-	(5,305,500)	27.08%
6507 Transfers to Renewal and Replacement	110,000	-	-	-100.00%
6510 Other Transfers	(108,833)	(3,000,000)	(3,000,000)	2656.52%
Total Non-Mandatory Transfers	<u>(4,173,824)</u>	<u>(3,000,000)</u>	<u>(8,305,500)</u>	98.99%
Total Education and General	<u>124,589,932</u>	<u>123,652,700</u>	<u>123,564,300</u>	-0.82%

FORM I

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July 1 Budget 2019-20	October 31 Budget 2019-20	Percent Change Over Actual
B. Auxiliary Enterprises Expenditures				
7005 Auxiliary Enterprises Expenditures	21,191,860	20,676,100	20,676,100	-2.43%
Mandatory Transfers for:				
7505 Principal and Interest	1,852,710	1,783,200	1,783,200	-3.75%
Total Mandatory Transfers	<u>1,852,710</u>	<u>1,783,200</u>	<u>1,783,200</u>	-3.75%
Non-Mandatory Transfers for:				
8005 Transfers to Unexpended Plant Fund	1,853,692	3,000,000	3,000,000	61.84%
8007 Transfers to Renewal and Replacement	1,341,944	961,000	961,000	-28.39%
Total Non-Mandatory Transfers	<u>3,195,636</u>	<u>3,961,000</u>	<u>3,961,000</u>	23.95%
Total Auxiliary Enterprises	<u>26,240,206</u>	<u>26,420,300</u>	<u>26,420,300</u>	0.69%
Total Expenditures & Transfers	<u>150,830,138</u>	<u>150,073,000</u>	<u>149,984,600</u>	-0.56%
8405 Prior Period Adjustments	<u>-</u>	<u>-</u>	<u>-</u>	0.00%
Unrestricted Current Fund Balances at End of Period:				
8505 Allocation for Encumbrances	4,225,382	26,000	27,500	-99.35%
8510 Allocation for Working Capital	4,252,897	80,000	83,700	-98.03%
8515 Special Allocations	6,489,125	5,472,600	5,587,100	-13.90%
8520 Unallocated Balance	<u>(9,759,598)</u>	<u>-</u>	<u>-</u>	-100.00%
Total Balances	<u>5,207,806</u>	<u>5,578,600</u>	<u>5,698,300</u>	9.42%

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	102,076	75,400	124,200
0510 Allocation for Working Capital	-	40,000	-
0515 Special Allocations	18,246	24,800	18,600
0520 Unallocated Balance	558,304	-	556,900
Total Balances	678,626	140,200	699,700
Revenues			
A. Educational and General			
1015 State Appropriations	619,400	628,800	1,429,200
Total Revenues	619,400	628,800	1,429,200
Expenditures			
A. Education & General Expenditures			
2500 Research	598,324	627,700	1,983,000
Educ. & Gen. Expenditures	598,324	627,700	1,983,000
Mandatory Transfers			
6005 Principal & Interest	-	-	-
Total Mandatory Transfers	-	-	-
Non-Mandatory Transfers for:			
6505 Transfers to Unexpended Plant Fund	-	-	-
6507 Transfers to Renewal and Replacement	-	-	-
6510 Other Transfers	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-
6512 Transfers from Renewal and Replacement	-	-	-
6515 Transfers from Other Funds	-	-	-
Total Non-Mandatory Transfers	-	-	-
Total Education and General	598,324	627,700	1,983,000
Total Expenditures & Transfers	598,324	627,700	1,983,000
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	124,248	76,100	77,300
8510 Allocation for Working Capital	-	40,000	40,000
8515 Special Allocations	18,582	25,200	28,600
8520 Unallocated Balance	556,872	-	-
Total Balances	699,702	141,300	145,900

FORM I

INSTITUTE OF AGRICULTURAL AND ENVIRONMENTAL RESEARCH
SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	402,969	317,300	111,100
0510 Allocation for Working Capital	-	100,000	-
0515 Special Allocations	106,251	106,300	108,400
0520 Unallocated Balance	1,995,198	-	3,501,100
	<u>2,504,418</u>	<u>523,600</u>	<u>3,720,600</u>
Revenues			
A. Educational and General			
1015 State Appropriations	3,613,700	3,607,200	4,771,800
	<u>3,613,700</u>	<u>3,607,200</u>	<u>4,771,800</u>
Expenditures			
A. Education & General Expenditures			
2500 Research	2,397,458	3,603,900	6,949,705
Educ. & Gen. Expenditures	<u>2,397,458</u>	<u>3,603,900</u>	<u>6,949,705</u>
Mandatory Transfers			
6005 Principal & Interest	-	-	
6010 Renewals & Replacements	-	-	
	<u>-</u>	<u>-</u>	<u>-</u>
Non-Mandatory Transfers for:			
6505 Transfers to Unexpended Plant Fund	-	-	1,000,000
6507 Transfers to Renewal and Replacement	-	-	
6510 Other Transfers	-	-	
6511 Transfers from Unexpended Plant Fund	-	-	-
	<u>-</u>	<u>-</u>	<u>1,000,000</u>
Total Education and General	<u>2,397,458</u>	<u>3,603,900</u>	<u>7,949,705</u>
	<u>2,397,458</u>	<u>3,603,900</u>	<u>7,949,705</u>
8405 Prior Period Adjustments	-	-	
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	111,141	318,700	323,400
8510 Allocation for Working Capital	-	100,000	100,000
8515 Special Allocations	108,411	108,200	119,295
8520 Unallocated Balance	3,501,108	-	-
	<u>3,720,660</u>	<u>526,900</u>	<u>542,695</u>

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	305,440	307,300	248,600
0510 Allocation for Working Capital	-	150,000	-
0515 Special Allocations	105,300	110,100	108,300
0520 Unallocated Balance	2,697,982	-	1,895,900
Total Balances	3,108,722	567,400	2,252,800
Revenues			
A. Educational and General			
1015 State Appropriations	3,610,200	3,692,600	3,703,500
Total Revenues	3,610,200	3,692,600	3,703,500
Expenditures			
A. Education & General Expenditures			
3000 Public Service	4,466,118	3,674,000	5,363,695
Educ. & Gen. Expenditures	4,466,118	3,674,000	5,363,695
Mandatory Transfers			
6005 Principal & Interest	-	-	-
6010 Renewals & Replacements	-	-	-
Total Mandatory Transfers	-	-	-
Non-Mandatory Transfers for:			
6505 Transfers to Unexpended Plant Fund	-	-	-
6507 Transfers to Renewal and Replacement	-	-	-
6510 Other Transfers	-	-	-
6511 Transfers from Unexpended Plant Fund	-	-	-
Total Non-Mandatory Transfers	-	-	-
Total Education and General	4,466,118	3,674,000	5,363,695
Total Expenditures & Transfers	4,466,118	3,674,000	5,363,695
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	248,625	308,400	311,300
8510 Allocation for Working Capital	-	165,000	170,200
8515 Special Allocations	108,306	112,600	111,105
8520 Unallocated Balance	1,895,873	-	-
Total Balances	2,252,804	586,000	592,605

FORM I

TENNESSEE STATE UNIVERSITY FORESTRY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2018-19	July Budget 2019-20	October Budget 2019-20
Unrestricted Current Fund Balances at Beginning of Period:			
0505 Allocation for Encumbrances	2,832	3,600	-
0515 Special Allocations	5,799	6,900	5,900
0520 Unallocated Balance	696,394	-	724,300
Total Balances	705,025	10,500	730,200
Revenues			
A. Educational and General			
1015 State Appropriations	196,200	198,800	198,900
Total Revenues	196,200	198,800	198,900
Expenditures			
A. Education & General Expenditures			
2500 Research	171,068	198,200	916,100
Educ. & Gen. Expenditures	171,068	198,200	916,100
Total Education and General	171,068	198,200	916,100
Total Expenditures & Transfers	171,068	198,200	916,100
Unrestricted Current Fund Balances at End of Period:			
8505 Allocation for Encumbrances	-	4,100	5,000
8515 Special Allocations	5,886	7,000	8,000
8520 Unallocated Balance	724,271	-	-
Total Balances	730,157	11,100	13,000

**Tennessee State University
Board of Trustees**



Finance and Budget Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019
ITEM: Finance and Budget Report
RECOMMENDED ACTION: None
PRESENTED BY: President Glover

President Glover will provide a Financial and Budget report.

See Board Materials, Attachment A.

**Tennessee State University
Board of Trustees**



Report on Enrollment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019
ITEM: Report on Enrollment
RECOMMENDED ACTION: None
PRESENTED BY: President Glover

President Glover will provide a report on TSU's enrollment. Information pertaining to this agenda item follows.

