



# Board of Trustees Materials

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**Tennessee State University  
Board of Trustees**



**CALL TO ORDER**

**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**



**AGENDA**

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

2:00 p.m. CST  
Thursday, September 24, 2020

Tennessee State University  
Board Committee Meetings:  
Via Zoom link:  
Board Meeting: Via link:  
[http://www.tnstate.edu/board/livestr\\_eam.aspx](http://www.tnstate.edu/board/livestr_eam.aspx)

**ORDER OF  
BUSINESS**

- I. Call to Order
- II. Welcome and Introductions
- III. Roll Call/Declaration of a Quorum
- IV. Action Items:
  - A. Approval of the June 18, 2020, Board Meeting Minutes
  - B. Audit Committee Report
    - i. Approval of the June 18, 2020, Audit Committee Meeting Minutes
    - ii. Approval of the Fiscal Year 2020-2021 Revised Audit Plan
    - iii. Review of Completed Internal Audits
    - iv. Review of Outstanding Audit Issues
    - v. Executive Session - Discussion of Items Deemed Confidential Under State Law
  - C. Finance and Budget Committee Report
    - i. Approval of the June 18, 2020, Finance and Budget Committee Meeting Minutes
    - ii. Report on 2021 and 2022 Holiday Schedules
    - iii. Report on COVID-19 Financial Issues
    - iv. Revised October Budget Update
    - v. Finance and Budget Report
    - vi. Report on CARES Act Funding
    - vii. Report on Voluntary Employee Separation Program
    - viii. Report on Enrollment
    - ix. Update on Enrollment, Marketing and Student Recruitment Plan
    - x. Report on Rediscover TSU
  - D. Academic Affairs and Student Affairs Committee Report
    - i. Approval of the June 18, 2020, Academic Affairs and Student Affairs Committee Meeting Minutes

- ii. Report on COVID-19 Coronavirus Pandemic Academic and Student Issues
  - iii. Approval of Updated TSU Mission Statement
  - iv. Approval of the TSU 2020 Strategic Plan
  - v. Approval of Off-Campus Academic Program Site: Bachelor of Science (BS) in Applied Industrial Technologies at the Motlow State Community College - McMinnville Campus
  - vi. Approval of Discontinuance of Master of Science in Professional Science
  - vii. Approval of the FOCUS Act required Institutional Mission Profile for THEC
  - viii. Report on SACSCOC Accreditation Review Matters
  - ix. Academic Affairs Report
  - x. Report on Research Funding
  - xi. Student Affairs Report
- E. Executive Committee Report
- i. Approval of the June 18, 2020, Executive Committee Meeting Minutes
  - ii. Approval of an Amendment to Board Policy 001 (Code of Conduct/Conflicts of Interest)
  - iii. Discussion of President's Annual Performance Review Process
  - iv. Secretary's Report
- V. Update on COVID-19 Coronavirus Pandemic Issues Affecting the TSU Community
- VI. Report on TSU Athletics
- VII. President's Report
- VIII. Board Chair's Report
- IX. Adjournment



**Tennessee State University  
Board of Trustees**



**Approval of the  
June 18, 2020  
Board Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the June 18, 2020, Board Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the June 18, 2020, Board meeting is included in the September 24, 2020, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 18, 2020, meeting as contained in the Board materials for the Board's September 24, 2020, meeting.**

**Tennessee State University Board of Trustees  
Regular Meeting – June 18, 2020  
Tennessee State University – Electronic**

**MINUTES**

**Board Members Present:** Trustee Deborah Cole, Obi McKenzie, Richard Lewis, Andre Johnson, Pam Martin, Dr. Ali Sekmen, Steve Corbeil; Joseph Walker III, and Braxton Simpson.

**University Board 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. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Michael Harris; Robbie Melton.

**I. CALL TO ORDER**

Chair Walker called the Board of Trustees meeting to order at 2:06 p.m., CST on June 18, 2020. Chair Walker moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. The Board is scheduled to take up important and timely matters. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to limit face-to-face contact whenever possible. Electronic participation for the Board meeting is necessary for the safety of Board members, staff, and guests. Trustee Martin seconded and the motion carried.

**II. WELCOME AND INTRODUCTIONS**

The Board Chair welcomed the attendees. Dean Stevenson gave the invocation.

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

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

**IV. ACTION ITEMS**

**A. APPROVAL OF THE MARCH 12, 2020, BOARD MEETING MINUTES**

Chair Walker introduced the first action item – the approval of the minutes of the March 12, 2020 board meeting. Chair Walker moved to approve the board meeting minutes and Trustee Martin seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

**B. APPROVAL OF REAPPOINTMENT OF AUDIT COMMITTEE CHAIR**

Chair Walker introduced the second action item- the approval of the reappointment of Trustee Deborah Cole as Audit Committee Chair. Trustee Walker moved to approve, and Trustee Martin seconded the motion. The motion carried unanimously by roll call vote.

### **C. APPROVAL OF THE STUDENT TRUSTEE**

Chair Walker introduced the next action item- the approval of Tiara Thomas as the non-voting Student Trustee. Chair Walker explained the Student Trustee selection process and provided a brief biography of Tiara Thomas. Trustee Walker moved to approve, and Trustee Martin seconded the motion. The motion carried unanimously by roll call vote.

Chair Walker recognized Student Trustee Tiara Thomas who spoke a few words of encouragement. She thanked outgoing Trustee Simpson and President Glover and administration for the opportunity.

### **D. APPROVAL OF AMENDMENT OF BOARD POLICY 003 (DELEGATION OF AUTHORITY TO THE PRESIDENT)**

Chair Walker introduced the next action item- the amendment of Board Policy No. 003, Delegation of Authority to the President. Chair Walker explained the required change to allow the President to approve policies required for accreditation purposes. Trustee Walker moved to approve the amendment to the Board Policy No. 003, as contained in the June 18, 2020 Board Meeting materials, and Trustee Martin seconded the motion. The motion carried unanimously by roll call vote.

### **E. AUDIT COMMITTEE REPORT**

Trustee Cole informed the board that the audit committee met to take action on two items and received reports on three other items. The Audit Committee voted to recommend to the full Board the approval of the March 12, 2020, Audit Committee meeting minutes. The Audit Committee also voted to recommend to the full Board the approval of the Fiscal Year 2020-2021 Audit Plan. Trustee Cole added that the Audit Committee heard reports from President Glover and her team, including Dr. Adrian Davis, on the annual report on the audit office's audit activities, the audit office's internal quality assessment, and the state audit sunset review process.

#### **I. APPROVAL OF THE MARCH 12, 2020, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to approve the minutes of March 12, 2020, audit committee meeting as contained in the board materials for the June 18, 2020, board meeting. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

#### **II. APPROVAL OF THE FISCAL YEAR 2020-2021 AUDIT PLAN**

Trustee Cole moved to approve the Fiscal Year 2020-2021 audit plan as contained in the board materials for the June 18, 2020, board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

Trustee Cole concluded the Audit Committee report.

Chair Walker thanked the Audit Committee for their work.

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

Trustee Lewis stated that the Finance and Budget Committee met this morning to take action on five items and received reports on four other items. The Finance and Budget Committee voted to recommend to the full Board the approval of the November 21, 2019 and March 12, 2020, Finance and Budget Committee meeting minutes; the Fiscal Year 2020-2021 Non-Mandatory Fees/Fee Increase; the institutional estimated and proposed budgets; and the institution's Fiscal Year 2019-2020 Capital Construction Plan. The Finance and Budget Committee heard reports from President Glover and her team on COVID-19 financial issues, the composite financial index, finance and budget, and the enrollment, marketing and recruitment plan.

### **I. APPROVAL OF THE NOVEMBER 21, 2019 FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil moved to approve the November 21, 2019 Finance and Budget Committee meeting minutes, as contained in the board materials for the June 18, 2020, board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

### **II. APPROVAL OF THE MARCH 12, 2020 FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil moved to approve the March 12, 2020 Finance and Budget Committee meeting minutes, as contained in the board materials for the June 18, 2020, board meeting. Trustee Cole seconded the motion, which carried unanimously by roll call vote.

### **III. APPROVAL OF THE FISCAL YEAR 2020-2021 NON-MANDATORY FEE INCREASE**

Trustee Corbeil explained that the institution is not proposing an increase in tuition or mandatory fees. However, Trustee Corbeil moved to approve the fiscal year 2020-2021 non-mandatory fee increase as contained in the board materials for the June 18, 2020, board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

### **IV. APPROVAL OF THE ESTIMATED AND PROPOSED INSTITUTIONAL BUDGETS**

Trustee Corbeil moved to approve the estimated and proposed institutional budgets, as contained in the board materials for the June 18, 2020, board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call vote.

## **V. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2020-2021 CAPITAL CONSTRUCTION PLAN**

Trustee Corbeil moved to approve the institution's fiscal year 2020-2021 Capital Construction Plan, as contained in the board materials for the June 18, 2020, board meeting. Trustee Cole seconded the motion, which carried unanimously by roll call.

Trustee Corbeil concluded the Finance and Budget report.

Chair Walker thanked the Finance Committee for their work.

### **G. ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE REPORT**

Trustee Johnson reported that the academic affairs and student affairs committee met to consider and vote on seven agenda items and to receive reports on five other agenda items.

Trustee Johnson stated that the Academic Affairs and Student Affairs Committee voted to recommend to the full Board the approval of the March 12, 2020, Academic Affairs and Student Affairs Committee meeting minutes; approval of the Academic Year 2019-2020 Tenure and Promotion Recommendations; the approval of the M.S. in Environmental Sciences, the Master of Music, and the M.S. in Data Science academic programs; the approval of nine off-campus academic program sites; and approval of the Student Conduct Rule.

Trustee Johnson added that the Academic Affairs and Student Affairs Committee received reports on COVID-19 Coronavirus Pandemic Academic and Student Issues, accreditation matters, the strategic plan, academic affairs, and student affairs.

### **I. APPROVAL OF THE MARCH 12, 2020, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Johnson moved to approve the minutes of the March 12, 2020, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

### **II. APPROVAL OF THE 2019-2020 TENURE AND PROMOTIONS RECOMMENDATIONS**

Trustee Johnson moved to approve the 2019-2020 tenure and promotions recommendations, as contained in the Board materials for the June 18, 2020, Board meeting, and along with the addition of Veronica Oates to full professor, Rakshit Sudipta receiving tenure and achieving Associate Professor; and Jeffrey Tackett earning tenure and promoted to Assistant Professor. Trustee Cole seconded and the motion carried unanimously by roll call vote.

### **III. APPROVAL OF ACADEMIC PROGRAMS**

**a. APPROVAL OF THE MASTER OF SCIENCE IN ENVIRONMENTAL SCIENCES**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Johnson moved to approve the M.S. in Environmental Sciences, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded, and the motion was approved unanimously by roll call vote.

**b. APPROVAL OF THE MASTER OF MUSIC**

Trustee Johnson moved to approve the Master of Music, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded, and the motion was approved unanimously by roll call vote.

**c. APPROVAL OF THE MASTER OF SCIENCE IN DATA SCIENCE**

Trustee Johnson moved to approve the M.S. in Data Science, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded, and the motion was approved unanimously by roll call vote.

**IV. APPROVAL OF OFF-CAMPUS ACADEMIC PROGRAMS**

Trustee Johnson moved to approve the following Off-Campus Academic Program Sites: Clarksville County Schools, Hamilton County Schools, Hardeman County Schools, Haywood County Schools, Jackson Madison County Schools, Metro Nashville Public Schools, Robertson County Schools, Shelby County Schools, and Tifton County Schools, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded, and the motion was approved unanimously by roll call vote.

**V. APPROVAL OF THE STUDENT CONDUCT RULE**

Trustee Johnson moved to approve the new Student Conduct Rule, as contained in the Board materials for the Board's June 18, 2020, meeting, including authorizing the President and her designees to make any technical corrections to these rules, including changes required by the Attorney General's Office after review. Trustee Martin seconded, and the motion was approved unanimously by roll call vote: Trustees Cole, Corbeil, Johnson, Lewis, Martin, McKenzie, Sekmen, and Walker.

Trustee Johnson concluded the Academic and Student Affairs report.

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

**H. EXECUTIVE COMMITTEE REPORT**

Chair Walker stated that the Executive Committee met today to discuss and vote on specified committee agenda items. The Committee voted to recommend to the full Board the approval of the March 12, 2020, Executive Committee meeting minutes.

Chair Walker also stated that the Executive Committee heard an update from Vice Chair Cole on the President's Annual Performance Review, a report on the Board Self-assessment, and a report from Secretary Pendleton.

#### **I. APPROVAL OF THE NOVEMBER 21, 2019, EXECUTIVE COMMITTEE MEETING MINUTES**

On behalf of the Executive Committee, Chair Walker moved to approve the minutes of the March 12, 2020, Executive Committee meeting, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee McKenzie seconded the motion and it was approved by roll call vote.

Chair Walker concluded the Executive Committee report.

#### **V. PRESIDENT'S REPORT**

Chair Walker recognized President Glover to present the President's Report, including a COVID-19 report.

President Glover provided reports on various items contained in the board materials for the June 18, 2020, Board Meeting and her President's report powerpoint slides. She provided reports on: SACSCOC Update including recommended removal from probationary status after SACSCOC Committee visit on June 15, 2020 and the decennial review; Tornado Update; COVID-19 including Task Force, TSU with 6 student cases, and continuing virtual environment; Plans for Fall 2020 including regular start time if it is safe with additional safety procedures/precautions, but continuing to review other options; Online Learning; Student Refunds related to COVID-19 and grade policy changes to allow pass/fail; Cares Act Funding for higher education institutions and for HBCUs; Recruitment & Enrollment; and State Budget including no new funds for TSU; and President Glover and Chair Walker received a great call from Oprah Winfrey.

In summary, President Glover thanked everyone.

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

Chair Walker thanked President Glover for her leadership and hard work. Chair Walker thanked Dr. Mosley for her work over the years now that she is leaving the institution.

On behalf of the Board, Chair Walker thanked Student Trustee Simpson for her service on the Board for two one year appointments. Student Trustee Simpson shared her appreciation and growth in serving in this Student Trustee position for two years.

#### **VII. ADJOURNMENT**

Chair Walker moved to adjourn which was seconded by Trustee Martin. The motioned carried by roll call vote. The meeting was adjourned at 3:09 p.m. CST.



**Tennessee State University  
Board of Trustees**



**AUDIT  
COMMITTEE REPORT**

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

10:00 a.m. CST  
Thursday,  
September 24, 2020

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

**ORDER OF  
BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 18, 2020, Audit Committee Meeting Minutes
- IV. Approval of the Fiscal Year 2020-2021 Revised Audit Plan
- V. Report of Completed Internal Audits
- VI. Review of Outstanding Audit Issues
- VII. Executive Session – Discussion of Items Deemed Confidential Under State Law

**Tennessee State University  
Board of Trustees**



**Approval of June 18,  
2020, Audit  
Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Audit Committee Report - Approval of the June 18, 2020,  
Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

The document reflecting the minutes from the June 18, 2020, Audit Committee meeting is included in the September 24, 2020, Board materials.

**MOTION: To approve the June 18, 2020, Audit Committee meeting minutes, as contained in the September 24, 2020, Board materials.**

**Meeting of the Tennessee State University Board of Trustees  
Audit Committee Meeting  
June 18, 2020  
Tennessee State University – Electronic**

**MINUTES**

**Committee Members Present:** Trustees Deborah Cole, Obie McKenzie and Richard Lewis;

**Other Board Members Present:** Joseph W. Walker, III, Pam Martin, Andre Johnson, Steve Corbeil, 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. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; and Terrence Izzard, Assoc. Vice President of Enrollment Management; Adrian Davis, Auditor.

**Guests:**

**I. CALL TO ORDER**

Trustee Cole called the meeting to order at 10:25 a.m. on June 18, 2020. Trustee Cole moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. The Committee found that there were various important matters that required immediate action by the Committee. Participation by electronic means was necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to enforce social distancing guidelines, including limiting face-to-face contact whenever possible. Electronic participation for the Committee meeting was necessary for the safety of Board members, staff, and guests. Trustee Lewis seconded and the motion carried.

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

Trustee Cole asked the secretary to the board to call the roll. Board Secretary Pendleton called the roll. Present: Trustees Deborah Cole, Richard Lewis, and Obie McKenzie. A quorum was established.

**III. APPROVAL OF THE MARCH 12, 2020, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to recommend to the full Board the approval of the minutes from the March 12, 2020, Audit committee meeting, as contained in the June 18, 2020, board materials. Trustee Lewis seconded the motion, which carried.

**IV. ANNUAL REPORT ON THE AUDIT OFFICE’S AUDIT ACTIVITIES**

Trustee Cole asked President Glover and Director of Internal Audit, Ms. Adrian Davis, to provide pertinent information related to this agenda item.

Ms. Davis discussed the year end report and discussed the various audit activities as included in the June 18, 2020 board meeting materials. She discussed the audit on Graduate admissions for the Fall of 2019. She discussed that the university was in compliance with the standards, except for two findings: The university did not always obtain and/or retain required supporting documentation (e.g final undergraduate transcripts, student applications, official test scores, etc) to support admission decisions, and the university did not always obtain required immunization records for applicable newly admitted and readmitted students registered for full-time enrollment during the fall 2019 semester.

Trustee Cole asked which area was responsible for this audit. Trustee Cole said that findings must be addressed and asked that Ms. Davis review them again later this year.

Trustee Sekmen discussed the online application process and discussed international student struggles with getting global degree approved by internal accreditation agency. He asked whether delays with COVID-19 were going to cause delay for these international students. Ms. Davis said that none of the concerns from the audit came from this area of outside review of international student transcripts.

President Glover discussed that TSU is still working on answers and working with THEC and others to ensure as timely as possible transcript review. Some federal guidance may be relaxed, possibly specifically for HBCUs.

Trustee Cole emphasized that findings in this audit are not acceptable and ask that additional information/audit be conducted later. Trustee Cole asked about reconciliation on difference in Foundation and TSU accounting. Ms. Davis said that COVID-19 has impacted the ability to reconcile but as of today, there is a method in place and by next week TSU hopes to have it reconciled, as last one is from March 2017. Trustee Cole said that this is not acceptable. President Glover said that they have put together a new plan on how to get this done.

Trustee Cole thanked President Glover and her team for the report.

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

Trustee Cole asked President Glover and Director of Internal Audit, Ms. Adrian Davis, to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Ms. Davis discussed the standards of quality assurance and internal quality assessment reviews. She said that the five year review is not yet due, but that the annual internal quality assessment was completed in 2020. Ms. Davis explained that TSU's audit office was found as generally conforming and that no issues were identified.

Trustee Cole thanked Ms. Davis for the report.

## **VI. APPROVAL OF THE FISCAL YEAR 2020-2021 AUDIT PLAN**

Trustee Cole asked President Glover to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Ms. Davis discussed the audit plan for 2020-2021 as included in the Board Meeting packet, including review of CARES act money, university compliance with FERPA, and others.