ENROLLMENT REPORT

APPLICATIONS SUMMARY

Fall 2020 Apps Processed	3080
Fall 2020 Web Applications to be processed	98
Fall 2020 CBCA to be processed	727
Fall 2020 Paper Applications to be processed	274
Total Fall 2020 Applications	4179
Total Fall 2019 Applications	3847
Difference of	332

FALL 2020 APPLICATIONS TO BE PROCESSED

Web Applications to be processed	98
CBCA to be processed	727
Paper Applications to be processed	274
Spring 2020 Applications to be processed	15
TOTAL APPS TO BE PROCESS	1114

Fall 2019 Comparative Enrollment Figures

	Headcount			FTE		
	Fall 2018	Fall 2019	% Diff	Fall 2018	Fall 2019	% Diff
Undergraduate	6,125	5,877	-4.0	5578.67	5306.27	-4.9
Graduate	1,655	2,204	33.2	985.17	1094.00	11.0
Total	7,780	8,081	3.9	6,563.84	6400.27	-2.5

Tennessee State University

Board of Trustees



**Update on Enrollment,
Marketing and Student
Recruitment Plan**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

ITEM: Update on Enrollment, Marketing and Student
Recruitment Plan

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

Commencing at the November 15, 2018, Board meeting, the University has presented a report on enrollment, marketing and student recruitment efforts related to its plan regarding the same. The attachment provides an update on the University's efforts with respect to the plan.

See Attachment.



Strategic Enrollment, Recruitment and Marketing Plan Update – NOVEMBER 2019

Efforts that have occurred since September 2019

GOAL	EFFORTS	RESULTS	NEXT STEPS
<p>STRATEGIC OUTREACH</p> <ul style="list-style-type: none"> • Increase recruitment outreach to traditional high school populations within the state of Tennessee and within the 250 mile radius • Expand outreach to community colleges and transfer students • Expand outreach to International Students • Increase the number of 2 + 2 programs offered by TSU. • Unveil the new Dual Admissions campaign to middle Tennessee community college campuses. • 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. • Increase dual enrollment courses with high school seniors • Participate in duration fair events to recruit adult learner into degree programs. 	<ul style="list-style-type: none"> • Hosted TSU Day in Memphis • Hosted TSU Day in Clarksville • Hosted Family and Group Campus Tours • Hosted Fall Preview Day • Hosted MNPS College Fair at TSU • Attended MNPS Latina Achievers Admissions Panels • Attended MNPS Hispanic College Fair Glen Cliff High School • Attended Shelby County College Fair/Southern Heritage Classic • Hosted Shelby County High Achievers Dinner • Hosted Shelby County Principals and Administrators Dinner • Attended TACRAO recruiting events, college fairs, and high school visits for Middle, East, and West TN including program in each of the major cities of Nashville, Memphis, Knoxville, and Chattanooga • Attended Transfer/College Fairs at Motlow State Community College - Smyrna Campus, Jackson State Community College, Nashville State Community College Main and SE Campuses, and Chattanooga State Community College • Enrolled students in three new Dual Enrollment 	<p>Made personal contact at these events with over 5,200 students</p> <p>Collected 2,200 contact cards completed by perspective students during events</p> <p>Total Applications Fall 2020 - 4179 Fall 2019 – 3847</p> <p>8% increase in the number of applications for Fall 2020</p> <p>Engaged an audience in movie theater reaching on average 96% of viewers with recruitment video or 50,000+ in targeted areas</p> <p>Engaged an audience on Spotify of 9,687 students 55% being the male population ages and 78% being age 13-24</p> <p>Reached over 96% of our targeted audience increasing awareness to counselors in all areas and principals in Shelby County</p> <p>Increased the dual enrollment of high school students attending TSU by 151 students for the Fall 2019 semester a 15% increase overall</p> <p>Dual Enrollment Results Clarksville, TN English 1010 (22 students) English 1010 (13 students) AITT 1001 (5 students) Apple Coding (25 students) Total Students 65</p> <p>Memphis, TN Apple Coding (49 students) Total Students: 49</p> <p>Dual Enrollment Total Fall 2019 114 Exceed exceed enrollment goal of 50 students</p>	<ul style="list-style-type: none"> • Update to current Strategic Recruitment Plan for 2019-2020 Academic School Year • Planning and implementation of several new Recruitment Initiatives and Special Events for International, Verona and Adult Student Learner • Monitor Movie Theater Commercial ROI for the 2019-2020 school year based upon regional and local information • Deploy more music streaming advertising to engage and meet student where they are (direct marketing) Continue text-blasts to incomplete student applications (missing test scores, fees, FAFSA etc.) • International students engage more online social media, "Live" Webinars catered to those students • Continue e-blasts to counselors and principles to remain engaged in all TSU has to offer for their students, creating familiarity and community awareness locally and nationally • Continue to promote the TSU & Apple Partnership to High Schools locally or Nashville Metropolitan area to increase dual enrollment numbers for Spring 2020 by 5% or more • Dual Enrollment Commitments Moving Forward to Fall 2020: Expand Dual Enrollment courses in Clarksville, Memphis, Jackson and Chattanooga.

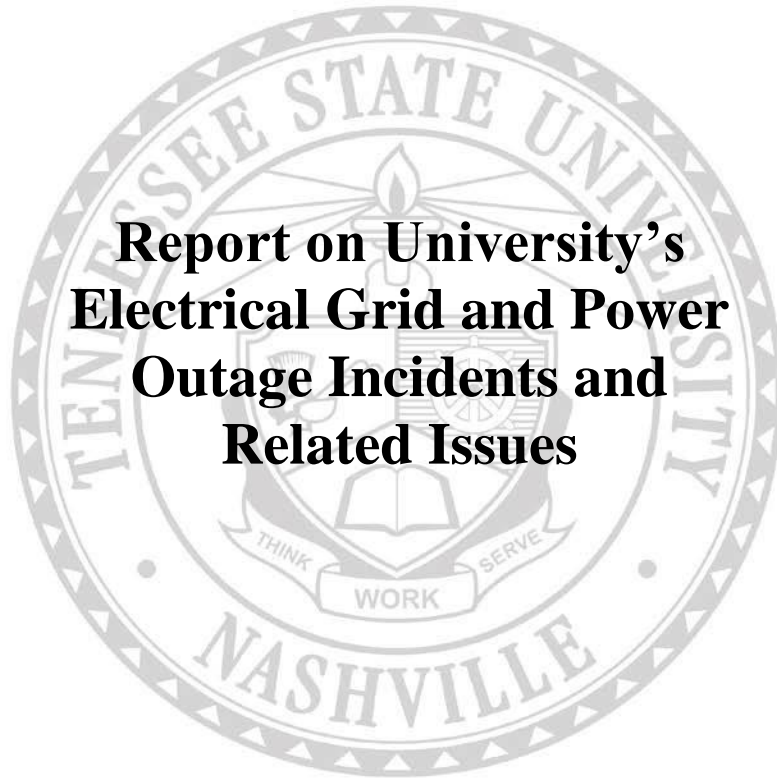
	<p>Courses: English 1010, AITT 1001, Apple Coding</p> <ul style="list-style-type: none"> • New 2+2 program in Applied and Industrial Technologies began with Motlow State Community College in fall 2019 at their McMinnville campus. • Joint Admissions program planning with Nashville State Community College nearing completion • Utilized the following communication mediums: - Movie Theaters :30 second commercial spots promoting the university - Top 10 recruitment areas; Spotify rollout: Push attendance to major semester recruitment event Fall Preview Day - Bulk Text-Blasts, E-Blasts, and Social Media • Expanded outreach to international areas via TSU is my university campaign and social media messenger to reach and answer questions from Foreign inquires • Eblasts to counselors in the Metro Nashville School system and counselors + principals in the Memphis school systems about upcoming events and resources such as Pizza with the President, Fall Preview Day, Dinner with the president, Common Black College App • Promoted Dual Enrollment opportunity, TSU and Apple Inc. partnership creating the National Smart Technology Innovation Center. Utilizing social media video and weekend programs for students "Every Girl Can Code and Create" and Weekday programs where students from Clarksville & Metro Nashville high schools participate in workshops on Robotics, coding and creativity Youth "Everyone Can Code Everyone Can Create" 		
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<p>STRATEGIC MARKETING AND SOCIAL MEDIA CAMPAIGNS</p> <ul style="list-style-type: none"> Update undergraduate and graduate websites and ensure they are inviting, easy to use, and displaying our brand personality to prospective students. 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. 	<ul style="list-style-type: none"> Updated Admissions Homepage to include an event box to promote current event/promotional efforts currently showcasing Common Black College App (linking directly to apply to TSU) utilizing partnership. Also updated photos to use less stock photography, make pages more personalized and impactful Implemented new Marketing Drip campaign for Fall Preview Day to build awareness, generate new leads and create more community through all social media channels (University Channels and Admissions Channels) 	<ul style="list-style-type: none"> Increased site visit traffic and click through based upon google analytics Increase in number of followers on Admissions Social Media pages from October- November increased 2.94% with a bulk coming from Twitter where 38+% is our targeted market students 13-22 	<ul style="list-style-type: none"> Complete an Admissions Website page refresh for the 2020 Semester, school spirit blitz to keep potential and committed students engaged and excited about attending TSU in the Fall 2020. Continue to promote College App to increase applications into the pool by 15% Continue to build brand association, brand value, and overall branding of TSU showcasing new admissions standards and the High Standards/High Achievers
<p>STRATEGIC COMMUNICATIONS</p> <ul style="list-style-type: none"> Telephone campaigns to accepted freshmen, transfers, and readmit students (also to incomplete applicants and high school senior inquiries) Increase communication/follow-up with students via email, text, and direct mail Personalize communications with perspective students to build early connections as early as junior high school 	<p>Utilized Text Blasts to communicate to with perspective students on special events and create early engagement overall of TSU</p> <p>Ongoing telephone, email and SMS text campaigns for admitted students and students with incomplete applications:</p> <ul style="list-style-type: none"> First time Freshmen Transfers Readmits 	<ul style="list-style-type: none"> Increase in the number of applications for admission 	<ul style="list-style-type: none"> Ongoing follow-up to pending/incomplete students
<p>TECHNOLOGICAL INFRASTRUCTURE AND CAPITAL IMPROVEMENTS</p> <ul style="list-style-type: none"> Identify students who enrolled previously but did not re-enroll Enhance the employment of technology throughout the student application process 	<ul style="list-style-type: none"> Joined the Common Black College Application portal Launched new customer relationship manager (Recruit CRM). 	<ul style="list-style-type: none"> Providing daily ongoing support to assist students in completing the application process for Fall 2020 Providing ongoing End-to-end training for admissions and recruitment team 	<ul style="list-style-type: none"> Outreach to perspective students for 2020-2021 academic year.