Trustee Cole moved to recommend to the full Board the approval of the fiscal year 2020-2021 audit plan with the inclusion of internal audit follow-up and referencing 2020 corrected dates, as contained in the June 18, 2020, board materials. Trustee McKenzie seconded the motion, which carried unanimously by roll call vote: Cole, Lewis, and McKenzie.

## **VII. REPORT ON STATE AUDIT SUNSET REVIEW PROCESS**

Trustee Cole asked President Glover and Director of Internal Audit, Ms. Adrian Davis, to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Ms. Davis said that the Sunset review is underway for all six LGIs in Tennessee. The timeframe for the review covers July 1, 2016 to the present. Ms. Davis discussed the key components of the audit review. She explained that the draft of the report should come out in November 2020 and that June 30, 2021 is the date of sunset.

Trustee Cole corrected date in report.

## **VIII. ADJOURNMENT**

There was no further discussion. Trustee Cole moved to adjourn the meeting and the motion was seconded by Trustee McKenzie. The motion carried unanimously by roll call vote. The meeting was adjourned at 10:53 am.

**Tennessee State University  
Board of Trustees**



**Approval of the  
Fiscal Year 2020-2021  
Revised Audit Plan**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Audit Committee Report – Approval of Fiscal Year 2020-2021 Revised Audit Plan

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

**Background Information:**

The annual audit plan for the Department of Internal Audit was prepared using a risk-based approach as required by the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors. The audit plan covers the annual audit period ending June 30, 2021.

Standard 2020, *Communication and Approval*, issued by the Institute of Internal Auditors, states that “The chief audit executive must communicate the internal audit activity’s plans and resource requirements, including significant interim changes, to management and the board for review and approval”. There were changes made to the 2020-2021 Annual Audit Plan that was presented and approved at the June 18, 2020, Audit Committee Meeting.

The purpose of this agenda item is to consider for approval the Revised Annual Audit Plan for fiscal year 2020-2021.

**Item Details:** See attachment.

**MOTION:** To approve the Fiscal Year 2020-2021 Revised Audit Plan, as contained in the Board materials for the Board’s September 24, 2020, meeting.

Tennessee State University  
 Department of Internal Audit  
 Annual Audit Plan 2020 – 2021 (Revised)

Tennessee State University Internal Audit Plan Fiscal Year Ending June 30, 2021						
Rank	Type	Area	Audit	Budget (Hours)	Estimated Start Date	Estimated Completion Date
Risk-Based	A	IT	Payment Card Industry Compliance (carry-forward)	75	April 2020	October 2020
Required	R	AT	NCAA Student Assistance Fund FY 2020	120	June 2020	August 2020
Risk-Based	A	FM	CARES Act Funding Review	150	June 2020	December 2020
Risk-Based	A	IS	Human Resources Audit	275	July 2020	October 2020
Required	R	IS	Internal Audit Findings Follow-Ups	300	July 2020	June 2021
			(A) Equipment Inventory Follow-Up			
			(B) Undergraduate Admissions Follow-Up			
			(C) Graduate Admissions Follow-up			
			(D) Federal Work-Study Follow-Up			
			(E ) BMP and STEM Grant Findings Follow-Up			
Required	F	FM	State Audit Follow-up for FY 2018	75	October 2020	December 2020
Risk-Based	A	AX	Residential Halls Audit	275	September 2020	December 2020
Required	R	FM	President's Expenses FY 2020	120	October 2020	November 2020
Risk Assessment	M	IS	Review Management's Risk Assessments	50	November 2020	November 2020
Risk-Based	A	IT	Distance Education Review	150	November 2020	January 2021
Investigation	I	IS	Unscheduled Audits/Projects/Investigations	250	TBD	
Consultation	C	IS	Unscheduled Consultation	50	TBD	
Required	R	IS	Review of Conflict of Interest Forms	75	January 2021	February 2021
Risk-Based	A	AD	Foundation Donations Audit	250	January 2021	March 2021
Consultation	C	FM	University Lease Analysis	75	March 2021	April 2021
Required	F	FM	State Audit Follow-up for FY 2019	100	March 2021	May 2021
Consultation	C	FM	Allowance Calculation Review	75	April 2021	May 2021
Risk-Based	A	IS	FERPA Compliance Review	125	March 2021	May 2021
Required	A	IS	Quality Assessment Review- Internal	75	April 2021	May 2021
Required	R	FM	Cash Counts	10	June 2021	June 2021
			Total	2675		
Estimate-Hours Available For Audits = 2675 hours						
Audit Types: R - Required A - Risk-Based (Assessed) S - Special Request I - Investigation M - Management's Risk Assessment C - Consultation F - Follow-up Review			Functional Areas: AD - Advancement AT - Athletics AX - Auxiliary FM - Financial Management IA - Instruction & Academic Support IS - Institutional Support IT - Information Technology PP - Physical Plant RS - Research SS - Student Services			

**Tennessee State University  
Board of Trustees**



**Review of Completed  
Internal Audits**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Audit Committee Report – Review of Completed Internal Audits

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

**Background Information:**

The results of audits completed by the Tennessee State University Department of Internal Audit will be discussed.

**DEPARTMENT OF INTERNAL AUDIT**

**Review of the  
National Collegiate Athletic Association  
Student Assistance Fund  
For the Fiscal Year Ended June 30, 2020**

August 20, 2020

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

Dear Ms. DeBauche:

Enclosed is the Tennessee State University Department of Internal Audit's report on our review of the National Collegiate Athletic Association (NCAA) Student Assistance Fund for the fiscal year ended June 30, 2020.

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

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

Sincerely,

*Adrian R. Davis*

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

CC: Dr. Glenda Glover, President  
    Dr. Deborah A. Cole, Audit Committee Chair  
    Dr. Mikki Allen, Director of Athletics

Enclosure

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

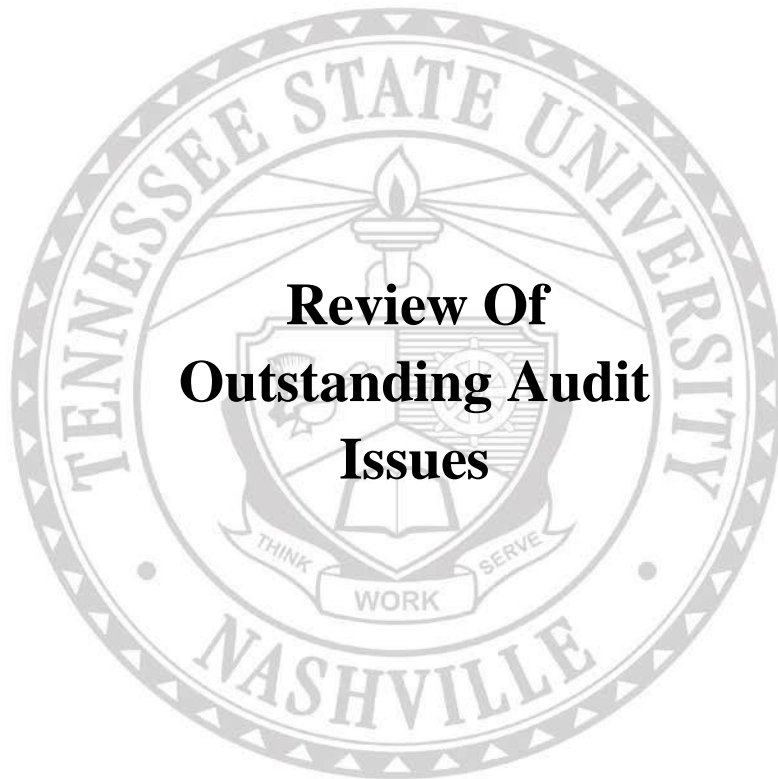
	<p><b>Recommendation:</b> Management should ensure that only legitimate scholarship payments are applied to a student’s account in the university’s student information system. Any payments to students for tutoring services should be entered into the university’s purchasing system, where the student will be paid as a vendor for services provided.</p> <p><b>Management’s Response:</b> The department will work to ensure that the recommendations are met and that all expenditures are paid from the correct systems and accounts.</p>
<b>Conclusion</b>	<p>The results of our review indicate that the Athletics Department had controls in place to ensure that students who received funds were eligible for the funds and that expenditures of the funds were in compliance with NCAA guidelines, except for the finding noted above. It was determined that expenditures totaling \$105,675.22 were accurately reported for the fiscal year ended June 30, 2020.</p>

**SAF Expenses as of June 30, 2020**

<b>Category of Expenses</b>	<b>FY 2020 Totals</b>
Educational Expenses and Fees	\$ 56,150.71
Personal or Family Expenses	2,615.18
Health and Safety Expenses	10,514.62
Institutional Academic or Programming Enhancements	36,394.71
<b><i>Total Spent as of June 30, 2020</i></b>	<b>\$ 105,675.22</b>



**Tennessee State University  
Board of Trustees**



**Review Of  
Outstanding Audit  
Issues**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Audit Committee Report – Review of Outstanding Audit Issues

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

**Background Information:**

Tennessee State University is subject to audits by its internal audit department and external entities. The audits, reviews, etc. can result in findings that require corrective actions on the part of university management. The Tennessee State University Audit Committee is diligent in its commitment and responsibility to ensure university compliance. The Audit Committee requests quarterly updates on management’s progress towards correcting issues cited in audit reports. The status of management’s progress towards correcting outstanding issues will be discussed.

Tennessee State University  
Department of Internal Audit  
**Audit Issues Outstanding as of September 3, 2020**

**Audit: Equipment Inventory Review**

- Issues:** 1. For 22 of 50 items selected for physical inspection, the related custodian did not ensure that the location of the item was updated on the equipment listing
2. For 8 of 50 items selected for physical inspection, the related custodian did not ensure that the equipment listing correctly displayed the item's serial number

**Audit: Admissions Fall 2019 - Undergraduate Students**

- Issues:** 1. Management exceeded the 10% limit for conditionally admitted first-time freshmen students
2. Management did not ensure that supporting documentation (final high school transcript, test scores, etc.) was obtained for all enrolled students
3. Management did not ensure that required immunization support was obtained for all enrolled students
4. Management did not ensure that all exceptions to admission criteria were properly documented

**Audit: Federal Work-Study Timesheet Review**

- Issues:** 1. For 14 of 27 students, we determined that the students performed FWS duties during scheduled class hours for at least one day during the months under review
2. For 17 of the 60 timesheets selected for review, the students worked more than 20 hours a week for at least one week while classes were in session.

**Audit: RSP - Internal Audit Follow-up (BMP Grant)**

- Issues:** 1. Management was not timely in submitting required federal reports and financial and performance reports
2. Time and effort certifications were not prepared for all time charged to the grant during the budget period

**Audit: RSP - Internal Audit Follow-up (STEM: Women and Children Grant)**

- Issues:** 1. Time and effort certifications were not prepared for all time charged to the grant during the budget period

**Audit: Admissions Fall 2019 - Graduate Students**

- Issues:** 1. The university did not always obtain and/or retain required supporting documentation (e.g final undergraduate transcripts, student applications, official test scores, etc) to support admission decisions
2. The university did not always obtain required immunization records for applicable newly admitted and readmitted students registered for full-time enrollment during the fall 2019 semester

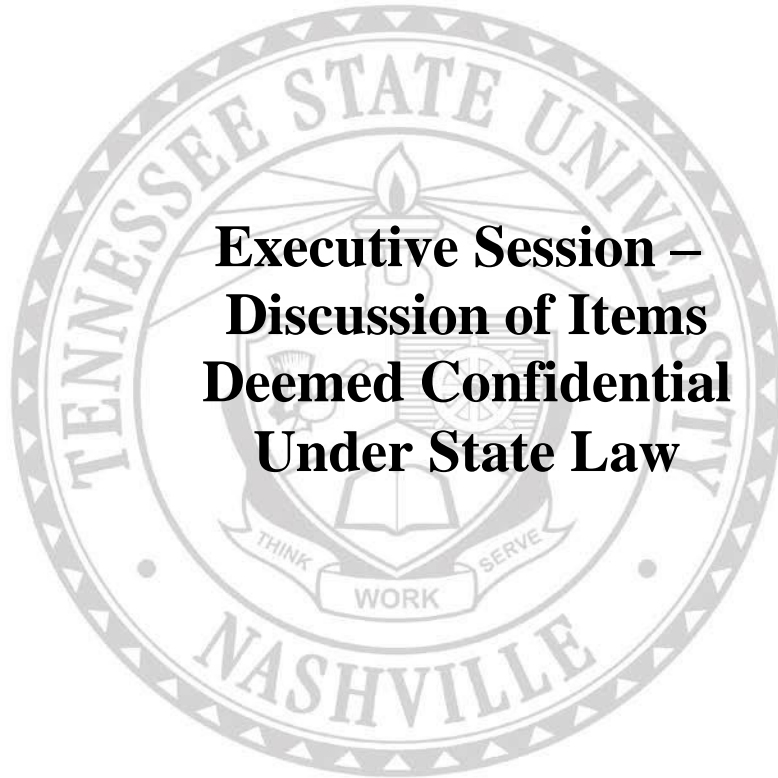
**Audit: Division of State Audit, Financial & Compliance Audit of Tennessee State University  
for the Year Ended June 30, 2017**

- Issues:** 1. TSU and TSU Foundation's accounting records show \$246,000 more cash on hand than shown on the bank statements; this variance is unexplained
2. As noted in the prior three audits, Tennessee State University did not provide adequate internal controls in one area

**Audit: Division of State Audit, Financial & Compliance Audit of Tennessee State University  
for the Year Ended June 30, 2018**

- Issues:** \*\* Audit has been completed. Findings have been drafted but are not yet public since the audit report has not been issued, as of September 3, 2020

**Tennessee State University  
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

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 AGENDA**

11 a.m. CST  
Thursday, September 24, 2020

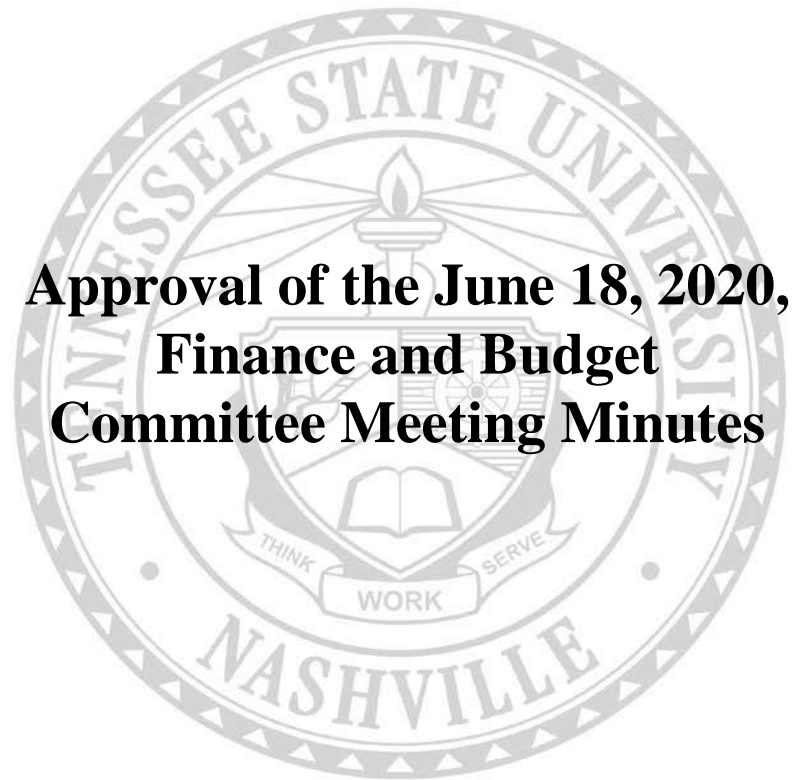
Tennessee State University – Board Committee  
Meetings: Via Zoom Link:

**ORDER OF  
BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 18, 2020, Finance and Budget Committee Meeting Minutes
- IV. Report on 2021 and 2022 TSU Holiday Schedules
- V. Report on COVID-19 Financial Issues
- VI. Revised October Budget Update
- VII. Finance and Budget Report
- VIII. Report on CARES Act Funding
- IX. Report on Voluntary Employee Separation Program
- X. Report on Enrollment
- XI. Update on Enrollment, Marketing and Student Recruitment Plan
- XII. Report on Rediscover TSU



**Tennessee State University  
Board of Trustees**



**Approval of the June 18, 2020,  
Finance and Budget  
Committee Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the June 18, 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 June 18, 2020 Finance and Budget Committee meeting is included in the September 24, 2020, Board materials.

**MOTION: To approve the minutes from the June 18, 2020, Finance and Budget Committee meeting, as contained in the Board materials for the Board's September 24, 2020, meeting.**

**Tennessee State University Board of Trustees  
Finance and Budget Committee Meeting.  
June 18, 2020  
Tennessee State University. Electronic**

**MINUTES**

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

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

**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. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management; and Dr. Charlise Anderson, Director, Accreditation & Assessment.

**I. CALL TO ORDER**

Trustee Corbeil called the meeting to order at 10:54 a.m. on June 18, 2020. Trustee Corbeil moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. There is important action to be conducted by the Finance and Budget Committee. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to enforce social distancing guidelines, including limiting face-to-face contact, whenever possible. Electronic participation for the Committee meeting is necessary for the safety of Board members, staff, and guests. Trustee Lewis seconded and the motion carried unanimously by roll call vote – Trustee Corbeil and Lewis.

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

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

**III. APPROVAL OF THE NOVEMBER 21, 2019, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil moved to recommend to the full Board the approval of the minutes from the November 21, 2019, Finance and Budget committee meeting, as contained in the June 18, 2020, board materials. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

#### **IV. APPROVAL OF THE MARCH 12, 2020, FINANCE AND BUDGET COMMITTEE MEETING MINUTES**

Trustee Corbeil moved to recommend to the full Board the approval of the minutes from the March 12, 2020, Finance and Budget committee meeting, as contained in the June 18, 2020, board materials. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

#### **V. REPORT ON COVID-19 FINANCIAL ISSUES**

Trustee Corbeil announced the next item on the agenda is report on COVID-19 financial issues. This is an informational item and no vote is required. Trustee Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

President Glover recognized VP Horace Chase. Mr. Chase discussed the financial housing and dining impact with students leaving the university from March 21, 2020. TSU refunded money to students. Mr. Chase discussed how the summer school has shifted to on-line and now out of state students can be on-line and thus e-rate became applicable and cost TSU about \$1 million. For Fall 2020, athletics is experiencing cuts in games, etc. There is an increase in need for technology. TSU is discussing various social distancing options, including plexi-glass, masks, gloves, etc. There is a possible need for adjunct faculty or others with smaller class size if option and there will likely be additional cleaning costs.