<p>STRATEGIC FUNDING FOR SCHOLARSHIPS</p> <ul style="list-style-type: none"> • Provide more scholarship dollars to students • Increase both need-based and merit-based funding 	<ul style="list-style-type: none"> • Secured Scholarship partnership with Vulcan Materials • Secured Scholarship partnership with TMCF 	<ul style="list-style-type: none"> • Processed scholarship awards for new and returning students 	<ul style="list-style-type: none"> • Fundraising to increase scholarships for returning and perspective students.
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Tennessee State University

Board of Trustees



**Report on University's
Electrical Grid and Power
Outage Incidents and
Related Issues**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

ITEM: Report on Electrical Grid and Power Outage Incidents
and Related Issues

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on the electrical grid and power outage incidents and related issues. Information pertaining to this agenda item is included in the November 21, 2019, board materials.

TENNESSEE STATE UNIVERSITY

Power Outage Status Report

November 11, 2019

We experience two power outages on campus between September 1, 2019 and October 6, 2019.

The first power outage took place on September 1, 2019:

- Reason for the power outage was a tripped fuse, due to a bad conductor between switch 46 and the Student Success Center. The repairs have been successfully completed.
- Parts of campus were partially down, meaning that we only had Single Face power. Under single face, everything worked except any large motors such as elevators and some compressors, etc.
- Campus only had single face power for approximately for two weeks.
- The use of Generators was not needed during this power outage since all buildings had general power; however, all elevators in the affected buildings were not operational.

The second power outage took place on Monday October 6, 2019:

- Lost power due to a lightning strike that damaged a conductor between Hale Stadium and the Operations building.
- The conductor replacement and all repairs have been completed, and all buildings are now fully operational.
- Generators on Campus and impact to students:
 - Our team worked with CEC Electrical, LLC and I.C. Thomasson Associates, Inc. to identify the source of the problem. Initially we expected the outage to be resolved within a few hours, however the testing and the investigation took approximately three days (Through Wednesday, October 8th) to reveal that the problem and solutions will take longer time to be resolved.
 - All affected areas and immediate safety concerns identified by CEC have been addressed.
 - On Tuesday October 7th, small generators were installed at Wilson and Boyd Halls to give our students hot water.
 - On Wednesday, once the extent of the work to repair the power lines had been identified, the Facilities team researched and contacted three different generator supply companies and secured the rental of 10 to 12 generators.
 - All generators were on site by Thursday. Our team worked with CEC to make the necessary connections and install these generators, but CEC did not have the needed manpower to install all the generators on Thursday.
 - Campus Center and Wilson Hall were the first buildings to have the generators operational on Thursday. This allowed foodservice to have more flexibility to prepare a variety of meals for our students. Prior to Thursday (Monday – Wednesday) our students were served grilled hot meals, food trucks were brought on campus one day, and other food items were delivered to the affected student housing buildings.
 - The remaining affected building were connected to the generators by Friday.

- All generators remain in use until the damaged conductors and switches were repaired and operational.
- During the power outage timeframe, elevators in the affected building were off line and not operational.

Next steps, work to be completed, and on-going work:

- Fall and Winter breaks:
 - Assess the entire campus electrical loop.
 - Repair conductors adjacent to each sub-stations.
 - Expect minimum down time with minimal impact on students (no students in buildings).
 - This work will impact the following facilities:
 - Eppse Hall
 - The Performance Art Center
 - Strange Music Center
 - Clement Hall
 - Rudolph Hall
 - Hale Hall
 - Possibly Watson Residence Center
 - We are currently coordinating the power shutdown with various teams on campus.
- Insurance claims for both outages – Are being finalized by TSU Director of Planning, Design and Construction, Steve Gillette. State electrical consultant has analyzed the damages and claims with the adjuster.
- Emergency project approval for the previously completed emergency electrical repairs and an increased budget for ongoing capital maintenance electrical project, are expected by SBC this week.
- CEC Electrical, LLC will be back on campus to assist during the power loop assessment, scheduled for fall and winter breaks. Any additional repairs or concerns identified by CEC during this assessment will be addressed and rectified at this time. They are also expected to assist during the Electrical master Plan study scheduled for completion by June 1, 2020.
- ICT is also expected to work closely with our team if additional testing is required during the electrical loop assessment and overall Campus Electrical master Plan.
- We will survey and assess the entire campus electrical loop and infrastructure (Electrical master plan) as a Capital maintenance project. This work is scheduled to be completed by June 1, 2020
- In addition to the electrical assessment and master plan, we will be conducting a comprehensive (architectural and building systems) assessment of all our Residence Halls to determine and identify the current overall buildings conditions.

Below you will find a day to day account of the work done during the second power outage:

- Sunday October 6, 2019
 - Notified of a power outage on campus.
- Monday 10/7/19
 - Contractor preliminary inspection determine a fuse had blown in the west substation. Need to determine why fuse blew.
- Tuesday 10/8/19
 - Testing wire to determine if there is an issue with the wire.
 - Installing temporary generators to support hot water system (showers) in Wilson and Boyd.
- Wednesday 10/9/19
 - Located damaged conductor between Hankal and Wilson.
 - Begin removal of existing damaged conductor.
 - Difficulty locating manhole in duct run.
 - Conductor breaks during removal.
- Thursday 10/10/19
 - Located manhole in electrical duct bank run.
 - Pull in new conductors from Hankal to Wilson
 - Brought in industrial size generators to bring Campus center to full power to provide a variety of meals for students. We brought additional generators (10-12) to provide power to the remaining buildings on campus.
- Friday 10/11/19
 - Testing new conductors cabling.
 - Energize new conductor.
 - West substation trips.
 - Install temporary generators in Kean Hall, Campus center.
- Saturday 10/12/19
 - Pull fuse, retesting conductors from west substation to Wilson Hall to locate cause of failure.
 - Located damaged arrestors at Agricultural Biotechnology Bldg.
 - Power is good to the operations building switch.
 - Install Temporary generators in the Agricultural complex. Preparing for Monday classes.

- Sunday 10/13/19
 - Delivering temporary generators across campus.
- Monday 10/14/19
 - CARP connected to generator.
 - Installer jumper across Ag Biotech building switch.
 - Goodwill manor, Harned and McWether on generator not sending power to buildings.
- Tuesday 10/15/19
 - Lawson Hall connected to generator.
 - Library connected to generator.
 - Goodwill manor, Harned and McWether reconnected to the electrical loop.
 - CARP reconnected to the electrical loop, generator disconnected.
- Wednesday 10/16/19
 - Lawson Reconnected to electrical loop, generator disconnected.
 - Daniel Brown Library reconnected to the electrical loop, generator disconnected.
 - Clement Hall reconnected to the electrical loop, generator disconnected.
- Thursday 10/17/19
 - Floyd Payne Campus Center reconnected to the electrical loop, generator disconnected.
 - Wilson Hall reconnected to the electrical loop, generator disconnected.
 - Boyd Hall reconnected to the electrical loop, generator disconnected.
 - Removed damaged conductor in manhole between operations building and football practice field.
 - Order new conductor.
- Friday 10/18/19
 - Complete removed damaged conductor in manhole between operations building and football practice field.
- Saturday 10/19/19
 - Install heater in Ag. Switch.
- Sunday 10/20/19
 - No Work.
- Monday 10/21/19
 - No work due to rain.
- Tuesday 10/22/19

- Pull in new conductor between operations building and switch at the football practice field.
- Wednesday 10/23/24
 - Secure door access to electrical rooms in the following buildings: Agriculture Biotechnology, McWherter Administration, Campus Center, Kean Hall, Humphries, Ag-IT, Clement, Rudolph, Boyd Hall, Daniel Brown Library, Watson Hall, Eppse Hall, Clay Education, Performing Arts, Hale Hall, Torrance Engineering, Holland, CARP, and Lawson.
- Thursday 10/24/24
 - Clean switch at Ag Biotechnology.
 - Install heater to mitigate moisture.
 - Demo damaged arrestors and Install new arrestors.
- Friday 10/25/19
 - Rain no work.

**Tennessee State University
Board of Trustees**



**Academic Affairs and
Student Affairs Committee
Report**

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

8:30 a.m. CST
Thursday, November 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 the September 26, 2019, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of Discontinuance of Two-Year Associates of Nursing Degree
- V. Approval of Bachelor of Business Administration in Hospitality and Tourism
- VI. Approval of Online Delivery of the Master of Science in Nursing Program
- VII. Report on SACSCOC Accreditation Matters
- VIII. Academic Affairs Report
- IX. Student Affairs Report
- X. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the September
26, 2019 Academic
Affairs and the Student
Affairs Committee Meeting
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the September 26, 2019, Academic Affairs and Student Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the September 26, 2019, Academic Affairs and Student Affairs Committee meeting is included in the November 21, 2019 Board materials.

MOTION: To approve the minutes from the Board of Trustees' September 26, 2019, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's November 21, 2019, meeting.

**Meeting of the Tennessee State University Board of Trustees
Academic Affairs and Student Affairs Committee Meeting
September 26, 2019
Tennessee State University – Main Campus –
McWherter Administration Building, President’s Conference Room
3500 John A. Merritt Blvd., Nashville, Tennessee 37209**

MINUTES

Committee Members Present: Trustees Pam Martin, Richard Lewis, Ali Sekmen, and Braxton Simpson

Other Board Members Present: Trustees Deborah Cole, Edith Peterson Mitchell, Joseph Walker, III, and Stephen Corbeil

University Staff Present: President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Alisa Mosley, Interim 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. John Cade, Vice President of Enrollment Management; Dr. Charlise Anderson, Director, Accreditation & Assessment; and Terrence Izzard, Associate Vice President of Enrollment Management.

Guests Present: Lauren Collier, Tennessee Higher Education Commission; and Dr. Joseph Silver, Consultant, Silver & Associates.

I. CALL TO ORDER

Trustee Martin called the meeting to order at 9:10 a.m. on September 26, 2019.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the committee chair’s request. Trustees Martin, Sekmen, and Simpson were present. Secretary Pendleton announced the presence of a quorum.

III. APPROVAL OF THE JUNE 13, 2019, COMMITTEE MEETING MINUTES

Trustee Martin proceeded to the approval of the June 13, 2019, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the June 13, 2019, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Lewis seconded the motion, which carried unanimously.

IV. SACSCOC ACCREDITATION UPDATE

Chair Martin asked President Glover and her designees to provide pertinent information related to this agenda item. President Glover proceeded to introduce the administration’s newest

member, Dr. Charlise Anderson, Director of Assessment and Accreditation. President Glover also introduced a guest to the meeting, Dr. Joseph Silver, Consultant, Silver and Associates. They each gave a short summary of their assignments as it pertains to SACSCOC reporting and in particular to Section 8.2a documentation.

Trustee Martin thanked Dr. Anderson and Dr. Silver for their insight and reassurance that TSU will get past the current probation status. A discussion then ensued among all the Trustees regarding Dr. Anderson's 'dotted' line to President Glover. The Trustees emphasized the importance of this position.

Trustees inquired as to whether the institution had been provided a heads up on SACSCOC's determination. President Glover commented that the decision was announced on the day of the June 13, 2019, Board of Trustees meeting. The institution had been working with SACSCOC personnel in providing requested monitoring information and believed they had provided sufficient information.

Trustee Sekmen questioned whether or not the SACSCOC probation ruling was in fact a surprise. Trustee Lewis noted past accreditation findings/ warnings. Trustee Lewis again stressed that the Board of Trustees was responsible for TSU and that President Glover was responsible for running the University.

Trustee Sekmen inquired as to communications from SACSSCOC pertaining to the probation and President promised to provide him with copies. The Trustees expressed the importance of keeping them updated on this important matter. Trustee Mitchell also commented on the need to have a process in place with respect to obtaining sufficient information pertinent to this accreditation standard.

Dr. Silver thanked the committee for allowing him to address the meeting.
Trustee Martin thanked President Glover and her team for the presentation.

V. APPROVAL OF AN ACADEMIC PROGRAM MODIFICATION FOR THE CERTIFICATE IN PROFESSIONAL CHEMISTRY

Chair Martin announced the next agenda item as an Academic Program modification for the Certificate in Professional Chemistry. She asked President Glover and her designee to provide pertinent information related to this agenda item.

President Glover designated Dr. Mosley, Interim Vice President of Academic Affairs to provide the report for this item as her designee.

Dr. Mosley informed the committee that currently an unconditional admission to the M.S. program requires the applicant to have a bachelor's degree from an accredited four-year college or university, an undergraduate cumulative grade point average of 2.5 or better on a 4.0 scale, and a composite score of at least 289 on the Graduate Record Examination. Applicants have the option of taking the subject test in order to bring the combined score to 289 or higher. Applicants with less than a 2.5 undergraduate GPA must submit test scores at the time of application; applicants with a GPA of 2.5 or above may submit test scores in the first semester of attendance, but it is preferable that they submit test scores at the time of original application.

Dr. Mosley then explained that a proposal was being made to remove the GRE requirement and add 2 letters of recommendations as part of the admission requirements instead. Her detailed rationale was that currently, admission into the Chemistry M.S. program requires, at a minimum, a GPA of 2.5 and composite GRE score of 289, along with a basic English proficiency test for international students (which is much easier than the Verbal portion of the GRE). While the majority of the domestic (U.S.) applicants to our program are unsuccessful in meeting this minimum GRE score of 289, some students are reluctant to take the GRE, due to their insufficient background/preparation and fees associated with taking the exam.

Dr. Mosley also pointed out that the factors which were considered by the Graduate Committee in the Department of Chemistry were: (a) Review of the applicant pool over the past 8 years, which shows several applicants not having taken the GRE. Some domestic students were granted “conditional” admission without the GRE scores, with the condition that they had to take the GRE within the first semester of graduate studies. Several students struggled to fulfil this condition in a satisfactory manner; (b) Comparing the number of domestic applicants who did not take the GRE versus the number of international applicants who did take the GRE, but could not attend TSU due to lack of funding and visa-related issues; (c) Talking to prospective domestic applicants who have expressed their concern and unwillingness to take the GRE or complete the GRE requirement within the first semester of admission, even if admitted “conditionally,” due to their background and anxiety related to taking the standardized test; (d) Analyzing the GRE scores of domestic students who take the exam and observing a pattern of low scores in the Verbal/English component, which results in a composite GRE score that is lower than our required minimum of 289; and Observing the significant decrease in enrollment of students from Saudi Arabia since 2016, who were funded by their government.

Dr. Mosley stated that such decrease in enrollment, combined with the unwillingness of mostly domestic applicants to take the GRE, leads to further decline in enrollment in the Chemistry graduate program.

After a short discussion with Trustee Mitchell, Chair Martin moved to recommend to the full Board the approval of the admissions changes for the Master of Science in Chemistry as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Lewis seconded the motion and it carried.

VI. APPROVAL OF AN ACADEMIC PROGRAM NAME CHANGE FROM “FASHION MERCHANDISING” TO “FASHION DESIGN AND MERCHANDISING” CONCENTRATION WITHIN B.S. IN FAMILY AND CONSUMER SCIENCES

Chair Martin announced the next item on the agenda is the approval of an academic program name change from “Fashion Merchandising” to “Fashion Design and Merchandising”

Concentration within B.S. in Family and Consumer Sciences. She asked President Glover and her designees to provide pertinent information related to this agenda item.