Trustee Corbeil asked about the CARES act and reimbursement. Mr. Chase said that TSU is getting about \$7.2 and half was directly for students with Title IV eligibility. Grad students got \$500; non Pell eligible students got \$600; and Pell eligible students got \$800. Mr. Chase said that TSU has about \$500,000 for hardships remaining. He explained that the other half of CARES Act funds are to reimburse TSU for some of the costs and lost revenue, including student refunds. He said that there is \$16.2 million coming in from HBCU funds to address some financial issues that TSU may be facing related to COVID-19.

Trustee Corbeil asked for confirmation that those will be following through financials. Mr. Chase confirmed.

President Glover explained that students receive the funds and they couldn't choose to keep it in their TSU fund. In other words, TSU gave the refunds to the students directly.

#### **VI. APPROVAL OF THE FISCAL YEAR 2020-2021 NON-MANDATORY FEE INCREASE**

Trustee Corbeil said that TSU is not proposing tuition or mandatory fee increases, but only a non-mandatory fee increase. Trustee Corbeil asked President Glover to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Mr. Chase discussed that were considering minimal tuition increases, but decided against it to limit the COVID-19 impact to students. President Glover explained that THEC Director Krause got the State to not cut higher education, along with Medicaid and K-12 education.

Mr. Chase discussed the non-mandatory fee increases for about \$64,460 annual basis.

Trustee Corbeil moved to recommend to the full Board the approve the fiscal year 2020-2021 non-mandatory fee increase, as contained in the June 18, 2020, board materials. Trustee Lewis seconded the motion, which carried unanimously by roll call vote.

## **VII. APPROVAL OF THE INSTITUTIONAL ESTIMATED AND PROPOSED BUDGETS**

Trustee Corbeil asked President Glover to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet. Trustee Corbeil acknowledged that CARES Act dollars have been discussed and will flow through the budget.

Mr. Chase first spoke about the estimated budget contained in the Board Meeting packet. There is a decrease in revenue of about \$2.9 million, including the previously discussed real estate transactions for \$4 million. President Glover explained that it has been taken off the books as it is not happening right away. Trustee Lewis asked about the location. President Glover said it was about the Incubation Center. Mr. Chase explained the mandatory debt service with increase of \$1.1 million. The net effect ended with a \$6.4 million shortfall from the revised to the present. He said that TSU anticipates recoupment of about \$2.4, so that it is down to about \$4 million. There is a \$12.3 million dollar shortfall for estimated budget.

Trustee Cole asked for clarification on when final numbers come in. Mr. Chase confirmed that final numbers will be reported in September. Trustee Cole explained that looking at \$12.3 million shortfall, but depending on what happens, TSU could get that down.

Trustee Corbeil clarified that \$12.3 million can be taken from reserves. Trustee Corbeil said that external benchmarks and Simpson report has come back but we haven't discussed in detail. He said that it is disappointing that TSU can't demonstrate that it has done everything on the benchmarking side.

Mr. Chase said that we were not able to successfully implement the plan. TSU plans to start implementing in fiscal year 2021.

Trustee Sekmen referenced the increase in enrollment but decline in tuition revenue went down. Mr. Chase explained that head count is a different way to calculate. TSU uses FTE method and thus does not show same head count increase. Trustee Sekmen asked why estimated decline would not be more significant. Mr. Chase explained that the proposed budget will be discussed next, but TSU has not made all changes related to COVID-19.

Trustee Corbeil referenced assumptions in board materials as what drives proposed budget.

Trustee Cole asked whether there are write-offs of accounts that need to be made for the estimated budget. Mr. Chase explained that write-offs are already done annually. He explained the student tuition write-off process and bad debt expense are already included in the estimated budget.

Trustee Sekmen discussed prior year's way to save money that included elimination of positions. He said that the process used caused problems, and a better process is needed if positions are eliminated. President Glover explained the process with review of open positions and whether Deans asked to have that position back. Dr. Mosley explained that conversations were had with Deans on individual decisions. Trustee Sekmen asked how many terminated positions were later reinstated after appeal process. Mr. Chase said that there were several and strategic process going forward will look different and more thought out.

Trustee Cole and Trustee McKenzie thanked the President and Mr. Chase for their straight-talking in relation to the budget discussion. Trustee Corbeil said that there are going to have to be difficult decisions made in this next year. Trustee Corbeil said there is a need to use these outside assessments to drive decisions.

Mr. Chase discussed next year's proposed budget as included in the Board meeting packet. Mr. Chase said that there is a proposed budget shortfall of \$3.8 million for next year.

Trustee Corbeil moved to recommend to the full Board the approval of institutional budgets, as contained in the June 18, 2020, board materials. Trustee Lewis seconded the motion, which carried by roll call vote.

### **VIII. REPORT ON COMPOSITE FINANCIAL INDEX**

Trustee Corbeil asked President Glover to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Mr. Chase referred to the Composite Financial Index document in the Board packet. TSU is above the watch level for our CFI, but wants to watch this. He explained that there has been some improvement in primer reserve ratios, but need to better it.

Trustee Corbeil expressed interest in looking at other HBCUs for comparison.

Trustee Sekmen asked about the primer reserve ratios and the shortfall from this year. Mr. Chase said this is the area that TSU is working to improve.

Trustee Corbeil asked for information on the proposed voluntary separation plan. Mr. Chase discussed the need for a voluntary separation plan, referencing external reports. He explained the VSP process which including ask for employee volunteers by July 31, 2020 in exchange for incentive, depending on their role. Mr. Chase said that there is hope with 100 employees for about \$5.8 million one-time investment and \$8 in annual savings.

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

Trustee Corbeil introduced the next item on the agenda as the finance and budget report. The materials for this agenda item are included in the June 18, 2020, Board meeting materials.

Trustee Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item. Mr. Chase discussed the report in Board Meeting materials. He acknowledged that COVID-10 and CARES Act have already been discussed. Facility assessment is still ongoing with the electrical grid and is wrapping up and \$5 million still included in State budget. He said that comprehensive facility assessment is ongoing and should be completed in August 2020. Financial statements are included. TSU is preparing for the fall.

Trustee Sekmen suggested review of administration role as our percentages for administrative positions are twice as high as other LGIs. Mr. Chase discussed use of the benchmarks and plans to review other data.

Trustee Corbeil thanked President Glover for her presentation.

#### **X. APPROVAL OF INSTITUTION'S FISCAL YEAR 2020-2021 CAPITAL CONSTRUCTION PLAN**

Trustee Corbeil introduced the next item on the agenda as approval of the institution's capital construction plan. The material is included in the June 18, 2020, Board Meeting packet.

Mr. Chase discussed challenges from state funds as lost about 12% from some of funding that TSU was supposed to get for this year. He said that TSU had to make adjustments in future year plans. Facilities plan will help provide support for future year capital plans.

Trustee McKenzie asked whether there is consideration for black and women owned firms to bid on these projects. Mr. Chase said that he will look into this issue. Dr. Johnson said that TSU has worked hard on trying to be inclusive. TSU has tried to increase their percentage. He explained that one of the challenges is the approved standards by the State.

Trustee Corbeil asked who the Board needs to speak with about this. Mr. Johnson said that TBR oversees this process. Trustee McKenzie urged TSU to get more aggressive in trying to fix the system.

Trustee Johnson for Trustee Lewis said that some of these things may be beyond TSU control, since TBR and others control. TSU needs to focus on the contracts that we control. And secondly that we need to lobby the Governor and TBR and others to make change or ensure that TSU gets to include contractors. Trustee McKenzie said that TSU needs to be aggressive to get this done. Trustee Martin agreed and asked for more advocacy by board to make political change now. Mr. Chase added that THEC is also relevant in this discussion.

Secretary Pendleton added that TSU is thinking of severing from the TBR capital process

which would allow TSU additional control. President Glover said that THEC fights hard for the HBCUs.

Trustee Corbeil moved to recommend to the full Board the approval of the institution's fiscal year 2020-2021 Capital Construction Plan, as contained in the June 18, 2020, board materials. Trustee Lewis seconded the motion, which carried by roll call vote.

## **XI. UPDATE ON ENROLLMENT, MARKETING, AND STUDENT RECRUITMENT PLAN**

Trustee Corbeil announced the next item on the agenda is report enrollment, marketing, and student recruitment and no vote is required. Trustee Corbeil asked President Glover or her designee to provide pertinent information related to this agenda item.

President Glover turned it to Dr. Izzard. Dr. Izzard referenced the report in the board materials. Dr. Izzard highlighted the expanded digital marketing strategy in the virtual space, the virtual signing day and preview day, the new student engagement platform that was launched on April 1, 2020, the social media channels are up and active, and staying relative and competitive in the marketing space. Dr. Izzard reported that updated numbers show more than 119 students more enrolled for Fall 2020 than at this time last year. He also stated that TSU has admitted 600+ more students by this time last year.

Dr. Melton discussed graduate school marketing plan. As of today, the graduate school application and enrollment to date as compared to 2018 and 2017 is up. TSU Global Online is offering from 8 to 30 online programs this fall. She said that TSU is addressing digital skills for faculty.

Trustee Sekmen thanked President Glover for the good news. He said that he is hopeful that there will be a turn in enrollment for Fall 2020.

President Glover added that TSU is targeting the nursing program and that the digital marketing plan is working. There is a concern with returning students to make sure that they come back after they have been home for so long.

## **XII. ADJOURNMENT**

Trustee Corbeil moved to adjourn the meeting and Trustee Lewis seconded which carried by roll call vote. The meeting was adjourned at 12:35 pm.



**Tennessee State University  
Board of Trustees**



**Report on 2021 and 2022 TSU  
Holiday Schedules**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on 2021 and 2022 TSU Holiday Schedules

RECOMMENDED ACTION: None

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

In accordance with TSU Policy 5:01:01:10 *Holidays*, Tennessee State University will observe the following seven holidays per year: (1) New Year's Day, (2) Martin Luther King, Jr. Day, (3) Memorial Day, (4) Independence Day, (5) Labor Day, (6) Thanksgiving Day, and (7) Christmas Day. In accordance with TSU Policy 5:01:01:11 *Days of Administrative Closing*, an additional six administrative closing days shall be designated as time off from work with pay for regular full-time and part-time employees.

The purpose of this agenda item is to present as an informational item the attached holiday schedules proposed for calendar years 2021 and 2022.

Holiday Schedule 2021 and 2022 Calendar Years

PROPOSED HOLIDAY SCHEDULE FOR 2021

New Year's Day	Friday, January 1, 2021
Martin Luther King Day	Monday, January 18, 2021
Memorial Day	Monday, May 31, 2021
Independence Day	Monday, July 5, 2021
Labor Day	Monday, September 6, 2021
Thanksgiving Day	Thursday, November 25, 2021
Administrative Closing	Friday, November 26, 2021
Administrative Closing	Thursday, December 23, 2021
Christmas Day	Friday, December 24, 2021
Administrative Closing	Monday, December 27, 2021
Administrative Closing	Tuesday, December 28, 2021
Administrative Closing	Wednesday, December 29, 2021
Administrative Closing	Thursday, December 30, 2021

PROPOSED HOLIDAY SCHEDULE FOR 2022

New Year's Day	Friday, December 31, 2021
Martin Luther King Day	Monday, January 17, 2022
Memorial Day	Monday, May 30, 2022
Independence Day	Monday, July 4, 2022
Labor Day	Monday, September 5, 2022
Thanksgiving Day	Thursday, November 24, 2022
Administrative Closing	Friday, November 25, 2022
Administrative Closing	Friday, December 23, 2022
Christmas Day	Monday, December 26, 2022
Administrative Closing	Tuesday, December 27, 2022
Administrative Closing	Wednesday, December 28, 2022
Administrative Closing	Thursday, December 29, 2022
Administrative Closing	Friday, December 30, 2022

\* When a recognized holiday falls on a Saturday, it is observed on the preceding Friday, and if the holiday falls on a Sunday, it is observed the Monday following the holiday.

Approved by:

---

Glenda Glover, President      Date

**Tennessee State University  
Board of Trustees**



**Report on COVID-19  
Financial Issues**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on COVID-19 Financial Issues

RECOMMENDED ACTION: None

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

**Background:** Unrestricted Educational & General Tuition & Fee Revenue is approximately 3.3% above the budgeted revenue, i.e. projections are \$32.8 million and year-to-date actual is at \$33.9 million. However, these figures do not include the impact of students who do not meet their financial obligations by the purge date of September 8, 2020. In comparison, fall 2020 revenue of \$33.9 million is lower than fall 2019 revenue of \$36.1 million.

Student food sales projected revenue for fall FY21 is \$4.9 million and the actual year-to-date is \$4 million, which is 18.4% lower than the fall projection. Student Housing projected revenue for fall FY21 is \$5.6 million and the actual year-to-date is \$4.9 million, which is 12.5% lower than the fall projection.

**Tennessee State University  
Board of Trustees**



**Revised October  
Budget Update**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Revised October Budget Update

RECOMMENDED ACTION: None

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

President Glover and/or her designee will present information regarding this report item.

TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS

REVENUES  
JULY BUDGET 2020-  
21

	<u>July Budet 2020-21</u>
<u>Revenues</u>	
<i>Education and General</i>	
Tuition and Fees	66,242,200
State Appropriations	41,131,100
Federal Grants and Contracts	6,500,000
State Grants and Contracts	33,000
Private Grants and Contracts	47,000
Private Gifts	25,000
Sales & Services of Educ/Other Activities	84,300
Other Sources	4,625,100
	730,000
Total Education and General	<u>119,417,700</u>
<i>Auxiliaries</i>	
Total Sales/Services of Auxiliary Services	<u>24,199,100</u>
Grand Total Revenues	<u>143,616,800</u>



TENNESSEE STATE UNIVERSITY  
SUMMARY OF UNRESTRICTED CURRENT FUNDS

EXPENDITURES AND TRANSFERS  
JULY BUDGET 2020-21

<u>Expenditures and Transfers</u>	<u>July Budget 2020-21</u>
<i>Education and General</i>	
Instruction	61,787,000
Research	2,247,600
Public Service	1,433,300
Academic Support	10,379,800
Student Services	16,723,600
Institutional Support	9,853,500
Operation & Maintenance of Plant	13,819,100
Scholarships & Fellowships	4,982,200
 Total E&G Expenditures	 <u>121,226,100</u>
 Mandatory Transfers	 2,474,000
Non-Mandatory Transfers	(4,267,700)
 Total E&G Expenditures and Transfers	 <u>119,432,400</u>
<i>Auxiliaries</i>	
Auxiliary Services Expenditures	20,859,900
Mandatory Transfers for Principal & Interest	1,783,200
Non-Mandatory Transfers for:	
Tranfers to Unexpended Plant	706,000
Fund	
Transfers to Renewal & Replacements	850,000
Other Transfers	-
 Total Auxiliary Enterprises Expenditures and Transfers	 <u>24,199,100</u>
 Grand Total Unrestricted Expenditures And Transfers	 <u>143,631,500</u>

**Tennessee State University  
Board of Trustees**



**Finance and Budget Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Finance and Budget Report

RECOMMENDED ACTION: None

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

President Glover and/or her designee will present information regarding this report item.

**Facilities Assessments:**

The electrical grid assessment was completed in August 2020. The university experienced two electrical outages that raised the awareness of repairs needed to the electrical grid. During the assessment any repairs that required immediate attention and were safety concerns were addressed immediately. All other items are included in a report and assessed a dollar value so that proper repairs can be made at the appropriate time. The State has allocated \$5 million to assist with improvements. These dollars are be available for Fiscal year 2021 beginning July 1, 2020. The total estimated to complete the project is \$19.2 million. The project is expected to be completed over a four year period. An additional \$14.2 million will be required to fund the project.

The university has contracted to have a comprehensive facility assessment of all buildings on campus. This assessment is for all residence halls, academic and administrative buildings. This will allow facilities management and the administration to establish strategic priorities related to the needs of facilities. This roadmap will create any opportunity to efficiently use limited resources and make more strategic funding requests. The assessment is complete and review should be complete within the next 30 days.

**Financial Statements:**

The State Auditors are completing the report for audit of the FY2018 Financial Statements and the report is expected to be released in October 2020. Due to the completion of the FY2017 audit around December 2018, management responses to findings in FY2017 audit occurred after FY2018 was complete. Therefore, those corrective action plans could not take effect until after FY2018 was complete.

The State Auditors are in the process of auditing the FY2019 Financial Statements. They should finish their field work within the next 60 days.

We are preparing the FY2020 Financial Statements. Those statements are not complete and TBR has extended the due date to all colleges and universities. The extension is due to a delay of information from the State that needs to come to TBR. Subsequently, TBR will make that information available to the colleges and universities. The auditing of the FY2020 Financial Statements has also begun. The auditors are requesting Information that they can be audited although the statements are not finalized. The target date for FY2020 audit to be complete is late February 2021.

**SACSCOC Accreditation:**

SACSCOC standard 13.2 requires that the university provide an institutional audit for the most recent fiscal year. The most recent fiscal year is FY2020. This audit report would be submitted with other institutional data in Compliance Certification report in September 2020 to SACSCOC. The Compliance Certification report will be reviewed by the SACSCOC Off-Site Review Committee. The Off-Site Review Committee will provide a report indicating which of the standards that find to be compliance or non-compliant. TSU will be found to be non-compliant relative to standard 13.2 and possibly some other related financial standards because the FY2020 audit is not complete. This is typical for a lot of universities because with year-ends being June 30 and Compliance Certification reports being due in September, it is difficult to prepare financial statements and have them audited within that time frame. The next opportunity for review by SACSCOC is with the On-Site Review

Committee. The On-Site Review Committee is coming in March 2021. The State Auditors are expected to have the FY2020 audit completed in late February in an effort to meet that deadline. At that point, the university will have an opportunity to have demonstrate that it is in compliance with standard 13.2 and any other related financial standards.

**Financial Planning:**

The university is reviewing the Proposed FY2021 Budget and will present any proposed revisions at the November Board of Trustee meeting. The Voluntary Employee Separation Plan (VESP) is currently in effect for employees to elect if they would like to take advantage of the plan. Final numbers will be run and administrative decisions will be made regarding the results of the plan. Plans will be made by the administration to address any remaining alignment required.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: June 18, 2020

ITEM: Report on CARES Act Funding

RECOMMENDED ACTION: Information Item

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

The President and/or her designee will provide a report on CARES Act Funding.

## CARES Act Funding Report

The Coronavirus Aid, Relief, and Economic Security (CARES) Act provided approximately \$14 billion in funds to institution of higher education around the country through the Higher Education Emergency Relief (HEER) Funds. Of that amount, TSU has been allocated \$23,451,094 from the federal government and an additional \$747,100 from the state of Tennessee. These funds are required to be used to help offset some of the costs associated with responding to the pandemic and its impact on students and the institution. The CARES Act funds we have been allocated from the federal government are split into two sections: Section 18004(a) (1) and Section 18004(a)(2). The Coronavirus Relief Funds (CRF) are CARES Act funds the Tennessee Higher Education Commission allocated to TSU.

Section 18004(a) (1) is divided into two categories and we have been allocated \$7,214,661. Half of these funds (\$3,607,331) are required to go directly to students who were enrolled in classes at the time the emergency was declared and met other eligibility requirements. As of August 31, 2020, we have paid \$3,102,600 to 4,335 students from these funds. The other half of the funds are to be used to aid the institution. To date, we have used \$2.4M to recover funds from housing and meal plan revenue that we refunded to students during the spring term. The remainder of these funds has not been allocated for a particular purpose.

Section 18004(a) (2) of the CARES Act assists Historically Black Colleges and Universities (HBCUs), Minority Serving Institutions (MSIs) and Low-Income Serving Institutions. TSU has been allocated \$16,236,433 from these funds. We have budgeted for these funds, with \$10,000,000 going to fund scholarships for students. The remainder has been allocated to laptops for students and faculty (as needed), technology upgrades and supplies and equipment needed as a result of the pandemic and the need to maintain a safe environment for the entire campus community. Actual expenditures as of August 31, 2020, totaled \$844,387, with another \$1,567,800 encumbered.

The \$747,100 CRF Funds allocation from the state will be used for student laptops and tablets and any remaining funds will be used for classroom upgrades. These funds must be spent on or before November 15, 2020.



**TENNESSEE STATE UNIVERSITY**  
**CARES Act Budget**  
**Funds by Fund Code**

	<b>Funds from Section 18004(a)(1) of CARES Act</b>		
	Budget	Expenditures As of 8/31/2020	Available
HEERF (CARES Act) Stud Portion20-21	3,607,331.00	3,102,600.00	504,731.00
HEERF (CARES Act) Inst Portion20-21	3,607,330.00	2,414,259.00	1,193,071.00
<b>Total</b>	<b>7,214,661.00</b>	<b>5,516,859.00</b>	<b>1,697,802.00</b>

	<b>Funds from Section 18004(a)(2) of CARES Act HBCU Funds)</b>		
	Budget	Expenditures As of 8/31/2020	Available
CARES Act-HBCU-Institution Sup20-21	2,778,445.00	102,257.05	2,676,187.95
CARES-HEERF-HBCU-Academic Tech20-21	2,790,757.00	701,120.00	2,089,637.00
CARES Act-HBCU-Scholarship 20-21	10,050,583.00	-	10,050,583.00
CARES Act-HBCU- Instruction 2020-21	616,648.00	41,010.23	575,637.77
<b>Total</b>	<b>16,236,433.00</b>	<b>844,387.28</b>	<b>15,392,045.72</b>
<b>Total Federal Funds</b>	<b>23,451,094.00</b>	<b>6,361,246.28</b>	<b>17,089,847.72</b>

	<b>Funds from THEC CRF</b>		
	Budget	Expenditures As of 8/31/2020	Available
Coronavirus Relief (CRF)-CARES Act	747,100.00	-	747,100.00
<b>Total</b>	<b>747,100.00</b>	<b>-</b>	<b>747,100.00</b>
<b>Grand Total</b>	<b>24,198,194.00</b>		<b>24,198,194.00</b>

**Tennessee State University  
Board of Trustees**



**Report on Voluntary  
Employee Separation  
Program**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on Voluntary Employee Separation Program

RECOMMENDED ACTION: Information Item

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

The President and/or designee will provide a report on the Voluntary Employee Separation Program.

Voluntary Employee Separation Plan  
Update September 9, 2020  
Preliminary Report

The Voluntary Employee Separation Plan (VESP) permitted staff to apply by July 31, 2020, with the option to withdraw from a submission on or before August 31. An extension was given to staff to apply through August 17 with no change to the withdrawal date of August 31.

There were 57 staff employees that applied for the VESP. Seventeen (17) of those employees were removed from the plan for various reasons as indicated below. Of the 40 remaining employee positions, some positions will be completely eliminated, filled, repurposed, or filled at a lower paygrade.

**STAFF VSP**

Total Applied for VSP	57
Withdrew	4
Paid from restricted funds - ineligible	8
Ineligible due to lack of service years	4
Subsequently deceased	1
Net Eligible	40

One-time Investment	\$1,665,890.50
Annual Savings	\$1,946,342.25

Faculty application deadline is September 15, 2020.

**Tennessee State University  
Board of Trustees**



**Report on Enrollment**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020  
ITEM: Report on Enrollment  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

President Glover and/or her designee will present a report on enrollment.

### Fall 2020 Enrollment Update

Semester	Headcount	FTE
UG	5999	5313.47
GR	1617	983
Total	7616	6296.47

### Fall Enrollment Comparison

Headcount				Full-Time Equated (FTE)			
Semester	Fall 2019	Fall 2020	% Diff	Semester	Fall 2019	Fall 2020	% Diff
UG	5875	5999	2.11%	UG	5304.87	5313.47	.16%
GR	2206	1617	-26.70%	GR	1094.25	983	-10.17%
Total	8081	7616	-5.75%	Total	6399.12	6296.47	-1.60%

### Fall 2020 Undergraduate Admissions Analysis

Status	Undergraduate Fall 2020	Graduate Fall 2020
Admitted	7207	838
Denied	908	6
Incomplete	4342	180
Grand Total	12457	1029

### YTD Fall 2021 Undergraduate Admissions Analysis

Status	Fall 2020	Fall 2021	% Diff
Admitted	89	159	79%
Denied	3	10	233%
Incomplete	538	513	-5%
Grand Total	630	682	8%

## **Factors that Impacted Student Enrollment Fall 2020**

*Common responses we received from students who could not return:*

1. Parent loss of employment
2. COVID 19 Safety Concerns/Precautions
3. Unsure about success taking classes online
4. Concerned about quality of social life or experiences
5. Nashville/Davidson County infection numbers
6. Decided to take Gap year during COVID 19 pandemic



**Tennessee State University  
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020

ITEM: Update on Enrollment, Marketing and Student  
Recruitment Plan

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

Commencing at the June 18, 2020, 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.

### **Summary of Efforts to Support Returning Students and New Students**

1. Organized call team for personal outreach to each student May-August.
2. Email and ongoing text communication weekly.
3. Offered 15% discount to instate online students.
4. Offered E-rate discount to out-of-state students.
5. Provided CARES Act Tuition Assistance Grant funds.

### **Summary of Student Recruitment Efforts Fall 2020**

- Attended/hosted over 200 events virtually.
- Hosted weekly Facebook Group sessions with admitted students with over 1100 active members.
- Assigned a recruitment advisor to each admitted student to ensure easy transition.
- Continued email, text, and phone communications with admitted students.
- Hosted Web/Zoom/FaceTime Recruitment events
- Hosted Dual Enrollment Webinars for High School partners, such as “Engaging Students Online” and “Navigating Systems” for Counselors K-12 Teaching Online (Best Practices).
- Increased overall social media engagement and number of followers by 4% (May 22, 2020 – present) Total of 4,433 combined followers from Instagram, Facebook, Twitter, YouTube, and LinkedIn. Top posts garnered a reach or impressions of 1,919,100 and engaged on average 88,000 + people with clicks, shares, mentions, and likes.

### **Summary of New Student Engagement Efforts Fall 2020**

- Hosted exciting virtual Welcome Week Sessions focused on academic and social integration for new students August 12-14, 2020.
- Hosted (7) Virtual New Student Orientation Events (Students registered: Fall 2019 – 1397, Fall 2020 – 1829)
- Hosted (2) New Student Parent Engagement Session - 457 registered parents
- Hosted (2) Summer Melt Activities/Summer Programming for Admitted Students - TSU 24 Days (Class of 2024)
- Hosted “First & 10 Check-In” – Student Wellness Calls and Meeting for New Students
- September 4 - Zoom Meetings for all New Students with NSP Staff after the completion of 10 days of classes
  - Transfer Students
  - Virtual First Time Freshmen
  - On-Campus First Time Freshmen

## 2021 Recruitment Strategy Priorities

- Increase recruitment outreach to traditional high school populations within the state of Tennessee and 250-mile radius.
- Marketing and Advertising focused on new admissions standards, student success, student life and capital improvements.
- Strategic communication strategy for current students and student in the admissions funnel; from inquiries to applicants, and admitted to enroll.
- Enhance technological infrastructure, improve data and processes, customer relationship management and highlight new facilities
- Increase recruitment outreach globally with set application and scholarship deadlines to attract highly qualified candidates.
- Increase the number of prospects/interested students interested in TSU in an effort to increase applications, admits, and enrollments.
- Targeted recruitment activities with adult learners, veterans, transfers, and community college students.
- Collaborate with Academic Affairs to expand recruitment efforts of each academic college.
- Advertise and market highly competitive academic programs.
- Increase the number of two plus two agreements at Tennessee Community Colleges
- Increase recruitment outreach globally through social media ie Facebook, Twitter, YouTube, TikTok, PeopleGrove, etc.

**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on Rediscover TSU

RECOMMENDED ACTION: Information Item

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

The President and/or designee will provide a report on the Rediscover TSU initiative.

**DIVISION OF INSTITUTIONAL ADVANCEMENT**  
**ALUMNI, ENGAGEMENT/CORPORATE PARTNERSHIPS AND STRATEGIC**  
**INITIATIVES**  
*REDISCOVER TSU*

The Offices of Alumni Engagement and Corporate Partnerships and Strategic Initiatives, under the Division of Institutional Advancement, will launch **Rediscover TSU** during fall 2020. The purpose of this fundraising initiative is to foster lifelong relationships with alumni and corporate partners while creating a culture of philanthropic assistance through annual and major gifts to support Tennessee State University (TSU). The goal of **Rediscover TSU** is to foster robust relationships with stakeholders that will inspire and raise an additional \$1.25 million new dollars from alumni and an additional \$2.5 million new dollars from corporate and private foundation partnerships in support of student scholarships and other academic programs.

The key elements of this initiative consist of delivering experiential services, activities and connections that inspire stakeholders and that are valued by the Institution. This will be accomplished through launching the following goals and programs:

➤ **Alumni Concierge Service**

Creating a customer centered response system to handle special requests from alumni to promote superior alumni experiences and synergy

<http://www.tnstate.edu/alumni/concierge.aspx>

➤ **TSU Forever Blue Recurring Gift Program**

Creating a stewardship program to encourage alumni to become consistent donors through the launch of *TSU Forever Blue Recurring Gift* program

➤ **Alumni-Student Mentoring Program**

Training students to become engaged alumni and donors upon graduation and increase student/alumni connections through networking and career pathway opportunities

➤ **Improve support from TSU's internal stakeholder's campus wide focus**

Increasing the number of campus partnerships at 25 by 2024

➤ **Build a robust Corporate Relations team**

Increasing the Corporate Partnerships Relationship team from 1 to 5

- **Strengthen awareness about TSU’s academic programs and offerings for corporate prospects and partners**  
Increasing corporate giving by 480% (\$7,500,000) by FY '24
- **Generate and qualify new corporate leads for TSU’s Corporate Partners Program**  
Meet with 25 new companies and create a community of interest such as building a pipeline for student talent and establishing scholarship by FY '24.  
(These activities include background research, correspondence and meetings)
- **Steward and grow new and existing relationships**  
Increasing the number of stewardship reports from 0 to 50 companies by 2024.
- **John Merritt Boulevard to Corporate America**  
Establishing an annual symposium on Financial Services and Investment Banking Industry

## PARTNERSHIP OPPORTUNITIES





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## Alumni Relations

[Class Reunion](#)

[Vintagers Celebration](#)

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## An Elevated Alumni Experience



The Tennessee State University Alumni Concierge Service is an elevated response system designed to facilitate superior alumni experiences through thoughtful customer service. Simply submit questions or service requests through the [online portal](#) and your assigned alumni concierge will handle your request from start to finish. Your personal concierge is available to help with questions, volunteer opportunities, obtain transcripts, campus visits (virtually or appointment), connect with departments or employees, and other requests. We are here to help make your engagement with Tennessee State University a great experience.



**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 AGENDA**

8:30 a.m. CST  
Thursday, September 24, 2020

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 18, 2020, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Approval of Updated TSU Mission Statement
- V. Approval of the TSU 2020 Strategic Plan
- VI. Approval of Off-Campus Academic Program Site: Bachelor of Science (BS) in Applied Industrial Technologies at the Motlow State Community College - McMinnville Campus
- VII. Approval of Discontinuance of Master of Science in Professional Science
- VIII. Approval of the FOCUS Act required Institutional Mission Profile for THEC
- IX. Report on SACSCOC Accreditation Review Matters
- X. Academic Affairs Report
- XI. Report on Research Funding
- XII. Student Affairs Report

**Tennessee State University  
Board of Trustees**

**Approval of June 18, 2020,  
Academic Affairs and Student  
Affairs Committee Meeting  
Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the June 18, 2020, Academic Affairs and Student Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the minutes from the June 18, 2020, Academic Affairs and Student Affairs Committee meeting is included in the September 24, 2020 Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 18, 2020, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's September 24, 2020, meeting.**

**Meeting of the Tennessee State University Board of Trustees  
Academic Affairs and Student Affairs Committee Meeting  
June 18, 2020  
Tennessee State University – Electronic**

**MINUTES**

**Committee Members Present:** Voting Members: Trustees Pam Martin, Andre Johnson, Ali Sekmen, and Non-voting Member: Braxton Simpson.

**Other Board Members Present:** Trustees Steve Corbeil, Obie McKenzie, Tiara Thomas, Deborah Cole, Richard Lewis; Joseph Walker III

**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. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management; Dr. Jerri Hayes, Dean of Department of Education; and Dr. Charlise Anderson, Director, Accreditation & Assessment; Carolyn Davis; Michael Harris; Kelli Sharpe; Robbie Melton.

**Guests Present:**

**I. CALL TO ORDER**

Trustee Johnson called the meeting to order at 8:38 a.m. on June 18, 2020. Trustee Martin moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. The Committee is set to take up important matters. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to limit face-to-face contact whenever possible. Electronic participation for the Committee meeting is necessary for the safety of Board members, staff, and guests. Trustee Sekman seconded and the motion carried by roll call vote- Trustee Martin, Trustee Johnson, and Trustee Sekman.

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

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

**III. APPROVAL OF THE MARCH 12, 2020, COMMITTEE MEETING MINUTES**

Trustee Johnson proceeded to the approval of the March 12, 2020, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Johnson moved to recommend to the full Board the approval of the March 12, 2020, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board

materials for the June 18, 2020, Board meeting. Trustee Martin seconded the motion, which carried unanimously by roll call.

#### **IV. REPORT ON COVID-19 CORONAVIRUS PANDEMIC ACADEMIC AND STUDENT ISSUES**

Trustee Martin asked President Glover and her designees to provide pertinent information related to this agenda item. President Glover recognized Dr. Mosley.

Dr. Mosley spoke about the two primary areas of concern related to health and safety of the students. She stated that students were moved off campus in mid-March and moved to online courses. The help desks were set-up to ensure no students or faculty was left behind. TSU extended the withdrawal date, executed a modified grading policy to allow pass/fail after survey, there are current on-line summer offerings, and TSU used e-rate “discount” to support students taking those on-line courses. She reported that nearly 200 faculty engaged in professional development to further the online instruction.

Dean Stevenson discussed online supports provided to students. He said that TSU kept some students on campus, including accommodations for homeless students; the community was instrumental in helping to support those students; TSU moved medical withdrawals to complete online process; and provided electronic devices to some students.

Trustee Simpson discussed how students responded well to the pass/fail option. She said that the Student Government Association was able to continue programming and kept students engaged and helped with mental health of students.

Trustee Johnson thanked President Glover and staff for all the work during this unprecedented time. He said that leadership and students stepped up in a difficult time.

Trustee Sekmen discussed conversion of courses to online. He expressed several questions about Fall 2020: 1) What are accommodations for faculty in high-risk categories and others who are taking care of elderly family members? 2) what are accommodations for students in high-risk categories? He said that TSU can't force faculty to teach unless they feel safe and asked about what procedures are in place.

President Glover stated that this is a fluid situation and that TSU is making plans for the fall and are working on several scenarios. She explained that she is meeting regularly with other LGIs, UT, and TBR and Governor's office. The plan is to start on time, if it is safe. She said that new safety protocols would be in place. If returning fall, smaller class sizes, longer times between classes to allow cleaning, screen students/faculty/staff, restrictions on residence halls/dining halls are all being considered. There are various scenarios being discussed: 1) Start on time but take online until ready to return. 2) delay on campus opening. 3) offer compressed semester 4) hybrid, 5) start classes early and end at Thanksgiving without break 6) wait until January with on-line in fall. She said that TSU is making arrangements for faculty to ensure safety of students/faculty/staff and working on answers in the next two months to ensure safety of all.

Dr. Mosley added that there is a plan that has been proposed based on the Pandemic Task Force. The other critical piece is that faculty should get into the professional development plan. She explained that the students worked with administration in the spring and expect higher engagement

in fall. Professional development supports with heightened instruction. She said that there are 22 programs that are fully on-line for fall 2020.

Trustee Sekmen thanked President Glover and asked whether TSU can reduce class sizes with financial restraints and time needed to hire new faculty.

President Glover said that there is a lot of work, but TSU is up for it. Dr. Mosley added that need for more space will be available as other pieces are virtual. Everything is to accommodate students and faculty to ensure no harm to students and faculty.

Trustee Sekmen said that everything has gone well and commended President and TSU on job well done so far. He said that department chairs can come up with plans to address their needs.

President Glover said that they are meeting with each Department to get plan. Dr. Johnson is an emergency management expert and is involved.

Trustee Johnson recognized that it is not all solved but is confident that we will get there with support of faculty and students.

## **V. APPROVAL OF ACADEMIC YEAR 2019-2020 TENURE AND PROMOTION RECOMMENDATIONS**

Trustee Johnson introduced the next item on the agenda as approval of academic 2019-2020 tenure and promotion recommendations. The material is included in the June 18, 2020, Board Meeting packet.

President Glover asked Dr. Mosley to present, but three names were inadvertently left off of list.

Dr. Mosley described the review of faculty tenure applications through peer driven process. She said that one name was inadvertently removed- Rakshit Sudipta in Agriculture and Environmental Science.

Secretary Pendleton provided suggestions on how to amend the motion to include additional names. Also, discussed letter from prior staff that provided additional information related to one person up for tenure. He explained the tenure review process to person who sent letter and no independent hearing on tenure recommendations. The Office of Equity and Inclusion has been involved. The tenure recommended person has met the conditions for tenure promotion.

Trustee Sekmen asked about the difference between research faculty tenure vs. regular faculty tenure. What tenure protection is provided for research faculty if based on research/grants? Dr. Mosley explained how those positions are contingent on their ability to provide continued funding. Tenure affords due process, not necessarily lifetime employment.

Trustee Johnson moved to recommend to the full Board the approval of the academic year 2019-2020 tenure and promotion recommendations, as contained in the June 18, 2020, board materials with the addition of Veronica Oates to full professor, Rakshit Sudipta receiving tenure and achieving Associate Professor; and Jeffrey Tackett earning tenure and promoted to Assistant Professor. Trustee Martin seconded the motion, which carried unanimously by roll-call vote.