Dr. Mosley informed the Committee that this was a Branding issue. She stated that several years prior, the Architectural Design portion of this degree was moved to the Art department, thus causing some ambiguity among the students.

Dr. Mosley explained that the Fashion Merchandising program at Tennessee State University prepares students for careers in the fashion industry. The curriculum includes more than just the concepts and practices involved in fashion merchandising at varying levels. She pointed out that courses engage students in science, technology, principles of product development, apparel

construction, consumer behavior, evaluation and merchandising. Changing the name of the concentration to "Fashion Design and Merchandising" better characterizes what the program offers and what the students learn in this program. This name change will increase awareness of the program to help increase enrollment.

Chair Martin moved to recommend to the full Board the approval of the academic program name change from "Fashion Merchandising" to "Fashion Design and Merchandising" concentration within B.S. in Family and Consumer Sciences, as contained in the Board materials for the Board's September 26, 2019, meeting. Trustee Lewis seconded and the motion carried.

VII. ACADEMIC AFFAIRS REPORT

Chair Martin announced the next item on the agenda as the Academic Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials for September 26, 2019.

Chair Martin asked President Glover to provide pertinent information related to this agenda item. This is an informational discussion item, so no vote is required.

President Glover deferred to Dr. Mosley to provide the report as her designee who then explained that there were two areas of good news: Two new Deans were now in place: *Dr. Jerri A. Haynes, Dean for College of Education*

Haynes comes to TSU from Fort Hays State University, where she was associate professor and assistant dean of the College of Education. Her appointment stems from a talented pool of educators, through a year-long search.

A prolific writer credited with a number of peer-reviewed professional articles, Haynes has a wealth of experience in higher education and K-12 administration. At Fort Hays State University, she also served as director of assessment and accreditation. Previously, she was ESOL coordinator and department chair at Bethune-Cookman University.

Dr. Ronald Barredo, Dean for College of Health Sciences

After a national search, Tennessee State University named Dr. Ronald Barredo, Dean of the College of Health Sciences. Dr. Barredo served as Chair in the Department of Physical Therapy. He possesses extensive experience as a practitioner and accreditation reviewer. He is instrumental in the opening of a student-run physical and occupational therapy clinic. The purpose of the clinic extends into the community to provide care for the underserved, uninsured, and underinsured.

Dr. Barredo is the principal investigator of grants, including one dedicated to the increase of underrepresented groups in STEM, resulting in the largest number of African Americans graduating with the Doctor of Physical Therapy in the state. He worked at several universities including Arkansas State University, Langston University, and the University of Phoenix.

Secondly, in the area of accreditation, Speech Pathology and Public Administration both secured continued accreditation for eight and seven years respectively.

Chair Martin thanked President Glover and her team for this good news.

VIII. REPORT ON COLLEGE AND DEPARTMENT ADVISORY BOARDS AT TSU

Chair Martin introduced the next item on the agenda as the report on college and department advisory boards at TSU. The materials for this agenda item are included in the materials for the September 26, 2019, Board meeting.

Chair Martin asked President Glover and her designees to provide pertinent information related to this agenda item. This is an informational discussion item, so no vote is required.

President Glover designated Dr. Mosley, Interim Vice President of Academic Affairs to provide the report for this item as her designee.

The Report of College and Department Advisory Boards at TSU can be found in the Board materials dated September 26, 2019 from pages 96 to 98.

Chair Martin thanked President Glover for her team's presentation.

IX. STUDENT AFFAIRS REPORT

Chair Martin introduced the next item on the agenda as a Student Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials dated September 26, 2019.

Chair Martin asked President Glover to provide pertinent information related to this agenda item. This is an informational discussion item, so no vote is required.

President Glover referred to this item as reflected in the Board materials dated September 26, 2019 starting on pages 101 through 102.

President Glover took this time to introduce the SGA President, Ms. Kayla Thompson. She also mention that Ms. Thompson had been working closely with Student Trustee Braxton Simpson. Following that introduction, President Glover then asked Associate Vice President / Dean Frank Stevenson to add to this report. He proceeded to highlight the fact that in addition to the tremendous accomplishments made by the Wellness Center (as noted on the aforementioned pages), there have been significant increase in the need for additional housing.

Dean Stevenson pointed out that currently we were at 8% over capacity in our residence halls and credits the rising cost of Nashville housing for this problem. He stated that students were not able to afford living in the city, so they have opted to stay on campus.

Dean Stevenson stated that more students are visiting the counselling center and wellness center. He also stated that binge drinking was on the rise recently and so a campaign has been started to help with alcohol abuse.

Chair Martin thanked Dean Stevenson for staying in front of these challenges faced by our students.

At this time, Dean Stevenson welcomed Student Trustee Braxton Simpson, who wanted to share a letter presented from the SGA. Trustee Simpson commented on the letter, including several issues /challenges faced by the students including the purge, financial aid and customer service. The Trustees engaged in a robust discussion regarding financial aid, student concerns, the

possible need for reorganization and changes to ensure the successful operation of financial aid and enrollment management, as well as providing acceptable customer service. Following the discussion, Chair Martin thanked President Glover and her team for the presentation.

X. ADJOURNMENT

Chair Martin asked if there was any additional business. Seeing none, she then recommended a motion to adjourn the meeting. The motion was seconded by Trustee Lewis and the meeting was adjourned.

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the Discontinuance of Two-Year Associates Nursing Degree

RECOMMENDED ACTION: Approval

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

The University, with the support of the School of Nursing within the College of Health Sciences, requests approval to proceed with discontinuing/inactivating its associates degree program in nursing.

Pursuant to TSU's New Program Development policy, which includes revised programs, academic departments may seek the discontinuance/inactivation of an academic program by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the proposals.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the discontinuance/inactivation of academic programs. Upon approval by the Board, THEC must provide final approval.

Background

Tennessee State University and the School of Nursing has decided to inactivate its Associate of Applied Science in Nursing (AASN) program. This decision is based on the short-term and long-term trajectory and goals for the university and school. Our resources must be focused on the bachelor's degree and graduate degree programs. Rationales for this are multifaceted (see below).

1. AASN programs are no longer the focus of four-year institutions. They are mainly housed in community colleges. In the state of Tennessee, there are 18 associate's degree programs and only three (16.7%) are housed in a university setting. These three are Southern Adventist University, Lincoln Memorial University and Tennessee State University. Austin Peay has discontinued its AASN program.
 - a. Current programs in Tennessee number
 - i. Eight in east Tennessee – Chattanooga State Community College, Cleveland State Community College, Lincoln Memorial University [Alcoa, Harrogate, Knoxville], Northeast State Community College [Blountville], Pellissippi State Community College [Knoxville], Roane State Community College [Harriman], Southern Adventist University [Collegedale] and Walters State Community College [Morristown]
 - ii. Six in middle Tennessee – Columbia State Community College, Fortis College [Nashville], Motlow State Community College [Tullahoma], Nashville State Community College, Tennessee State University, and Volunteer State Community College [Gallatin]
 - iii. Four in west Tennessee – Concorde Career Colleges [Memphis], Dyersburg State Community College, Jackson State Community College and Southwest Tennessee Community College [Memphis].
2. The entry into practice for many healthcare organizations is now the four-year Bachelor of Science in Nursing (BSN) prepared nurse. The university and school desires to focus its energies into promotion of a level of practice for its nursing graduates that gives them the best chance for successful employment in multiple arenas across the country. The Institute of Medicine (2010) called for 80% of the nursing workforce to hold at a minimum a bachelor's degree by 2020. According to the 2019 American Association of Colleges of Nursing (AACN) survey, nationwide 43.2% of employers are requiring new hires to be BSN prepared while 82.1% of employers are expressing a strong preference for BSN program graduates (from <https://www.aacnnursing.org/News-Information/Research-Data-Center/Employment/2019>). This is due to the fact that organizations are seeing a difference in nursing practice based on the level of education and hiring decisions are being made to enhance quality of care available to their patients.

MOTION: To approve the Discontinuance of Two-Year Associates of Nursing Degree, as contained in the Board materials for the Board's November 21, 2019, meeting.

**Tennessee State University
Board of Trustees**



**Approval of Bachelor of
Business Administration in
Hospitality and Tourism**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of the Bachelor of Business Administration in Hospitality and Tourism Degree

RECOMMENDED ACTION: Approval

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

The University, on behalf of the College of Business, requests approval to proceed with the development of a new Bachelor of Business Administration (B.B.A.) program in Hospitality and Tourism.