## **VI. APPROVAL OF ACADEMIC PRORAMS**

### **a. APPROVAL OF THE M.S. IN ENVIRONMENTAL SCIENCES**

Trustee Johnson announced the next agenda item as the approval of the Master of Science in Environmental Sciences. She asked President Glover and her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

President Glover recognized Dr. Mosley. Dr. Mosley explained that this has been in the works.

Trustee Johnson moved to recommend to the full Board the approval of the M.S. in Environmental Sciences, as contained in the Board materials for the June 18, 2020, board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

### **b. APPROVAL OF THE MASTER OF MUSIC**

Trustee Johnson announced the next agenda item as the approval of the Master of Science in Environmental Sciences. She asked President Glover and her designee to provide pertinent information related to this agenda item.

Dr. Mosley explained that this is requesting a stand-alone degree.

Trustee Johnson moved to recommend to the full Board the approval of the Master of Music, as contained in the Board materials for the June 18, 2020, board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

### **c. APPROVAL OF THE M.S. IN DATA SCIENCE**

Trustee Johnson announced the next agenda item as the approval of the Master of Science in Environmental Sciences. She asked President Glover and her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet in Appendix A.

Dr. Mosley said that this is a letter of notification to seek fully on-line program by Ali Sekmen.

Trustee Sekmen discussed the importance of data science, saying this will bring interdisciplinary program to on-line format. This program will be open to all majors at TSU with minimal prerequisite requirements. He hopes it will bring 300 students to TSU in next few years and get started in the fall of 2021. Dr. Mosely added that this is in line with THEC master plan.

Trustee Johnson moved to recommend to the full Board the approval of the M.S. in Data Sciences, as contained in the Board materials for the June 18, 2020, board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

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

Trustee Johnson announced the next agenda item as the approval of off-campus academic program sites. She asked President Glover and her designee to provide pertinent information related to this agenda item. The material is included in the June 18, 2020, Board Meeting packet.

Dr. Mosley discussed the TSU Global Online move to build partnerships with district schools to provide college credit for access to students.

Trustee Johnson moved to recommend to the full Board the approval of the following Off-Campus Academic Program Sites: Clarksville County Schools, Hamilton County Schools, Hardeman County Schools, Haywood County Schools, Jackson Madison County Schools, Metro Nashville Public Schools, Robertson County Schools, Shelby County Schools, and Tifton County Schools, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded and the motion carried unanimously by roll call vote.

## **VIII. REPORT ON ACCREDITATION MATTERS**

Trustee Johnson announced the next agenda item as the report on accreditation matters. She asked President Glover and her designee to provide pertinent information related to this agenda item. Information pertaining to this agenda item is included in the June 18, 2020 board materials.

President Glover recognized Dr. Charlise Anderson. SACCOC committee came on Monday, June 15, 2020. The SACCOC Committee found that TSU is in compliance with the standard, and will forward their recommendation to their Board which meets on August 31, 2020. President Glover reported that they found no recommendations.

Trustee Sekmen said that as faculty he is extremely pleased and thanked President Glover and staff for team effort to make this happen.

Trustee Johnson thanked the President and designees and hopes that collaborate effort will continue.

## **IX. ACADEMIC AFFAIRS REPORT**

Trustee Johnson introduced the next item on the agenda as the Academic Affairs Report. Trustee Johnson asked President Glover and her designees to provide pertinent information related to this agenda item.

President Glover recognized Dr. Mosley. Dr. Mosley said that the number of bachelor degrees continues to increase. Online focus on delivery at beginning of the year has come in handy and continues to move to virtual instruction.

Trustee Johnson thanked President Glover for her team's presentation.

## **X. REPORT ON STRATEGIC PLAN UPDATE**

Trustee Johnson introduced the next item on the agenda as the strategic plan update. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your

board materials dated June 18, 2020. Trustee Johnson asked President Glover to provide pertinent information related to this agenda item.

President Glover recognized Dr. Mosley and Dr. Jerri Hayes. Dr. Mosley discussed continued engagement with campus on revised strategic plan. Dr. Hayes discussed her excitement with the strategic plan and the collaborative support. She said the internal and external committees met in May and presentations of data were provided/made. On June 1<sup>st</sup>, the strategic Planning Committee met to establish strategic plan priorities with 16 priorities and are now working to narrow it to 4 or 5.

## **XI. APPROVAL OF STUDENT CONDUCT RULE**

Trustee Johnson announced the next agenda item as the approval of the Student Conduct Rule. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials dated June 18, 2020. She asked President Glover and her designee to provide pertinent information related to this agenda item.

President Glover recognized Dean Stevenson. Dean Stevenson thanked Attorney Harkey for work in reviewing best processes throughout state and country on student conduct. He discussed three items/areas with new rule: 1) updated notice provision with various options for notice; 2) updated interim suspension process to limit number of review committee members to three; 3) updated appeals process and timeframes.

Secretary Pendleton added that UAPA requires Rulemaking process and explained that the Board is required to approve student Conduct Rule, and explained the process that will follow.

Trustee Sekmen asked about Academic Misconduct and where it goes for review. Dean Stevenson discussed that we have committees to review academic and student misconduct separately and encouraged faculty to fill out Maxient form immediately.

Trustee Johnson moved to recommend to the full Board the approval of the new Student Conduct Rule, as contained in the Board materials for the Board's June 18, 2020, meeting, including authorizing the President and her designees to make any technical corrections to these rules, including changes required by the Attorney General's Office after review. Trustee Sekmen seconded and the motion carried unanimously by roll call vote – Trustees Johnson, Martin, and Sekmen.

## **XII. STUDENT AFFAIRS REPORT**

Trustee Johnson 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 June 18, 2020.

Trustee Johnson asked President Glover to provide pertinent information related to this agenda item.

President Glover then designated Associate Vice President / Dean Frank Stevenson to provide the report. Dean Stevenson said that TSU had a good year.

Trustee Sekmen asked about TSU health insurance provided to students. Dean Stevenson explained that current plan is just for international students, but he is looking at expanded plans.

President Glover discussed beefed up counseling and health centers. Students take advantage of these services and the taboo over mental health concerns are gone.

Trustee Simpson said that help provided since pandemic and tensions in country have been huge for students.

VP Chase discussed that the fee increase was designated to that area to provide best services possible.

Following the discussion, Trustee Johnson thanked President Glover and her team for the presentation.

### **XIII. ADJOURNMENT**

Trustee Johnson asked if there was any additional business.

Trustee Martin thanked Trustee Johnson for stepping in today. Trustee Martin thanked Dr. Mosley for her work as she is leaving the institution. Trustee Cole thanked her as well.

He then moved to adjourn the meeting, and the motion was seconded by Trustee Martin which carried unanimously by roll call vote. The meeting was adjourned at 9:58 am.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on COVID-19 Coronavirus Pandemic Academic and Student Issues

RECOMMENDED ACTION: None

PRESENTED BY: President Glover

President Glover and/or her designee will provide a report on COVID-19 academic and student issues.

CAMPUS RE-OPENING & RESPONSE TO COVID-19

The Office of the Provost and Vice President for Academic Affairs has responded rapidly to the academic needs related to the pandemic. We did more than respond to the academic needs, however. We have worked comprehensively to find innovative solutions and strategies to ensure academic security while focusing on retention and educational quality. We understand the stress and fear the pandemic has placed on our campus and we worked cooperatively and empathetically to plan for the fall 2020 semester. The list below is an overview of key components of that response and planning

- *Back to TSU for Fall 2020* – Given the current global pandemic and the significant impact it is having on student enrollment across the country, it was imperative that our Division create a targeted, intense effort to recruit and retain our students. The “Back to TSU for Fall 2020” campaign was born. All Colleges were provided a list of students who were registered in Fall 2019 but had not yet registered for Fall 2020. Faculty and staff called, emailed, and made virtual outreach to all students on the list to encourage them to return. This effort included advising, mentoring, and a review of holds and barriers to registration. Moreover, the Provost identified and obtained funding to provide some students who were not able to pay off small balances allowing them to register. This was a time-constrained team effort focused on building our student base and ensuring student access to education and instruction.
- *Access to Education* – Students needed to feel safe while learning while also receiving access to a highly functional academic setting and educational experience. To that end, we

worked to offer an academic plan that prioritizes health through the provision of courses in an online setting (see bullet below) while simultaneously designing and implementing an intense faculty training and peer-based mentoring. Moreover, our team addressed demanding needs related to clinical requirements in the College of Health Sciences which resulted in a safety plan for disciplines needing on-ground training the first two weeks of classes. In addition, the ongoing policy guidance on international students created an ongoing, shifting situation and we leapt into action- creating on-ground and hybrid courses to accommodate our international students.

- *Course Scheduling* – In response to COVID-19, our units have worked diligently to address safety as it relates to course scheduling and innovative instructional excellence including the creation of eLearn modules, faculty training, and classroom distancing protocols.
- *Streamlined Advising* – our Office made the decision to transition all of the Success Coaches to the Student Success Center; thus, adding resources to advising, coaching, and mentoring for students. All advisors and coaches are available through virtual appointments and can work collaboratively to offer students a holistic approach to academic planning and the campus experience.
- *Technology and Access* – 1,800 laptops were purchased in preparation for the semester. The Office of Information Technology, in partnership with the Office of the Provost, prepared the laptops and began delivery to students August 15, 2020.
- *Virtual Events* – Colleges and units have transitioned smoothly to offering virtual orientations, ceremonies, advising, and drop-in question and answer sessions. The following list is a small overview of such events.
  - Virtual Commencement – our Office coordinated the Spring 2020 virtual commencement held on August 1, 2020.
  - New Faculty Orientation – the new faculty orientation was conducted virtually and redesigned to provide faculty with pertinent information related to TSU’s history and COVID-19 online delivery response. The orientation took place over three sessions and was attended by all new full-time faculty hires
  - Adjunct Faculty Orientation – a separate faculty orientation was held for adjuncts to provide an overview of academic policies and resources on campus.
  - Student Orientations – freshman, transfer, and adult learned students were able to attend orientations virtually and meet with advisors from the Student Success Center as well as the academic disciplines.
  - Discipline-Specific Orientations – many Colleges and Departments held orientations for their students.
  - FAFSA Drop-In – the Financial Aid Office has been hosting FAFSA drop-in hours where students can make appointments and/or come online to ask questions related to Financial Aid.

**Tennessee State University  
Board of Trustees**



**Approval of Updated  
TSU Mission  
Statement**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the Updated TSU Mission Statement

RECOMMENDED ACTION: Approval Item

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

The document reflecting the Updated TSU Mission Statement is included in the September 24, 2020, Board materials.

**MOTION: To approve the Updated TSU Mission Statement, as contained in the Board materials for the Board's September 24, 2020, meeting.**



## MISSION STATEMENT REVIEW AND DEVELOPMENT

As the University prepared to address its compliance with the *Principles of Accreditation* for its reaffirmation of accreditation, an internal institutional analysis was effectuated. One of the benefits derived from this internal assessment provided an opportunity for the University to examine its mission statement to determine whether it accurately reflected the University's values, aspirations, and commitments to constituent groups.

Pursuant to Core Accreditation Requirement 2.1: Institutional Mission, "The institution has a clearly defined, comprehensive, and published mission specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where applicable, research and public service."

To ensure compliance with this key accreditation standard, the University conducted a mission review and determined there was a need to revise the mission statement. Through the strategic planning process, and in consultation with TSU's accreditation consultant, the University endeavored to develop a new mission statement. The Strategic Planning Steering Committee, including senior administrators and faculty members, provided input on the updated mission statement.

### **Proposed Mission Statement**

Tennessee State University, through its legacy as an HBCU and land grant institution, transforms lives, prepares a diverse population of leaders, and contributes to economic and community development by providing affordable and accessible educational programs at various degree levels and promoting academic excellence through scholarly inquiry, teaching, research, lifelong learning, and public service.

**Tennessee State University  
Board of Trustees**



**Approval of the TSU 2020  
Strategic Plan**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the TSU 2020 Strategic Plan

RECOMMENDED ACTION: Approval Item

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

The document reflecting the TSU Strategic Plan is included in the September 24, 2020 Board materials.

Between November 2019 to July 2020, committees conducted institution analysis of strengths, weaknesses, opportunities, and threats (SWOT) using supporting data to frame priorities. The entire campus community was engaged in providing feedback at several stages. Based on this effort, the mission, vision, and core values were revised, and five strategic goals were identified. This bold and transformative plan, "**The Pathway to Excellence 2025**," defines and addresses the challenges and opportunities facing higher education. Through its focus on student success, academic excellence and world-changing impact stand to position TSU for decades. After completion of the University's plan, academic Colleges and Administrative units will develop integrated plans that are mapped to the institution's priorities and scorecard.

**MOTION: To approve the TSU 2020 Strategic Plan, as contained in the Board materials for the Board's September 24, 2020, meeting.**

# **TENNESSEE STRATEGIC PLAN THE PATHWAY TO EXCELLENCE 2025**

## **MESSAGE FROM THE PRESIDENT**

Tennessee State University stands poised to redefine its legacy as a premier Historical Black Colleges and Universities (HBCU) Land Grant Institution. The University's location in a thriving and growing urban center provides the environment to maximize the educational experiences for students while addressing the needs of our region. With assistance from a 50-member committee from a cross-section of institutional stakeholders, the University completed a comprehensive strategic plan to guide our efforts.

Given the unpredictable times, shaping a forward-looking plan accentuates the importance of integrated thinking, cross-departmental exchange, and a flexible leadership team. The University's legacy as an HBCU land grant institution presents the opportunity to expand partnerships in new ways to address emerging needs. Also, our commitment to economic growth and community development in the region will help to shape and redefine our work moving forward. With input from a broad constituency, the level of dynamic engagement enhances the quality and produces plans that better align the institution to a standard set of priorities. Cultivating a climate of academic excellence is foundational to the University, and the strategic plan will help to ensure our long-term sustainability and growth.

## **STRATEGIC PLANNING COMMITTEE**

Glenda Glover, President	Nelson Modeste
Michael, Interim Provost	Sharon Peters
Calvin Riley, Consultant	Samantha Morgan-Curtis
Jerri A. Haynes, Chair	Ivan Mosley
Charlise Anderson	Landon Onyebueke
Millicent Lownes-Jackson	Samuel Nahason
S. Keith Hargrove	Pinky Noble-Britto
Robbie Melton	Veronica Oates
Lonnie Sharpe	Adebayo Oyebade
Gloria Johnson	Chandra Reddy
Glenda Alvin	Coreen Jackson
Ronald Barredo	Trinetia Respress
Robert Elliott	Cara Robinson
Deborah Burris-Kitchen	Ali Sekmen
Karen Coker	Stephen Shanklin
Sammy Comer	Jeffrey Siekpe
Chunxing Fan	Tina Smith
Kirmanj Gundi	Rodney Stanley
Christine Hamilton	Rosemary Theriot
James Heimdahl	Rita, Troxtel
Carlyle Johnson	Abu Wahid
Terrance Johnson	Tameka Winston
Mohammad Karim	Young, Clara
Kiesa Kelly	Oscar Miller
Gary -Lee Lewis	Evelyn Nettles
Lin Lin	Pamela Burch-Sims

Nolan McMurray

John Robinson

### **Strategic Planning Steering Committee**

Jerri A. Haynes, Chair	Charlise Anderson
Alisa Mosley, Interim Provost	Terrance Izzard
Frank Stevenson	John Cade
Curtis Johnson	Frances Williams
Laurence Pendleton	Horace Chase
Kelli Sharpe	Gregory Robinson
Millicent Lownes-Jackson	Chandra Reddy
Ronald Barredo	Gloria Johnson
Lonnie Sharpe	S. Keith Hargrove
Michael Harris	Robbie Melton
Glenda Alvin	Coreen Jackson

### **Internal Strategic Planning Sub-Committees**

Michael Harris, Co-Chair  
Millicent Lownes-Jackson, Co-Chair  
Cheryl Seay  
Kristin Wilson

#### **Human Resources and Institutional Compliance**

Linda Spears, Co-Chair  
Laurence Pendleton, Co-Chair  
Patricia Crook  
Horace Chase  
Pam Burch-Sims  
S. Keith Hargrove  
John Robinson  
Rita Williams-Seay  
Britany Cosby

Gregory Robinson  
George Herring  
John Burgher  
Robbie Melton

#### **Physical and Technology Resources**

Al Hill Co-Chair  
Curtis Johnson, Co-Chair  
Tim Warren

#### **Fiscal and Budget Planning**

Horace Chase, Co-Chair  
Bradley White, Co-Chair

#### **Academic and Student Support**

Frank Stevenson, Co-Chair  
Alisa Mosley, Co-Chair  
Lonnie Sharpe  
Kimberly Triplett  
Terrance Izzard  
Alex Sekwat  
Sujata Guha

Marine Stanberry  
Sharon Peters  
Trina Jordan  
Antionette Hargrove Duke

**Structured Alignment, Systems, Processes**

Alisa Mosley, Co-Chair  
Charlise Anderson, Co-Chair  
Gloria Johnson  
Evelyn Nettles  
Coreen Jackson  
Kenneth Chilton  
John Tiller  
Tiffany Bellefonte-Steward  
Verontae Deams

**External Strategic Planning Sub-Committees**

Cassandra Griggs, Co-Chair  
Laurence Pendleton, Co-Chair  
Barbara Murrell  
Kelli Sharpe  
Chandra Reddy  
Deborah Chisom

**Enrollment Resources Management**

Johnnie Smith, Co-Chair  
Terrance Izzard, Co-Chair  
Trinetia Respress  
Sheila Riley  
Jewell Winn

**Government Affairs-Local, State, National**

Ronald Barredo, Co-Chair  
Leah Dupree Love, Co-Chair  
Tanaka Vercher  
Harold Love  
Glenda Alvin  
Brenda Gilmore  
Erica Gilmore  
Vivian Wilhoite  
Grant Winrow

**Alumni Affairs and Parents**

Cassandra Griggs, Co-Chair  
Anita McGaha, Co-Chair  
Phyllis Danner , Co-Chair  
Sandra Hunt  
Lalita Hodge  
Arlene Phillips, Co-Chair  
Carjamin Scott  
Barbara Murrell  
Carjamin Scott

**Business and Industry**

Millicent Lownes-Jackson, Co-Chair  
S. Keith Hargrove, Co-Chair  
Bradley White  
Achintya Ray  
Ruthie Reynolds

**Public Education, Peer and Aspirant Institution, Faculty Hiring, Accrediting Agencies, Funding Agencies**

Lonnie Sharpe, Co-Chair      Ali Sekmen  
Frances Williams, Co-Chair      Heraldo Richards

Kirmanj Gundi  
Kiesa Kelly

Clara Young  
Tasha Andrews

### **Fiscal Resources (Extramural funding, gifts, and Donations, State Appropriations**

Iris Ramey, Co-Chair

Chandra Reddy, Co-Chair

Frances Williams

Betsy Jackson Mosley

Bradley White



### **Planning Overview**

Founded in 1912, Tennessee State University is Nashville's only public University and is a premier, historically black University and land-grant institution. Currently, the University consists of eight (8) academic colleges and schools. Through its eight colleges and schools, TSU offers two associate degrees, 40 bachelor's degrees, 24 master's degrees, one educational specialist, and seven doctoral degrees. The University is a comprehensive research-intensive institution with an R-2 Carnegie classification. It has a graduate school on its downtown Avon Williams Campus, along with the Otis Floyd Nursery Research Center in McMinnville, Tennessee. With a commitment to excellence, the University provides students with a quality education in a nurturing and innovative environment that prepares them as alumni to be global leaders in every facet of society. In the University's second century of academic excellence and service, President Glenda Baskin Glover has challenged the university community to craft a plan that articulates its commitment to providing a world-class education. Continuing to provide access to a high quality and affordable education will rest in its ability to redefine and leverage the HBCU land grant legacy.

Between November 2019 to July 2020, committees conducted institution analysis of strengths, weaknesses, opportunities, and threats (SWOT) using supporting data to frame priorities. The entire campus community was engaged in providing feedback at several stages. Based on this effort, the mission, vision, and core values were revised, and five strategic goals were identified.

This bold and transformative plan, "**The Pathway to Excellence 2025**," defines and addresses the challenges and opportunities facing higher education. Through its focus on student success, academic excellence and world-changing impact stand to position TSU for decades. After completion of the University's plan, academic Colleges and Administrative units will develop integrated plans that are mapped to the institution's priorities and scorecard.

### **Vision Statement**

Tennessee State University aspires to be the premier public urban, comprehensive institution achieving prominence through innovation and instruction, research, creativity, and service with the dissemination of knowledge and information.

### **Mission Statement**

Tennessee State University, through its legacy as an HBCU and land grant institution, transforms lives, prepares a diverse population of leaders, and contributes to economic and community development by providing affordable and accessible educational programs at various degree levels promoting academic excellence through scholarly inquiry, teaching, research, lifelong learning, and public service.

### **Core Values**

Tennessee State University maintains the following core values:

#### **Learning Everyday**

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

#### **Making Excellence A Habit**

We will pursue excellence in everything we do and ensuring Excellence is at the forefront of our minds every day.

#### **Thinking Beyond the Obvious**

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

#### **Working Relentlessly**

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

#### **Serving Everyone, We Encounter**

We will do service to all is what makes us proud.

### **STRATEGIC ENVIRONMENTAL SCAN**

The University conducted internal and external environmental scans guided by the renewed vision, mission, and core values to ensure activities define the critical factors facing higher education. A comprehensive analysis of relevant data and trends helps to ensure that strategic choices and



identification of priorities based on facts and current information. The primary purpose of environmental scanning using the integrated Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis was to determine the future direction, create goals, strategies, key action steps; and metrics to improve organizational effectiveness; connectivity to strategic partners; and establish the assessment framework to evaluate the effectiveness of the University to ensure the fiduciary, strategic planning. Leadership responsibilities are managed at the highest levels.

The University used an ongoing integrated research-based strategic planning method to improve academic programs, student learning outcomes, and infrastructure to achieve long-term goals. The SWOT analysis provided the assessment framework to evaluate the effectiveness of the University to ensure that fiduciary, strategic planning, and leadership responsibilities managed at the highest levels. Internal and external sub-committees identified factors that influenced the functioning of the University and provided useful information in the strategic planning process. The sub-committees focused on the future within the context of internal and external environments that continuously change and the landscape of the University's community. The SWOT engagement process:

<p><b>Strengths (S):</b> Using analysis and institutional knowledge to identify factors that set the University apart from our peers. What are the University's internal strengths?</p> <ul style="list-style-type: none"> <li>• The University possesses three key niche classifications, all of which produce valuable funding opportunities and distinguishes the institution from other state institutions: Land-grant, HBCU, and R2 Carnegie Classification</li> <li>• TSU is in the state's capital city with proximity to state leaders representing the legislative and executive branches of government, as well as access to corporate business leaders</li> <li>• TSU is located within approximately 250 miles of major cities with key student recruitment audiences</li> <li>• Affordable compared to peer institutions</li> <li>• Alumni affinity is 84%</li> </ul>	<p><b>Weaknesses (W) (Challenges):</b> Using analysis and institutional knowledge to identify factors that must be improved to become effective/ What are the University's internal weaknesses?</p> <ul style="list-style-type: none"> <li>• A downward enrollment trend over the last four years, attributable to several factors</li> <li>• Inadequate financial aid/scholarship support for need and merit-based students</li> <li>• Deficient in the evolution of technological infrastructure and online educational offerings</li> <li>• The aging infrastructure presents a challenge in attracting students, faculty, and strategic partnerships</li> <li>• Align academic programs further to meet the needs of external customers and employers</li> <li>• Improve operational excellence and customer service.</li> </ul>
<p><b>Opportunities (O):</b> What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?</p>	<p><b>Threats (T):</b> What are the external factors, situations, or changes that could have negative impacts?</p> <ul style="list-style-type: none"> <li>• Left behind in digital and virtual age - Inability to enhance digital/virtual</li> </ul>

<ul style="list-style-type: none"> <li>• Improve TSU's standing in the community and visibility through activities and other engagements with corporate, legislative and metro council stakeholders and the strengthening of relationships with the entities</li> <li>• Enhance online academic opportunities through dual enrollment and diversified delivery of academic programs</li> <li>• Develop relationships with corporations entering the middle Tennessee/Nashville community to increase the pipeline for internships, externship and employment positions</li> <li>• Implement strategies and fundraising models that increase revenue streams to the University from external constituents (legislative, government agencies, alumni, corporations, parents)</li> <li>• Seek partnerships with the business community to enhance overall operations of the University and placement of graduates after graduation</li> </ul>	<p>footprint may lead to decrease in enrollment</p> <ul style="list-style-type: none"> <li>• The "new normal" associated with post-COVID-19 Pandemic: <ul style="list-style-type: none"> <li>- Economic environment leads to students taking all online courses</li> <li>- Due to unemployment and other financial circumstances, students and parents/guardians unable to fund education</li> </ul> </li> <li>• The current level of federal/state-based funding is insufficient to cover escalating educational costs</li> <li>• Online and in-person educational programs sponsored/developed by corporations will replace university educational programs</li> </ul>
<p><b>What is the supporting data (metrics and trends)?</b></p>	

Over five months, eight sub-committees comprised of VPs, AVPs, deans, faculty, and staff identified, interpreted, analyzed, and synthesized collected data from various sources. Data collected from academic affairs, enrollment management, student affairs, facilities, technology, business and finance, administrative services, institutional advancement, sponsored programs, and institutional research/effectiveness provided the baseline analysis. Input and comments from the executive leadership team, deans, faculty, staff, alumni, students, employers, and external stakeholders were included and synthesized. Each team prepared, shared, and discussed reported foundational data sets and critical findings. Also, the internal and external sub-committees presented their reports summarizing SWOT findings. The completed analysis process, by the leadership team, was charged to identify priorities and themes from the work of the internal and external teams. The leadership team identified 32 priorities in the first meeting. Through a multi-voting process, the team decreased the number to 16 priorities. The sub-committee of the Leadership team, which consisted of the Provost, Director of assessment and accreditation, VP, and deans, identified the five strategic goals and strategic objectives aligned with the vision and mission of the University. These goals, strategic objectives, and targets were sent to all divisions for feedback, suggestions, and recommendations.

Rigorous assessment of internal and external factors revealed new opportunities and potential threats that could prevent the University from achieving its goals. The strategic planning committee considered how this information might influence strategic choices moving forward. Finally, the

strategic planning committee conducted a gap analysis to identify the amount of change required to move from the status quo to the aspirational vision. The gap analysis delineated areas in which the University can utilize for long-term success. Additionally, understanding the value in identifying the limitations of the University helped to establish better alignment regarding the critical considerations. Considering the causes of the gaps and the magnitude of change required, the committee utilized baseline and peer analysis to structure its recommendations. The strategic table below shows activities that align with the strategic goals, objectives, and targets for the next five years. Based on the metrics identified, the table provides a quick snapshot of what the university results will look like if met each year for the next five years. It provides forecast projections based on the baseline data and the projected increase each year.

## Strategic Objectives and Metrics

Activity	Baseline	% Increase	Year 1	Year 2	Year 3	Year 4	Year 5
Undergraduate Enrollment	5875	5%	6169	6477	6801	7141	7498
Graduate Enrollment	2206	5%	2316	2432	2554	2681	2815
Retention	64	4%	67	69	72	75	78
BS Degrees	1081	5%	1135	1192	1251	1314	1380
MS Degrees	336	5%	353	370	389	408	429
PhD Degrees	75	5%	79	83	87	91	96
4-year Graduation Rate	13	15%	15	17	20	23	26
6-year Graduation Rate	32	5%	34	35	37	39	41
Research Expenses	15636928	10%	17200621	18920683	20812751	22894026	25183429
STEM Degrees	218	5%	229	240	252	265	278
Total Degrees	1533	5%	1610	1690	1775	1863	1957
Private Gifts, Grants, Contracts	1280013	15%	1472015	1692817	1946740	2238751	2574563
Total Research Salaries/Wages	9398894	5%	9868839	10362281	10880395	11424414	11995635
Endowments	61064388	5%	64117607	67323488	70689662	74224145	77935353

## TSU Strategic Plan Development *Goals, Strategic Objectives, and Targets*

<b>Goal #1</b>	<p><b>Attract, prepare, and graduate scholars to change the world</b></p> <p>Facing the challenges of providing greater access to a diverse population of students requires the University to establish innovative approaches to address these needs. Structuring our efforts to enhance the delivery of quality education is becoming increasingly important, given national trends placing higher education under greater scrutiny. The relevant educational experience is one that prepares scholars to become critical thinkers while expanding opportunities for economic mobility.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Grow undergraduate and graduate enrollment.</li> </ol>	<b>Targets:</b>
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	<ol style="list-style-type: none"> <li>2. Develop innovative approaches to retain a diverse student body.</li> <li>3. Improve graduation attainment performance.</li> <li>4. Expand online academic programs that address the diverse needs of students and constituents.</li> <li>5. Establish a comprehensive onboarding process inclusive of orientation, tutorial support, advisement, registration, and other academic and student support services.</li> <li>6. Provide students access to experiential learning, research, and engagement opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>1.1 5% increase in total enrollment from the previous year</li> <li>1.2 7% increase in retention over the previous year</li> <li>1.3 5% increase over the previous year for 4-year and 6-year graduation rates</li> <li>1.4 10% increase in new online academic programs</li> <li>1.5 increase student satisfaction survey results annually</li> <li>1.6 5% increase in students' engagement annually</li> </ol>
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<b>Cultivate an organizational climate that promotes collaboration, continuous improvement, and high performance</b>		
<p><b>GOAL #2</b></p>	<p>Optimization in the effectiveness and efficiency of the institution helps to better focus and align resources to the critical work. Improving administrative practices, procedures, and functional activities reduce waste and establish the framework for high performance.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Build and enhance a culture that utilizes and supports assessment, accreditation, compliance, and strategic planning.</li> <li>2. Improve customer service and enhanced quality and responsiveness to internal and external demands.</li> </ol>	<ol style="list-style-type: none"> <li>2.1 increase the number of targets met annually</li> <li>2.2 increase satisfaction survey results annually</li> <li>2.3 % change in technology infrastructure plan achieved</li> </ol>

	<ol style="list-style-type: none"> <li>3. Enhance technology infrastructure to provide the various communities technological resources needed today.</li> <li>4. Improve institutional-wide operational and organizational effectiveness improvement and efficiency initiatives.</li> <li>5. Establish accountability practices to enhance the execution of key employee processes.</li> </ol>	<ol style="list-style-type: none"> <li>2.4 5% improvement and efficiency survey, initiatives or dollars</li> <li>2.5 increase in HR satisfaction survey results annually</li> </ol>
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<p><b>GOAL #3</b></p>	<p><b>Create a transformative educational environment that impacts Middle Tennessee and beyond</b></p> <p>Emerging trends indicate a shift in the way learners perceive the educational experience. Addressing the needs of society demands an outward look into the relevant issues facing our region and world. Aligning our intellectual capacity and resources in systemic ways creates partnerships that produce the scholarly environment for groundbreaking activities.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Align academic programs to build and expand partnerships with the fast-growing technology, healthcare, and music-related and other businesses in the Nashville Metro region.</li> <li>2. Enhance coordinated efforts internally and externally to improve engagement with all stakeholders.</li> <li>3. Increase partnerships with the business community to enhance overall operations of the University and placement of graduates.</li> <li>4. Provide distinctive programs that align with innovative support services to address the emerging needs of students.</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Increase by 5% each year the number of academic programs aligned with partnerships.</li> <li>3.2 Increase by 5% the engagement of alumni and stakeholders</li> <li>3.3 Increase by 5% partnerships and the percentage of the number of placements</li> <li>3.4 Create one new program each year</li> <li>3.5 10% Increase in research and creative activities and</li> </ol>
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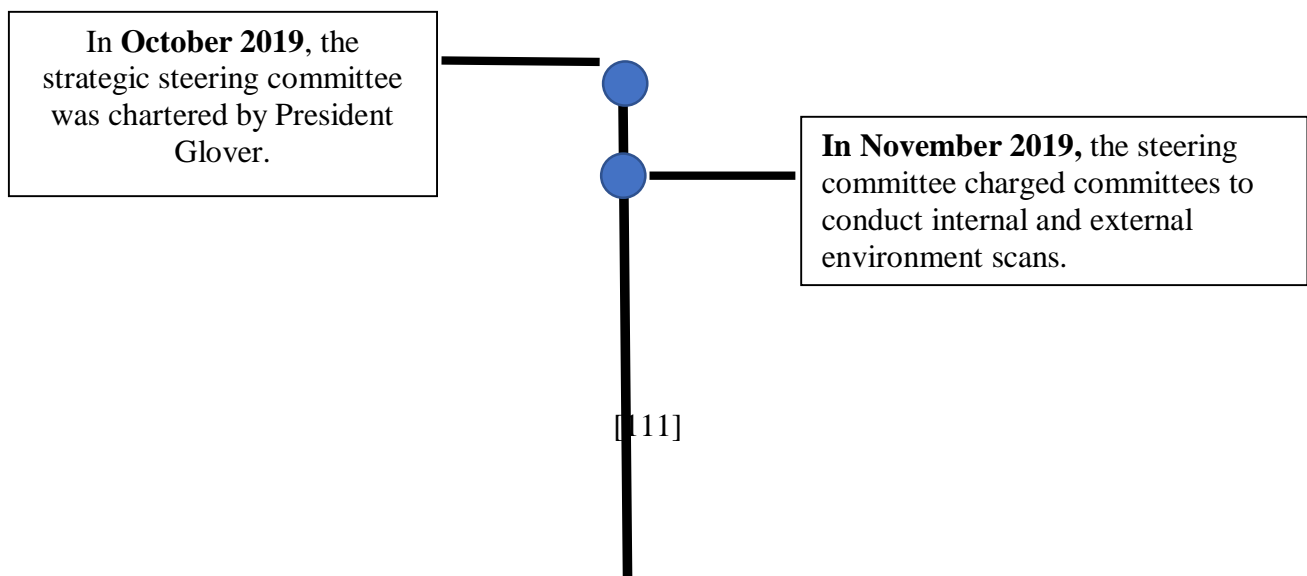
	5. Cultivate a climate of interdisciplinary research and creative activities for all stakeholders.	proposals via sponsored research
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<b>GOAL #4</b>	<p><b>Generate revenue and capacity to reinvest in strategic priorities</b></p> <p>The development of critical resources is quintessential to the long-term success of the University. Given the aging infrastructure, attracting students, highly qualified faculty and staff, and strategic partner will become increasingly difficult. Utilizing the rich land grant heritage, strong alumni based, and strategic location, the University will leverage these strengths to ensure our future.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Strengthen the University's fiscal position to enhance current and diversify current and new revenue streams</li> <li>2. Secure equitable distribution of land-grant funding from federal and state agencies.</li> <li>3. Increase and offer competitive scholarships by 10% per academic year.</li> <li>4. Enhance the research output of personnel (faculty and graduate students), Ph.D. programs, and facilities to sustain R2 research status and pursue R1classification.</li> </ol>	<ol style="list-style-type: none"> <li>4.1 Increase reserve dollars by 5% each year</li> <li>4.2 Increase land grant funding dollars by 5% each year</li> <li>4.3 Increase scholarship support dollars by 10% each year</li> <li>4.4 Increase research dollars and expenditures by 10% annually and establish one new Ph.D. program each year.</li> </ol>
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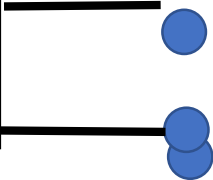
<b>GOAL #5</b>	<p><b>Promote, strengthen and sustain academic excellence in teaching and learning</b></p> <p>The most essential mandate for institutions of higher learning resides in its ability to provide a rich and meaningful academic experience. Student diversity, uncertainty, and shifts in teaching methodologies are making new demands in the way the University fulfills its mission. Hence, attracting and retaining highly qualified faculty plays an important role in the accomplishment of this goal.</p> <p><b>Strategic Objectives</b></p> <ol style="list-style-type: none"> <li>1. Attract and retain talented and highly qualified faculty and staff.</li> </ol>	<ol style="list-style-type: none"> <li>5.1 Increase the number of relevant credentialing, endowments, and chairs of excellence annually. Increase the number of publications funded research.</li> </ol>
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	<ul style="list-style-type: none"> <li>2. Embrace, utilize, and operationalize diversity and inclusion.</li> <li>3. Utilize technology to improve the effectiveness of face-to-face and virtual learning experiences.</li> <li>4. Create and enhance the professional development of faculty and staff through a coordinated approach.</li> </ul>	<ul style="list-style-type: none"> <li>5.2 Increase survey results, and programs each year</li> <li>5.3 100% compliance for all faculty, staff, and administrators with appropriate technology systems.</li> <li>5.4 5% increase in professional development and training for faculty and staff</li> </ul>
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### TIMELINE



**During April 2020**, the strategic planning subcommittee revised vision, mission, and core values statements.



**In May 2020**, internal and external committees shared findings and recommendations.

**In June 2020**, the leadership steering team identified goals, strategic objectives, and key metrics.



**In July 2020**, the draft strategic plan and scorecard were submitted.

**In August 2020**, input was received from key stakeholders, campus, faculty, students and staff.



**By March 2021**, development of college and administrative unit level strategic plan with a fully integrated implementation process will be developed.