Pursuant to TSU's New Program Development policy, which includes revised programs, academic departments may seek the creation of a new academic program or the revision of an existing program by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the proposals.

MOTION: To approve a new degree in Bachelor of Business Administration in Hospitality and Tourism, as contained in the Board materials for the Board's November 21, 2019, meeting.

Background

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

Bachelor of Business Administration - Hospitality and Tourism

The proposed B.B.A. in Hospitality and Tourism is designed to prepare both full and part time students for management roles within the hospitality and tourism industry. Upon graduation, students will be prepared to assume leadership roles in hotels, restaurants, country clubs, tourist attractions, event venues, and others.

A collaborative relationship with the College of Business Hospitality and Tourism Board sets this program apart from others in the area. Our Board is comprised of leaders within the Nashville hospitality and tourism industry who have been an invaluable asset in developing and improving this program. In addition to serving in a traditional advisory role, our coursework is regularly reviewed and evaluated by our Hospitality and Tourism Board. This ensures that we are producing graduates that are competitive in the marketplace. Discussions with our Board revealed that many recent college graduates lack the professional skills necessary to be successful in this industry. This was the impetus for both integrating professional skills into every course in the program and creating a new skills-based course called Hospitality & Tourism Professional Skill Development. In this new hybrid course, students will supplement online learning by spending a weekend in a hotel, learning first-hand how the hospitality industry works.

The target audiences for this program will be: (1) traditional college students enrolling in a four-year degree program; (2) transfer students who have completed an A.A.S. in a relevant area; and (3) non-traditional students who are already working in the industry and who wish to pursue a B.B.A. to better position themselves for advancement within their field. In order to ensure that students with minimal work experience in the hospitality and tourism industry are poised to compete for management positions upon graduation, the program will require students to complete a minimum of two semester-long internships before graduating.

**Tennessee State University
Board of Trustees**



**Approval of Online Delivery of
the Master of Science in
Nursing Program**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019

ITEM: Approval of an Online Delivery of the Master of Science in Nursing Degree Program

RECOMMENDED ACTION: Approval

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

The University, on behalf of the College of Health Sciences, requests approval to proceed with expanding the delivery of its Master of Science in Nursing to encompass a face to face and online delivery of its MSN program, in preparation for the discontinuation of the TN eCampus program.

Pursuant to TSU's New Program Development policy, which includes revised programs, academic departments may seek the discontinuance/inactivation of an academic program by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Vice President for Academic Affairs and the President must ultimately approve the proposals. The entire review process is included in the Board's June 21, 2018, meeting materials.

Pursuant to the FOCUS Act, the Board's Bylaws, and the Board's Delegation of Authority to the President Policy, the Board must approve the discontinuance/inactivation of academic programs. Upon approval by the Board, THEC must provide final approval.

MOTION: To approve the addition of an online delivery of its Master of Science in Nursing program, as contained in the Board materials for the Board's November 21, 2019, meeting.

Background

Online Delivery of the Master of Science in Nursing

Overview

Tennessee State University, MSN Program Family Nurse Practitioner (FNP) concentration courses currently combines multiple population foci within two didactic and two clinical courses over two semesters (FNP I Didactic and Clinical; FNP II Didactic and Clinical). The MSN Program is proposing to discontinue these courses and replace with population-specific online didactic and clinical courses.

Problem Statement

Although the FNP program of study emphasizes care of individuals across the lifespan, there are distinct learning objectives associated with specific populations such as adult-gerontology, women, and pediatric. Nationally, MSN Programs with family nurse practitioner concentrations offer didactic courses with population specific content. Additionally, clinical experiences are supported by concurrent didactic content specific to the respective population.

Tennessee State University's MSN Program curriculum for the FNP concentration is not consistent with present-day trends. Our current model includes two didactic and two clinical courses that combine primary care among adult-geriatric, pediatric, and women's health. This presents a couple of challenges. First, based on the current course structure, faculty must weigh content in developing a reasonable set of topics that adequately cover primary care in more than one population. Secondly, students are evaluated on multiple topics for multiple populations in a single course. Therefore, the opportunity for students to demonstrate learning and faculty to evaluate student achievement of learning objectives associated with the care of a specific population is difficult.

Enrollment in the on-ground FNP concentration courses has gradually declined with students opting for its online counterpart (TN eCampus MSN-FNP Program). The Tennessee State University partnership with TN eCampus will end December 2020. Therefore, our program must remain competitive by offering the same convenience and flexibility to local and distance residents in completing the degree requirements as full or part-time students.

Proposed Solution

The Tennessee State University MSN program is proposing a curriculum change that complies with nationally recognized core role and population-focused competencies as well as utilizing a face to face and online format. The plan is to change course descriptions and respective credit hours of three FNP didactic courses (NURS 5120/5140 - Pediatrics, Adult/Gero, and Women's Health) and their co-requisite clinical courses (NURS 5124/5144 – Pediatrics, Adult/Gero, and Women's Health). The new courses will incorporate previous course objectives but reflect a specific population focus and its associated content will concentrate on primary care in that population. These new courses will replace the current number of credit hours and therefore will

not increase or decrease the number of credit hours required for the MSN with the FNP concentration. In addition, these courses will be offered exclusively in an online format. We anticipate current enrollment to increase significantly by offering these concentration courses in an online format following the dissolution of TN eCampus.

**Tennessee State University
Board of Trustees**



**Report on SACSCOC
Accreditation Matters**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 21, 2019

ITEM: Report on SACSCOC Accreditation Matters

RECOMMENDED ACTION: None

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

President Glover or her designee will provide an update on SASCOC Accreditation matters.

SACSCOC ACCREDITATION UPDATE
Office of Assessment Accreditation

IMPLEMENTED MEASURES TO ENSURE COMPLIANCE WITH STANDARD 8.2.A. TO SACSCOC'S SATISFACTION

- October 15, 2019, First Draft of Monitoring Report responding to compliance with standard 8.2.a (Student outcomes: educational programs) was prepared, reviewed by Silver & Associates and submitted to President.
- Initial education program assessment reports with curriculum maps have been collected for two assessment periods (2017-2018 and 2018-2019). To date, TSU has received assessment reports from nearly all educational programs. Of the assessment reports received, some of the reports have been finalized and other reports have been reviewed and critiqued and returned to the academic units for revision.
- While we are making substantive progress, there is still a lot of work to be completed before the February 28, 2020, monitoring report submission.
- Programs are working on the third cycle of assessment reports (Fall 2019) which are due December 13, 2019.
- Documentation is being collected as supporting evidence of assessment results and use of results for improvement.
- Work has begun constructing the assessment infrastructure.

NEXT STEPS

- December 13, 2019 – Third cycle (Fall 2019) of all educational program assessment reports with documented results and use of results due to Office of Assessment and Accreditation.
- December 15, 2019 – Second Draft of Monitoring Report due to Silver & Associates and President.
- January 2020 – Assessment and Improvement Committee for Educational Programs and Student Learning will complete the Assessment Report Evaluation Rubric for the Fall 2019 assessment reports.
- January 30, 2020 – Third Draft of Monitoring Report due to Silver & Associates and President.
- February 28, 2020 – Final Monitoring Report with documentation, including 3 cycles of all educational program assessment reports, are due to SACSCOC.

SACSCOC Review Process:

- March 30, 2020 - Special Committee Visit. Committee composed of experienced committee members will conduct the review of the Third Monitoring Report and Documentation. Committee members: Chair, two (2) Institutional Effectiveness (IE) evaluators, and our SACSCOC Vice President.
- Options of the Evaluators: (1) Exit conference with President with verbal report of findings (2) Special Committee will prepare Report of the Special Committee, a

checking of errors of fact is completed by representatives who read the Report (3)
University will then receive a copy of the Report with instructions on next steps (4)
University has a brief period to respond to recommendations by the Committee and add
any additional information for consideration of the SACSCOC Board of Trustees.

**Tennessee State University
Board of Trustees**



Academic Affairs Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

ITEM: Academic Affairs Report

RECOMMENDED ACTION: None

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

President Glover or her designee will provide a report on academic affairs.

**Academic Affairs Report
November 21, 2019**

Report on Discipline-Specific Accreditation

Tennessee State University has the following update with respect to its discipline-specific accreditation efforts.