## **EVALUATION**

This section provides a general approach that will guide the evaluation step for assessing progress on strategic plan goals and objectives/strategic initiatives and reports evaluation findings. In the Evaluate step, evaluation questions are developed to inform the soundness of the strategic plan, monitor progress of meeting established goals, and measure the effectiveness of improved processes. The products of the Evaluation step include identified strategies, assessment methods, performance metrics, results, status, and budgets. Further, evaluation findings, summaries of how the strategic plan is progression, descriptions of changes to programs or activities based on evaluation findings should also be provided.

### **Strategic Goals:**

Goal #1 Attract, prepare, and graduate scholars to change the world

Goal #2 Cultivate an organizational climate that promotes collaboration, continuous improvement, and high performance

Goal #3 Create a transformative educational environment that impacts Middle Tennessee and beyond

Goal #4 Generate revenue and capacity to reinvest in strategic priorities

Goal #5 Promote, strengthen and sustain academic excellence in teaching and learning

### **Evaluation Questions:**

1. Is the goal aligned with the University mission?
2. Is the goal specific, measurable, attainable, realistic, and time-bound?
3. Is the performance metric valid (quantifiable and trackable)?
4. What are the results of the performance measured?
5. What is the status of progress – significant, minimal, no progress, no longer a goal?
6. If the goal was not met, what is the plan of action?

During the semi-annual review, answers to the evaluation questions are to be placed in the final column of the template below labeled "Evaluation Findings." The evaluation process will occur during the semi-annual review, which is embedded in a self-sustaining planning process.

<b>Goal</b>	<b>Objective/Strategy</b>	<b>Division</b>	<b>Unit/Department</b>	<b>Evaluation Findings</b>
Attract, prepare, and graduate scholars to change the world.	1. Grow undergraduate and graduate enrollment.	VP/AVP Enrollment Management Public Relations and Communications AVP Administration	Admissions and Recruitment Academic Colleges University communications Athletics Director	
	2. Develop innovative approaches to retain a diverse student body.	VP/AVP Enrollment Management Academic Affairs Public Relations and Communications	Admissions and Recruitment  Academic Colleges	
	3. Improve graduation attainment and performance.	Provost and Vice President for Academic Affairs	Academic Colleges	
	4. Expand online academic programs that address the diverse needs of students and constituents.	Provost and Vice President for Academic Affairs and AVP SMART Technology	Academic Colleges and TSU Global Online SMART Technology	
	5. Establish a comprehensive onboarding process inclusive of orientation, tutorial support, advisement, registration, and other student support services.	Provost and Vice President for Academic Affairs  VP/AVP Enrollment Management	Academic Colleges and Student Success	
	6. Provide students access to experiential learning, research, and engagement opportunities.	Provost and Vice President for Academic Affairs and VP/Dean of Student Affairs	Academic Colleges Office of Career Services	
Cultivate an organizational climate that promotes collaboration, continuous improvement,	1. Build and enhance a culture that utilizes and supports assessment, accreditation, compliance, and strategic planning.	Provost and Vice President for Academic Affairs	Institutional Effectiveness, Research, Planning & Assessment Academic Colleges	

and high performance.	2. Improve customer service through enhanced quality and responsiveness to internal and external demands.	Provost and Vice President for Academic Affairs and Business and Finance	Information Technology Facilities Management Human Resources	
	3. Enhance the technology infrastructure to provide the various constituents with technological resources needed today.	Provost and Vice President for Academic Affairs	Communications and Information Technology	
	4. Improve institutional-wide operational and organizational effectiveness improvement and efficiency initiatives.	All Divisions	All Colleges All Departments All Units	
	5. Establish accountability practices to enhance the execution of key employee processes.	Provost and Vice President for Academic Affairs, VP Business, and Finance General Counsel	Academic Colleges, Human Resources, Equity, Diversity, and Inclusion	
Create a transformative educational environment that impacts Middle Tennessee and beyond.	1. 1. Align academic programs to build and expand partnerships with the fast-growing technology, healthcare, and music-related and other businesses in the Nashville Metro region.	Provost and Vice President for Academic Affairs VP Facilities General Counsel AVP Administration	Academic Colleges Extended Education Information Technology Governmental Affairs TSU Police Department Athletic Director	
	2. Enhance coordinated efforts internally and externally to improve engagement with all stakeholders.	Public Relations and Communications	Public Relations University Police Department University Communications	
	3. Increase partnerships with the business community to enhance overall operations of the University and	Provost and Vice President for Academic Affairs, VP/Dean of Student Affairs	Academic Colleges Career Services	

	placement of graduates.			
	4. Provide distinctive programs and innovative support services to address emerging needs.	Provost and Vice President for Academic Affairs AVP Student Affairs	Academic Colleges	
	5. Cultivate a climate of interdisciplinary research and creative activities for all stakeholders.	Provost and Vice President for Academic Affairs Research and Sponsored Programs	Academic Colleges Research and Sponsored Programs	
Generate revenue and capacity to reinvest in strategic priorities.	1. Strengthen the University's fiscal position to enhance current and new revenue streams	Provost and Vice President for Academic Affairs and VP Business and Finance	Research and Sponsored Programs Financial Services Account Receivable	
	2. Secure equitable distribution of land-grant funding from federal and state agencies.	Provost and Vice President for Academic Affairs	College of Agricultural Sciences	
	3. Increase and offer competitive scholarships by 10% per academic year.	Institutional Advancement Provost and Vice President for Academic Affairs	Advancement Financial Aid	
	4. Enhance the research output of personnel (faculty and graduate students), Ph.D. programs, and facilities to sustain R2 research status and pursue R1 research status.	Provost and Vice President for Academic Affairs	Academic Colleges	
Promote, strengthen, and sustain	1. Embrace, utilize, and operationalize diversity and inclusion.	Business and Finance	Equity and Inclusion	

academic excellence.	2. Utilize technology to improve the effectiveness of face-to-face and virtual learning experiences	Provost and Vice President for Academic Affairs and SMART Technology	Academic Initiative, Communications and Information Technology, TSU Global Online	
	3. Create and enhance the professional development of faculty and staff through a coordinated approach.	Provost and Vice President for Academic Affairs and Business and Finance	Assistant Vice President of Academic Affairs and Human Resources	

University Dashboard (Internal)	Tennessee State University	Progress			2025 Goal
<b>ENROLLMENT (Include year for all data)</b>					
Total Enrollment	8,081				10400
Undergraduate	5,875				7500
Transfer Student	502				TBD
Online Undergraduate	157				TBD
Graduate Enrollment	2,206				2810
Online graduate enrollment	256				TBD
<b>RESEARCH AND DEVELOPMENT (FY 2018)</b>					
Total Research Expenses (FY18)	15,636,928				25,200,000
Total Research Salaries and Wages (FY18)	9,398,894				12,000.000
<b>STUDENT SUCCESS</b>					
First-Year Retention Fall 2018	64%				78%
Four Year Graduation Rate (2015 cohort)	13%				28%
Six Year Graduation Rate (2013 cohort)	32%				41%
<b>Degrees Awarded by fiscal year</b>					
Total Degrees Awarded	1533				1905
Bachelors	1081				1380
Masters	336				429
Doctorates	75				96
STEM Discipline Graduates	218				280
<b>New Graduate Programs</b>					
Masters	2				5
Doctorates	1				5
Number of graduating seniors who pursue Graduate school and professional degrees	76				100
<b>FINANCIAL RESOURCES (FY 2018)</b>					
State appropriations	45,552,833				TBD
Government grants and contracts	631,141				TBD
Private gifts, grants, and contracts	1,280,013				2,500,000
Investment Income	820,457				TBD
Value of Endowment Assets (End of Year)	61,064,388				78,000,000
<b>FACULTY</b>					
Faculty to student ratio	14:1				19:1
Full- Time Faculty	320				TBD
Faculty Tenured	209				TBD
Faculty Tenured-track	91				TBD
Full professor	100				TBD
Associate	16				TBD
Endowment / Chairs of Excellence	2				5
<b>Staff FTE (FY 19)</b>					
Staff FTE	1355				TBD
<b>RANKING AND RECOGNITION</b>					
US News (HBCU Ranking)	29				Top 5

US News (Ranking)	TBD				TBD
College Affordability and Transparency (Net Price)*	\$10,325				TBD
College Affordability and Transparency (Tuition & Fee Price Change)**	9.34%				TBD
Carnegie Classification	R2				TBD

D/UA = Data Unavailable

\*2019 Report (2106-17)

\*\*2019 Report (2017-2018)

Data Sources: IPEDS, Carnegie Classification, U. S. News

Green = Target exceeded

Yellow = Target met

Red = Target not met

**Tennessee State University  
Board of Trustees**



**Approval of Off-Campus  
Academic Program Site**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of Off-Campus Academic Program Site – B.S. in Applied Industrial Technologies at the Motlow State Community College, McMinnville Campus

RECOMMENDED ACTION: Approval

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

The document containing information regarding this action item is included in the September 24, 2020 Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, academic departments may seek the approval of off-campus academic program sites 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 off-campus academic program sites. Upon approval by the Board, THEC must provide final approval.

**MOTION: To approve the Off-Campus Site – B.S. in Applied Industrial Technologies at the Motlow State Community College, McMinnville Campus, as contained in the Board materials for the Board's September 24, 2020, meeting.**

## **Proposed Off-Campus Academic Program Site**

Community colleges play an important role in starting students on the road to higher education; however, students often face obstacles when transferring to four-year institutions. Obstacles they face may include proximity of universities to home and/or work, confusing transfer policies, and a lack of support services. Tennessee State University (TSU) has historically developed successful partnerships with Motlow State Community College (MSCC) main campus and Volunteer State Community College (VSCC). The success of these partnerships is largely due to the University's policies of locating courses at the community college, the provision of consistent support services and clear articulation agreements. These institutions serve a broad area of the Middle Tennessee region.

Due to the success of these partnerships, TSU is proposing to expand its service area to include MSCC McMinnville campus. The campus is located in McMinnville, Tennessee, which is about eighty miles from TSU. This campus provides educational services to the following Middle Tennessee counties: Cannon, Coffee, DeKalb, Rutherford, Van Buren, Warren and White. Mechatronics is the fastest growing field of study at MSCC. Over a recent four-year period, the program grew by five times the number of students. MSCC initiated contact with TSU Community College Initiatives (CCI) to investigate the possibility of the development of a partnership between their Mechatronics Technology program and the TSU College of Engineering. This vision developed into the degree completion program offered by the TSU Aeronautical & Industrial Technologies (AIT) department.

This program prepares students for careers in manufacturing and engineering. Students are prepared to work in many various fields such as automotive, power production, food processing, appliance manufacturing, aviation manufacturing, electronics manufacturing, robotics, and many more. Graduates of this program could be employed by Bridgestone, Nissan, Calsonic, Copperweld, Yorozu Corporation of Tennessee, Kasai North America, Sonoco, Great Lakes Cheese, General Mills, Batesville Casket, Morrison Industries and several other employers in the area.

### Motlow State Community College

The College of Engineering wishes to offer the Bachelor of Science (BS) in Applied Industrial Technologies at the Motlow State Community College McMinnville Campus. Currently, TSU offers an approved BS program in Applied and Industrial Technologies. This request is the result of TSU initiating a partnership whereby students with an associate degree from MSCC will continue to matriculate through TSU's program for their remaining hours.

The request site of program delivery is:

Motlow State Community College-McMinnville Campus (MSCC)  
225 Cadillac Lane  
McMinnville, TN 37210

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of Discontinuance of Master of Science in Professional Science

RECOMMENDED ACTION: Approval

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

The document containing information regarding this action item is included in the September 24, 2020 Board materials.

Pursuant to TSU's Academic Programs, Units and Modifications process, academic departments may seek the discontinuance of an academic program by initiating an internal review process. The department initiates the program review process, which also includes reviews at 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 off-campus academic program sites. Upon approval by the Board, THEC must provide final approval.

**MOTION: To approve the Discontinuance of Master of Science in Professional Science, as contained in the Board materials for the Board's September 24, 2020, meeting.**

## **Proposed Discontinuation of Master of Science degree in Professional Science.**

The University, with the support of the College of Agriculture, requests approval to proceed with discontinuing/inactivating its Master of Science degree in Professional Science.

### Background

The Professional Science Masters (PSM) degree will be consolidated into the proposed new MS degree in Environmental Sciences (pending approval by THEC) as a concentration in Geospatial Sciences. The PSM degree program could not be sustained because its success was dependent on full participation and support of the College of Agriculture and other colleges at TSU; however, the other colleges did not come on board. Also, most students joining the program were interested in Geospatial Information Systems (GIS) courses and not the core which include business courses.

The new concentration in Geospatial Sciences within the Environmental Sciences MS degree will provide only such needed courses. During the 2019 Graduate Program Review, it was recommended that the Department of Agricultural and Environmental Sciences where the PSM degree program is housed, find alternative and feasible method of delivering the GIS. After discussions with faculty in the GIS, PSM and the Environmental Sciences, there was unanimous agreement that the PSM program should be consolidated and offered as a concentration within the proposed MS degree in Environmental Sciences.

**Tennessee State University  
Board of Trustees**



**Approval of the FOCUS Act  
required Institutional  
Mission Profile for THEC**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of FOCUS Act Required Institutional Mission Profile for THEC

RECOMMENDED ACTION: Approval

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

The document containing information regarding this action item is included in the September 24, 2020 Board materials.

In accordance with the 2016 FOCUS Act, institutions of higher education have been required to submit institutional mission profiles to the Tennessee Higher Education Commission (THEC). These mission profiles are utilized by THEC to minimize redundancy in degree offerings, instructional locations and competitive research. The profiles also are used in the outcomes-based funding formula. Through outcomes-based formula weighting factors derived from the mission differences, institutions are funded based on their mission-defined production of graduates, their breadth of undergraduate and graduate programs, and their research capacity.

Any changes to the Mission Profile must be approved by each institution's governing board prior to THEC submission.

**MOTION: To approve the Discontinuance of Master of Science in Professional Science, as contained in the Board materials for the Board's September 24, 2020, meeting.**

## **Tennessee State University** Proposed Institutional Mission Profile

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. *Tennessee State University* is designated by the *Carnegie Classification* of Institutions of Higher Education as an R2: Doctoral Institution – High Research. As the only such public institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from in local, state, national, and international settings. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. A historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to the engaging, recruiting, retaining, and graduating students from across the globe. The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens contributing to private, public, and nonprofit institutions. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, public service, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

**The proposed Institutional Mission Profile makes the following changes (as seen in the merged profile).**

- **Added additional details regarding TSU’s Carnegie clarification**
- **Added specificity to the geographic scope of our student placements and partnerships (local, state, national, international)**
- **Added a statement emphasizing our commitment and focus on recruitment, retention, and graduation**
- **Added language regarding our student career placements in diverse sectors (private, public, nonprofit)**
- **Added public service as a focus of TSU’s curriculum**

**The purpose of these changes is to add clarity and emphasis to aspects of TSU’s profile.**

**CURRENT –**

## **Tennessee State University** Institutional Mission Profile

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. As the only state-supported Carnegie Doctoral/Research institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from around the globe. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. An historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to the democratic principle of accepting all qualified applicants. The University is dedicated to serving the needs of its extended communities and to

preparing graduates for meaningful careers as productive citizens. Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.

**MERGED (for comparison) -  
Tennessee State University  
Institutional Mission Profile**

Tennessee State University, the only land-grant institution in Middle Tennessee, has—in addition to its teaching mission—a unique state-wide mission of research and service. ~~As the only state-supported Carnegie Doctoral/Research~~ Tennessee State University is designated by the Carnegie Classification of Institutions of Higher Education as an R2: Doctoral Institution – High Research. ~~As the only such public~~ institution located in the state capital, a federal gateway to America’s South and a major hub for health care, music, finance, publishing, and transportation, Tennessee State University offers unparalleled research and service opportunities in these areas for students, scholars, and business partners from ~~around the globe.~~ in local, state, national, and international settings. Our research Centers of Excellence have earned international recognition for their ground-breaking work in educational policy and planetary discoveries. ~~An~~ historically black university (HBCU) with a student body (80% undergraduate, 20% graduate) representing the rich cultural diversity of a vibrant society, Tennessee State remains committed to ~~democratic principle of accepting all qualified applicants.~~ engaging, recruiting, retaining, and graduating students from across the globe. . The University is dedicated to serving the needs of its extended communities and to preparing graduates for meaningful careers as productive citizens- ~~contributing to private, public, and nonprofit institutions.~~ Tennessee State emphasizes undergraduate and graduate degrees in health professions, education, business, engineering, public service, agricultural sciences, and associated STEM (Science, Technology, Engineering, Mathematics) disciplines and is especially committed to increasing representation and measures of success in these areas.



**Tennessee State University  
Board of Trustees**



**Report on SACSCOC  
Accreditation Review  
Matters**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020  
ITEM: Report on SACSCOC Accreditation Review Matters  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

President Glover and/or her designee will present a report on SACSCOC Accreditation Review Matters.

## SACSCOC

### Standard 8.2.a

On June 15, 2020, the SACSCOC Special Committee Visit as part of its review of TSU's compliance with SACSCOC accreditation standard 8.2.a. The campus received the SACSCOC staff member, Dr. Crystal Baird, SACSCOC VP.

Due to COVID-19, the nine interview sessions were conducted virtually with 4 of the committee members and University faculty and staff. On July 13, 2020, TSU received the official Report of the Special Committee wherein the Committee found the University **compliant with standard 8.2.a with no recommendations or follow-up.**

On September 1, 2020, President Glover, Provost Harris, and Dr. Anderson went before the SACSCOC Committee on Compliance and Reports.

On September 3, 2020 SACSCOC removed TSU from probationary status.

### SACSCOC Decennial Review

SACSCOC member institutions undergo a 10-year review process to maintain its accreditation; The Compliance Certification (CCR) document is completed to demonstrate Tennessee State University's (University) compliance with the *Principles of Accreditation*.

While working to establish compliance with accreditation standard 8.2.a, TSU has worked simultaneously to prepare for its SACSCOC Decennial Accreditation review. The Division of Academic Affairs has worked extensively with President Glover and all units across campus to prepare our submission document and gather required documents.

Through the work of numerous individuals on campus, TSU is now well positioned to be in compliance with all applicable accreditation standards.

#### Timeline:

- October 8, 2020 - Compliance Certification due to SACSCOC.
- November - December 2020 - The SACSCOC Off-Site Reaffirmation Committee reviews the CCR and all documentation to determine if University is in compliance with the *Principles of Accreditation*.
- February 2020 – The University will respond to Off-Site Reaffirmation Committee Report, submits Focused Report and the Quality Enhancement Plan.
- March 16 – 18, 2021 - On-Site Reaffirmation Committee will visit the campus to review any areas of concern or non-compliance and completes Report of the Reaffirmation Committee submitted to the President to identify any errors of fact.
- Fall 2021 – The University prepares a response to the recommendations in the Report of the Reaffirmation Committee.
- December 4-7, 2021 - SACSCOC Board of Trustees Reaffirmation Decision.

**Tennessee State University  
Board of Trustees**



**ACADEMIC AFFAIRS  
REPORT**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Academic Affairs Report

RECOMMENDED ACTION: None

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

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

TENNESSEE STATE  
UNIVERSITY  
BOARD OF TRUSTEES  
ACADEMIC AFFAIRS REPORT

ACADEMIC CALENDAR

Upon entering the position on July 1, 2020, I worked with the Pandemic Task Force members and others to present several options for campus operations in light of the pandemic and other academic demands.

The TSU AY 2020-2021 TSU Academic Calendar was created based on both the previous iterations of the calendar as well as the University's response to and preparations for COVID-19. The following are changes made based on that response and preparation that deviate from the normal Academic Year calendar.

- *Safer-at-Home* – in order to limit and prevent the spread of COVID-19, all classes were online for the first two weeks of the semester.
- *Thanksgiving End* – in order to help alleviate the dual and compounding spread of the seasonal Influenza and COVID-19, all classes will be completed by Thanksgiving Day. This resulted in a movement of the Fall Break to September 24<sup>th</sup> and 25<sup>th</sup> instead of November.
- *Extreme Winter* – in order to provide students with additional learning opportunities while simultaneously delaying the spring semester due to COVID-19, two weeks of weekly intensive courses will be offered. *Please note that all Spring 2021 calendar options are tentative pending the status of the pandemic.*
- *Virtual Events* – traditional events (Faculty-Staff Institute, Freshman Convocation) are being held virtually.

Finally, due to the unknown effects of the pandemic, coupled with the impending flu season, we created a tentative spring 2021 calendar, allowing us the flexibility to respond in a way to promote health and safety.

FACULTY HANDBOOK

The TSU Faculty Handbook had not been updated since 1989 – 31 years! The TSU Faculty Senate drafted and presented the new Faculty Handbook to our Office for review on July 31<sup>st</sup>, 2020. After a thorough review by our Office team, the TSU Faculty Handbook was adopted in August 2020 in preparation for our Decennial accreditation review.

STRATEGIC PLAN

The Strategic Planning process is contained in the board materials pertaining to the Strategic Plan. The Tennessee State University Strategic Plan 2020 – *The Pathway to Excellence 2025* – identifies the following goals.

1. Attract, Prepare, and Graduate Scholars to Change the World
2. Cultivate an Organizational Climate that Promotes Collaboration, Continuous Improvement, and High Performance
3. Create a Transformative Educational Environment that Impacts Middle Tennessee and Beyond
4. Generate Revenue and Capacity to Reinvest in Strategic Priorities
5. Promote, Strengthen, and Sustain Academic Excellence in Teaching and Learning

Within each of the aforementioned goals, we have identified strategic objectives and targets for assessment and evaluation. The plan helps focus our priorities and aligns the units of the University with a set of common objectives.

## PERSONNEL TRANSITIONS

### *Office of the Provost and Vice President for Academic Affairs*

Dr. Michael Harris has been named the Interim Provost and Vice President for Academic Affairs. Dr. Harris previously served as the Dean of the College of Public Service (2013-2020) and is a Professor of Public Policy and Administration. Dr. Harris is a prolific writer and scholar with over 100 publications in public policy, public administration, international relations, economics, and learning and assessment. Dr. Harris has over twenty years of academic leadership experience including serving as the Provost at three previous institutions and Chancellor at one.

Dr. Clara Young has been named the Interim Assistant Provost and Vice President for Academic Affairs. Dr. Young previously served as the Department Chair for the Department of Teaching and Learning (2015-2020). Dr. Young is Professor of Teaching and Learning. Dr. Young has published in a variety of educational areas including secondary administration, parental involvement, mentoring, and the role of HBCUs.

Dr. Cara Robinson has been named the Interim Director of Academic Initiatives. Dr. Robinson served as the Interim Department Chair of Social Work and Urban Studies (2015-2020) and is an Associate Professor of Urban Studies. Dr. Robinson previously worked in the nonprofit homeless policy arena and has published in the areas of media studies, community organizing, and civic engagement.

In addition to the appointments to the Office of the Provost and Vice President for Academic Affairs, several units were transitioned under the Office's leadership. Our Office has and continues to assess all units on efficiency, effectiveness, and quality assurance. We will continue to make changes. These include:

- Information Technology – led by CIO Tim Warren
- Financial Aid – led by AVP Amy Wood
- Office of Records – led by Director Thelria Hardaway
- Student Success Center – led by Interim Executive Director Kimi Bonner
- Title III – led by Interim Executive Director Marjorie Seward
- Office of Institutional Effectiveness, Research, Planning, and Assessment – led by Dr. Charlise Anderson
- Testing Center – led by Director Brenda Coleman
- TRIO – led by Director Victoria McGee-Hayes

Academic Deans

Dr. Nolan B. McMurray, Jr. has been named the Interim Dean of the College of Life and Physical Sciences. Dr. McMurray served as the Department Chair of Mathematical Sciences (2017-2020) and is a Professor of Mathematics.

Dr. Samantha A. Morgan-Curtis has been named the Interim Dean of the College of Liberal Arts. Dr. Morgan-Curtis served as the Chair (2019-2020) and Interim Chair (2017-2019) of the Department of Languages, Literature, and Philosophy and is an Associate Professor of English & Women’s Studies.

Dr. Williams has been named the Interim Dean of the College of Public Service and is a Professor in the Department of Public Health, Health Administration and Health Sciences at Tennessee State University.

DISCIPLINE-SPECIFIC ACCREDITATIONS

Tennessee State University has the following update with respect to its discipline-specific accreditation efforts. The following table is for the 2019-2020 academic year.

<b>Unit</b>	<b>Accrediting Body</b>	<b>Decision</b>
Nursing (BSN)	ACEN	Recommended for Accreditation
Physical Therapy (DPT)	CAPTE	Full 10 Year Accreditation
Speech Language Pathology	CAA	Full 7 Year Accreditation
Health Information Management (HIM)	CAHIIM	Full 7 Year Accreditation

\*\*Please note the CEPH review was postponed to 2020-2021 in response to COVID-19

TITLE III

Title III recently received news on two grants. One, the HBCU grant, was funded for an additional \$1.8 million this year. The second, FUTURES, was awarded for the first year at \$1.6 million.



**Tennessee State University  
Board of Trustees**



**Report on  
Research Funding**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Research Funding Report

RECOMMENDED ACTION: None

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

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

## REPORT ON RESEARCH FUNDING

- Tennessee State University received \$55.2M in research awards from various funding agencies and sponsors for FY20. This amount exceeded its 2019-2020 goal of \$50M and is the university's highest to date, which was previously \$54.5M (FY16).
- The funding amounts for FY19, 18, and 17 were \$47.9M, \$53.2M, and \$43.5M, respectively.
- These grant awards provide substantial resources to the university to support the performance of cutting-edge research, student scholarships, student and faculty development and training, capacity and infrastructure development, as well as outreach to the community.
- These include awards from the National Science Foundation (NSF), the U.S. Department of Agriculture (USDA), the Department of Defense, the U.S. Department of Health and Human Services, the National Aeronautics and Space Administration (NASA), the Department of Energy, Apple and various other agencies and corporations.
- These efforts demonstrate the university's research competitiveness and its focus on faculty and staff scholarship, which is also evidenced by TSU's Carnegie Classification as an R2: Doctoral University – High research activity.
- Some of these awards are highlighted below, showing the diversity of awards, across multiple programs:
  - Dr. Kimberly Smith (Center of Excellence for Learning Sciences), \$11.4M award for the “Tennessee Early Childhood Training Alliance (TECTA)” from the U.S. Department of Health and Human Services;
  - Dr. De’Etra Young (College of Agriculture), \$752,632 award for the “TSU 1980 Scholarship Program: Training and Mentoring the Next Generation of Leaders in Food and Agricultural Sciences” from the USDA;
  - Dr. Margaret Whalen (College of Life and Physical Sciences), \$855,604 award for the “MMC, VICC, & TSU Partnership in Eliminating Cancer Disparities” from the U.S. Department of Health and Human Services; Multi-disciplinary investigator team from the Colleges of Engineering and Agriculture (Drs. Frances Williams (PI), Lin Li, Richard Mu, Ying Wu, and Suping Zhou), \$999,999 award for the “Enhancement of Research Infrastructure for Advanced Functional Materials for Biotechnology Applications” from NSF;
  - Dr. Tina Smith (College of Health Sciences), \$412,232 award for the “Provision of Online and On-campus Course Work Leading to the Master's Degree in Speech-Language Pathology,” from the Tennessee Department of Education;
  - Dr. David Padgett (College of Liberal Arts), \$113,000 for “Mission Earth: Fusing Globe with NASH Assets to Build Systemic Innovation in STEM Education” from NASA;

- Dr. Jerri Haynes (College of Education), \$300,000 for “Professional Development for the Aspiring Assistant Principal Network” from the Tennessee Department of Education;
- Dr. Stephen Shanklin (College of Business), \$120,009 for the “Frist Chair of Excellence” from the State of Tennessee; and
- Dr. Cara Robinson (College of Public Service), \$37,000 for “Center for Aging: Research and Education Services (CARES)” from the TN Board of Regents.

**Tennessee State University  
Board of Trustees**



**Student Affairs Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

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**  
**OFFICE FOCUS – STUDENT CONDUCT AND JUDICIAL AFFAIRS**

**Mission Statement:**

The Mission of the Office of Student Conduct and Judicial Affairs is to provide a full range of services to assist and counsel students in resolving their disputes and conflicts in a way that facilitates learning, individual responsibility and professional growth and development. The Office of Student Conduct and Judicial Affairs also provides learning opportunities through educational sanctions that encourage behavioral change to assist students with their ability to make decisions that promote success in their academic goals.

**Office Activities (July 2019-May 2020):**

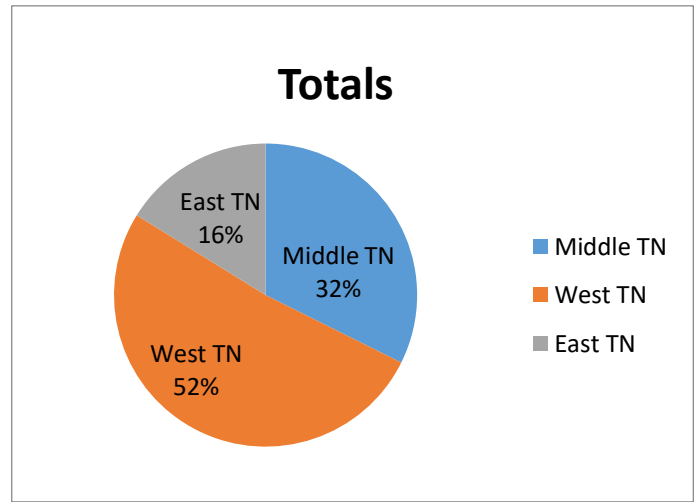
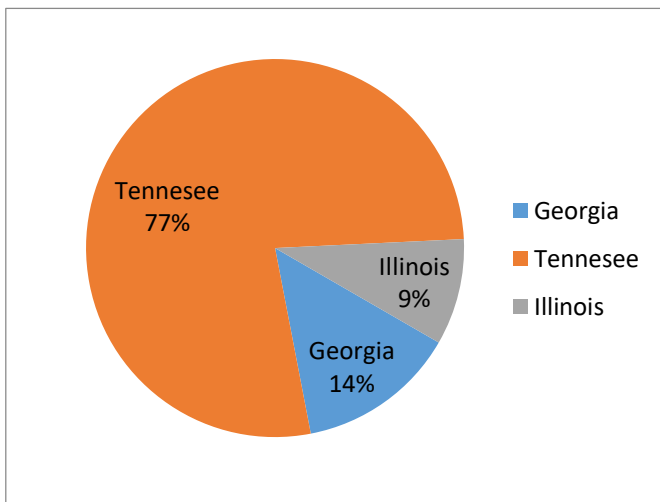
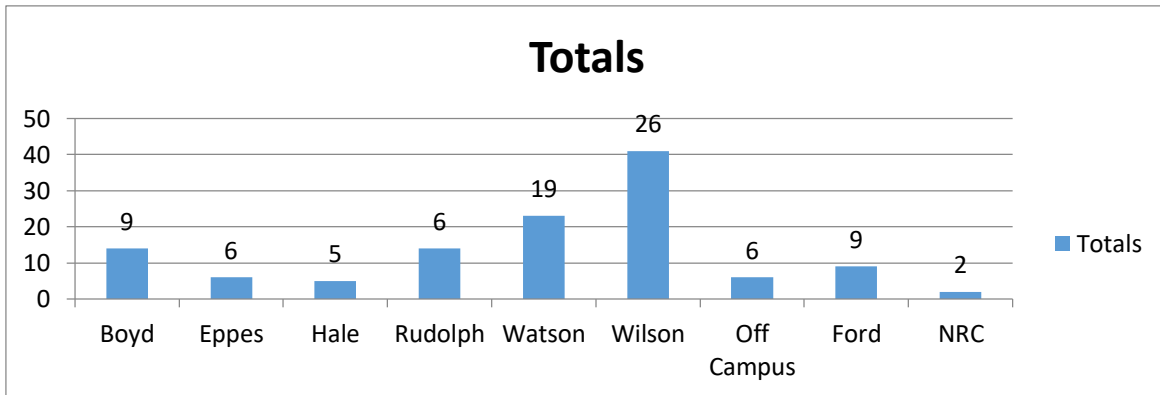
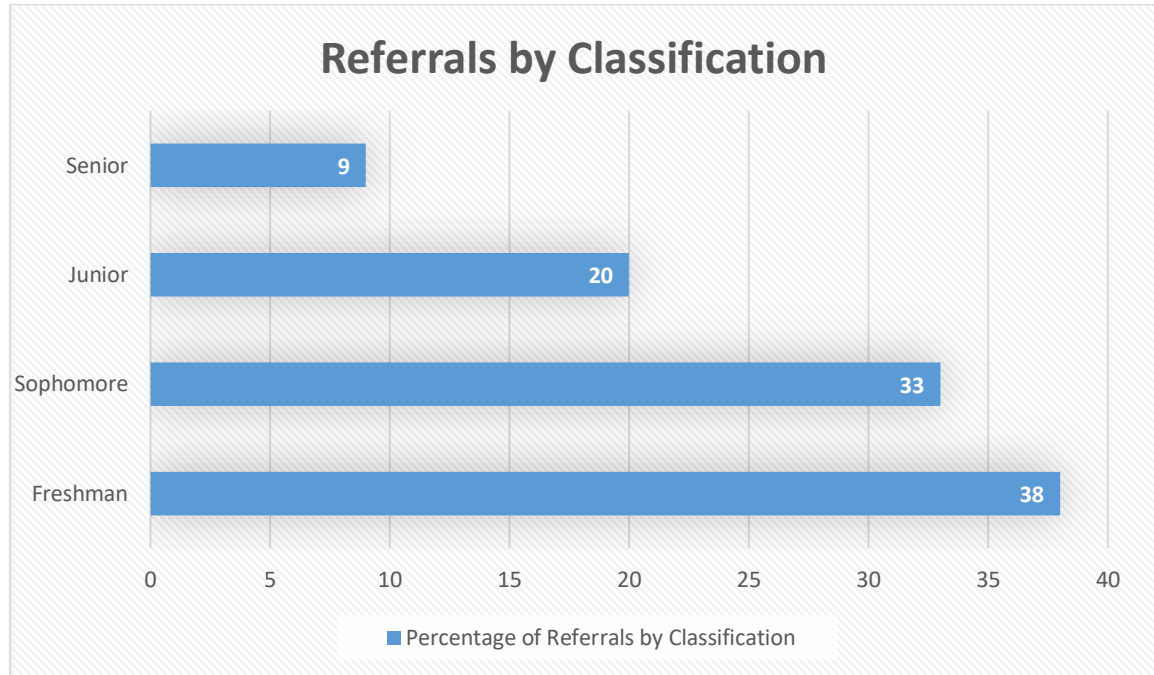
- The Office of Student Conduct and Judicial Affairs enhanced use of virtual space for resolution of cases to reflect preferences of students and FERPA concerns.
- The Office of Student Conduct increased opportunities for students referred to the office to be educated on their rights and responsibilities, both virtually and in-person.
- Increased attention on mediation services

**Opportunity for Improvement:**

- Marijuana possession on campus
- Sexual assault awareness (increase reporting)

# Update on TSU Student Affairs COVID Response

## Maxient Analytics for TSU Student Conduct 2019-2020





**Board of Trustees**



**EXECUTIVE  
COMMITTEE REPORT**

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

9:30 a.m. CST  
Thursday, September 24, 2020

Tennessee State University – Via Zoom Link:

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 18, 2020, Executive Committee Meeting Minutes
- IV. Approval of an Amendment to Board Policy 001 (Code of Ethics and Conduct/Conflicts of Interest)
- V. Discussion of President's Annual Performance Review Process
- VI. Secretary's Report
- VII. Adjournment

**Tennessee State University  
Board of Trustees**



**Approval of the  
June 18, 2020  
Executive Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the June 18, 2020, 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 June 18, 2020, Executive Committee meeting is included in the September 24, 2020, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' June 18, 2020, Executive Committee meeting, as contained in the Board materials for the Board's September 24, 2020, meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting – June 18, 2020  
Via Zoom Link**

**MINUTES**

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

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

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

**I. CALL TO ORDER**

Chair Walker called the Executive Committee meeting to order at 10:03 a.m. Chair Walker moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to the coronavirus pandemic. The Board is scheduled to take up important and timely matters. Participation by electronic means is necessitated by the COVID-19 pandemic and accompanying guidance from the Center for Disease Control (“CDC”) and the State of Tennessee to limit face-to-face contact whenever possible. Electronic participation for the Board meeting is necessary for the safety of Board members, staff, and guests. Trustee Martin seconded. Secretary Pendleton called the roll and the motion carried unanimously.

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

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

Secretary Pendleton announced the presence of a quorum.

**III. APPROVAL OF THE MARCH 12, 2020, EXECUTIVE COMMITTEE MEETING MINUTES**

Chair Walker introduced the first order of business — the approval of the March 12, 2020, Executive Committee meeting minutes. Chair Walker informed the Committee that the minutes for the Executive Committee’s March 12, 2020, meeting were included in the Board materials for the June 18, 2020, Board meeting.

Chair Walker moved to recommend to the full Board the approval of the March 12, 2020, Executive Committee meeting minutes, as contained in the Board materials for the June 18, 2020, Board meeting. Trustee Martin seconded the motion. With there being no discussion, Chair Walker called for a roll call vote. Secretary Pendleton called the roll. The motion carried unanimously.

**IV. REPORT ON PRESIDENT’S ANNUAL PERFORMANCE REVIEW**

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

Vice Chair Cole provided information to the Committee on the performance evaluation procedures. She indicated the process had been completed and the performance evaluation had been signed by President Glover. She expressed an interest in moving some dates associated with the Annual Performance Review Process.

## **V. REPORT ON BOARD SELF-ASSESSMENT**

Chair Walker discussed the