Discipline	Accrediting Agency	Status
Dietetics (within the Bachelor of Science in Family and Consumer Sciences)	Accreditation Council for Education in Nutrition and Dietetics (ACEND®)	No major findings; several commendations noted as strengths
Communications	Accrediting Council on Education in Journalism and Mass Communication (ACEJMC)	Hosted Executive Director of ACEJMC to determine steps for candidacy (November 18, 2019)

Status on Future Academic Program Development

College	Program	Status
Agriculture	M.S. – Environmental Sciences	External Reviewer to be selected, per THEC policy
Business	B.B.A. – Hospitality and Tourism	Letter of Notification to be submitted to THEC
Health Sciences	Ph.D. – Public Health	Letter of Notification to be submitted to THEC

Tennessee State University High Impact Activities at a Glance (Summer 2019)

Study Abroad (100% Faculty-Led)



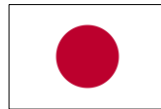
Peru



Turkey



South
Africa



Japan



Jamaica



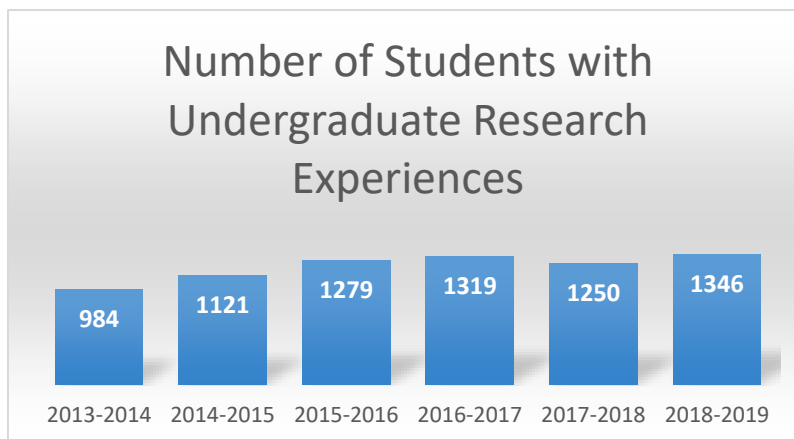
Denmark



Mexico

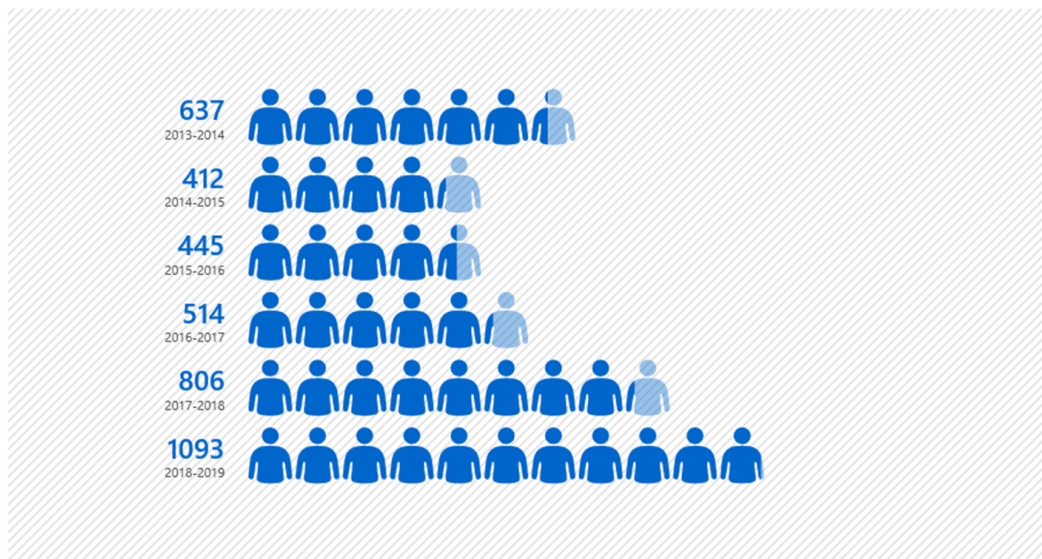
One hundred percent of our students receive scholarships for their study abroad experiences due to their involvement in the TnCIS program and our own fundraising efforts. Students receive credit and often the experience includes research experiences.

Undergraduate Research Experiences



The number of undergraduate research experiences increased across disciplines during the last academic year. While several students present research in the STEM areas, we are finding our students working with faculty in several areas including art, dietetics, education, music, nursing, occupational therapy, social work, sociology, and urban studies. These students present papers and publish articles as co-authors with their advisors and graduate students. Some students receive stipends for their participation and/or conduct research with their faculty members at science labs.

Internship Experiences



Through the academic departments, colleges, and Career Services, students gain meaningful work experience through internships (work-based learning). The majority of internships are paid opportunities, and students work with non-profit organizations, government agencies, and corporations. Often, these experiences result in permanent placement offers. Additionally, students discuss their experiences with colleagues, enhancing peer learning. To prepare for these experiences, students have opportunities to access mentors from our alumni through our Career Pathways Initiatives, anchored through TSU Alumni Affairs and funded by UNCF. Academic Affairs works with Students to promote Dress for Success and other workshops instrumental in emphasizing competencies needed for successful internships. Diversity in organizations is essential.

As research (Kuh, 2008) indicates, high-impact activities reflect the following characteristics: high expectations for students, constructive feedback from faculty and peers, diverse experiences in the discipline, opportunities to reflect on learning, and connecting theory and practice through real-world applications. Professors in the Department of Psychology, led by Dr. Kelly, indicate that increased participation in high-impact practices connects to student success and degree completion. As the number of HIPs that a student will do increases, the likelihood they will finish improves. We are examining methods to widen the participation of all undergraduate students in HIP opportunities.

**Tennessee State University
Board of Trustees**



Student Affairs Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019

ITEM: Student Affairs Report

RECOMMENDED ACTION: None

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

President Glover or her designee will provide a report on student affairs.

Division of Student Affairs

Fall 2019

Student Engagement

FRESHMAN ELECTIONS UP 41%

Fall 2019 Freshman Class Elections displayed a 41% Increase in voters compared to Fall 2018 Freshman Class Elections.

100% more students ran for Freshman Class offices, with 19 candidates in Fall 2018 and 38 candidates in Fall 2019.

Contributing Factors: Elections Information was shared at each summer orientation, Election requirements were passed out to every freshman during move in.

878 STUDENT ATTEND ANTI-HAZING PREVENTION

The Office of Student Activities instituted the Council of Independent Organizations (CIO) in Fall 2019. CIO is comprised of all non-NPHC organizations that have selective membership.

All aspiring members for NPHC and CIO organizations were required to attend the Anti-Hazing Prevention workshop with Dr. Walter Kimbrough.

242 STUDENT INITIATED

The Sigma Alpha Pi Chapter of National Society of Leadership & Success initiated 242 students this fall. New leadership opportunities afford students the chance to grow and develop beyond their academic rigor.

MISS TSU PLACES 2ND OUT OF 33 HBCU QUEENS

The 90th Miss Tennessee State University, Jada Crisp, placed 1st runner-up in the National Black College Alumni Hall of Fame Pageant and received a \$2,500 scholarship and brought national recognition to TSU!

What we do And Why We Do It...

ENGAGEMENT IS RETENTION

According to the American Time Use Survey, sponsored by the U.S. Bureau of Labor and Statistics and conducted by the U.S. Census Bureau, the average full-time college and university student spends 3.3 hours on educational activities a day. Student engagement and campus life is vital to the remaining 86% of their day.

70% of the on-campus living experience happens outside of the classroom making clubs, organization, and events a big factor in student satisfaction.

Student who have options for activities and events are more likely to find a sense of belonging and connection to the campus thus, these students have a higher chance of returning.

HOMECOMING 2019 INCREASES SATISFACTION

The overall student satisfaction for homecoming 2019 was overwhelmingly positive. Big name artists and events sent a positive surge through the student body. Students took to social media platforms like Twitter and Instagram to express their excitement for this year's homecoming events. All activities combined provided fun and entertainment for an estimated attendance of nearly 18,000.

BIG THINGS TO COME FROM OUR SGA PRESIDENT

79th Administration Student Government Association President, Katelyn Thompson, heard complaints, saw a need, and took action. Katelyn has been spearheading a major project to bring trackers to the shuttle service, helping students know when and where to find their shuttle.

She is also raising funds for a Tiger statue on campus with hopes to make this a monumental location on campus for graduates, families, and potential Tigers to make memories during their time at TSU.

**Tennessee State University
Board of Trustees**



**EXECUTIVE
COMMITTEE
REPORT**

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

9:30 a.m. CST
Thursday, November 21, 2019

Tennessee State University – Main Campus
McWhorter 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 the September 26, 2019, Executive Committee Meeting Minutes
- IV. Update on President’s Annual Review
- V. Update on Board Self-Assessment Process
- VI. Secretary’s Report
- VII. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the
September 26, 2019
Executive Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21 , 2019

ITEM: Approval of the September 26, 2019, Executive Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

The document reflecting the minutes from the September 26, 2019, Executive Committee meeting is included in the November 21, 2019, Board materials.

MOTION: To approve the minutes from the Board of Trustees' September 26, 2019, Executive Committee meeting, as contained in the Board materials for the Board's November 21, 2019, meeting.

**Tennessee State University Board of Trustees
Executive Committee Meeting. September 26, 2019
Tennessee State University – Main Campus – McWherter Administration Building,
President’s Conference Room – 3500 John A. Merritt Blvd., Nashville, Tennessee**

MINUTES

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

Other Board Members Present: Trustees Mitchell, Sekmen, Simpson, Lewis, Freeman, and Corbeil.

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

Guests Present: Lauren Collier, Tennessee Higher Education Commission.

I. CALL TO ORDER

Chair Walker called the meeting to order at 8:30 a.m. He then proceeded to the second item on the agenda.

II. ROLL CALL/DECLARATION OF A QUORUM

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

Secretary Pendleton announced the presence of a quorum.

III. APPROVAL OF THE JUNE 13, 2019, EXECUTIVE COMMITTEE MEETING MINUTES

Chair Walker introduced the first order of business — the approval of the June 13, 2019, Executive Committee meeting minutes. Chair Walker informed the Committee that the minutes for the Executive Committee’s June 13, 2019, meeting were included in the Board materials for the September 26, 2019, Board meeting.

Chair Walker moved to recommend to the full Board the approval of the June 13, 2019, Executive Committee meeting minutes, as contained in the Board materials for the September 26, 2019, Board meeting. Trustee Cole seconded the motion. With there being no discussion, Chair Walker called for a vote. The motion carried unanimously.

IV. REPORT ON INSTITUTION’S STRATEGIC PLAN – PRIORITIES AND GOALS

Chair Walker asked President Glover to provide a report on the institution’s strategic plan. President Glover reminded the Committee that the institution had undergone a strategic planning process a couple of years ago, which resulted in the development of strategic priorities. She then commented that the institution had retained a strategic planning consultant with experience

working with North Carolina A&T on its strategic plan. President Glover also indicated that the institution would be engaging in a strategic planning process during the next several months.

V. REPORT ON PRESIDENT'S ANNUAL PERFORMANCE REVIEW PROCESS

Chair Walker asked Secretary Pendleton to provide a report on the President's annual performance review process.

Secretary Pendleton provided information to the Committee on the performance evaluation procedures. He indicated that Chair Walker had appointed Trustee Cole to administer the performance evaluation process again. Secretary Pendleton also commented on the timeline for the performance evaluation process, with the first step requiring the President to submit her self-assessment to Trustee Cole by November 8, 2019.

VI. REPORT ON THE BOARD'S SELF-ASSESSMENT PROCESS

Chair Walker asked Secretary Pendleton to provide a report on the Board's self-assessment process.

Secretary Pendleton referenced Board policy No. 005, which requires the Board to conduct a self-assessment periodically. Secretary Pendleton indicated that Chair Walker has asked Trustees Martin and Cole to work with Secretary Pendleton to identify develop a self-assessment process and make recommendations to the Executive Committee.

VII. SECRETARY'S REPORT

Chair Walker asked Secretary Pendleton to provide a report to the Board. Secretary Pendleton addressed Board member terms. He indicated that Governor Lee has yet to make any announcements on board appointments or reappointments.

Secretary Pendleton noted the board members' participation in THEC Professional Development session in Memphis on August 15 and 16, 2019. He reminded the Executive Committee and other board members that they can access the materials through the THEC created link that he sent to them.

Secretary Pendleton also commented on a Faculty Senate Resolution that had been submitted to him in his role as Board Secretary. The resolution asks the Board to develop a policy/plan to address the competitive impact and ongoing challenges presented by the tuition waiver and financing programs at TSU. The resolution asks that the plan create a comprehensive program of recruitment and enrollment utilizing methods employed by competing institutions.

The Trustees indicated that more information was needed to determine and clarify the Faculty Senate's intentions and request. Secretary Pendleton indicated that he had spoken with Faculty Senate Chair Geoffrey Burks and would follow up with him on the resolution.

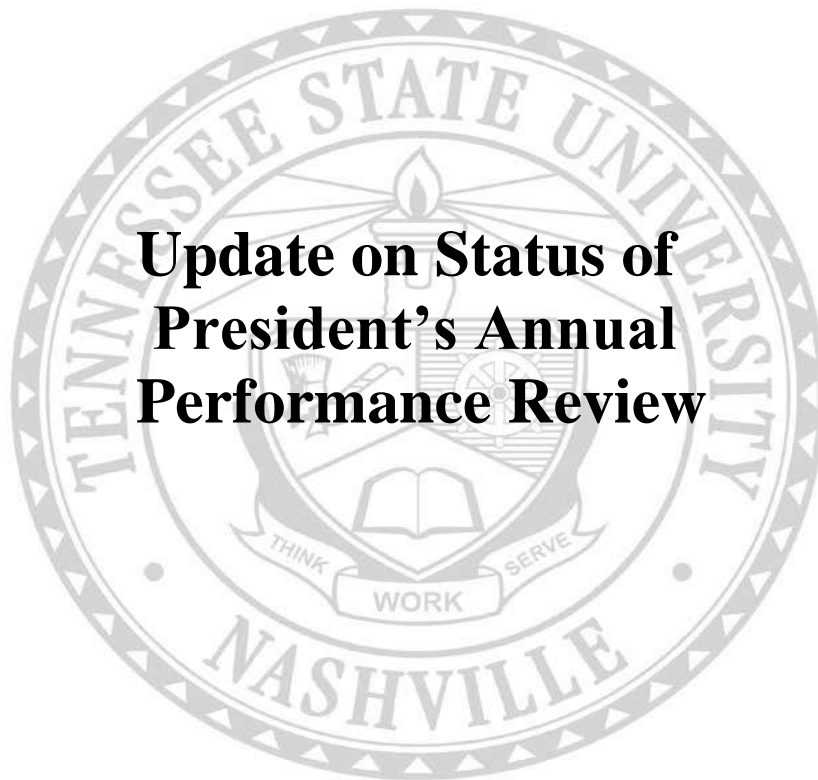
Secretary Pendleton concluded his report. Chair Walker thanked Secretary Pendleton for his report.

IX. ADJOURNMENT

Chair Walker opened the floor for any additional business. With no further business, Chair Walker moved for adjournment. Trustee Martin seconded the motion.

With there being no discussion, Chair Walker called for a vote. The motion carried unanimously. Chair Walker adjourned the meeting at 9:05 a.m.

**Tennessee State University
Board of Trustees**



**Update on Status of
President's Annual
Performance Review**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21 , 2019

ITEM: Update on President's Annual Performance Review

RECOMMENDED ACTION: None

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

The Board Chair or his designee will provide a report on the status of the President's Annual Performance Review Process.

See Attachment.

**Tennessee State University
Board of Trustees**



**Update on the Board's
Self-Assessment Process**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21 , 2019

ITEM: Update on the Board's Self-Assessment Process

RECOMMENDED ACTION: None

PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

The Board Chair or his designee will provide a report on the Board's self-assessment process.

**Tennessee State University
Board of Trustees**



Secretary's Report

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 21, 2019
ITEM: Secretary's Report
RECOMMENDED ACTION: None
PRESENTED BY: Chair of the Executive Committee,
Board Chair Joseph Walker, III

Secretary Pendleton will provide a report.

**Tennessee State University
Board of Trustees**



**Report on University's
Electrical Grid and Power
Outage Incidents and
Related Issues**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 21, 2019

ITEM: Report on University's Electrical Grid and Power Outage
Incidents and Related Issues

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Glenda Glover, President

President Glover will provide an update on this agenda item. Please also see the Finance and Budget Committee's report on this agenda item.

Tennessee State University

Board of Trustees



President's Report

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 21, 2019

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

To be presented by President Glover at the November 21, 2019, Tennessee State University Board of Trustees meeting.

**Tennessee State University
Board of Trustees**



Board Chair's Report

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: November 21, 2019

ITEM: Board Chair's Report

RECOMMENDED ACTION: None

PRESENTED BY: Board Chair Joseph Walker, III

To be presented by Board Chair Joseph Walker, III, at the November 21, 2019, Tennessee State University Board of Trustees meeting.

**Tennessee State University
Board of Trustees**



Adjournment

BOARD OF TRUSTEES

ACTION ITEM

DATE: November 21, 2019
ITEM: Adjournment
RECOMMENDED ACTION: None
PRESENTED BY: Board Chair Joseph Walker, III

Board Chair, Joseph Walker, III, will move to adjourn the meeting.

Motion: To adjourn the November 21, 2019, Board of Trustees meeting.

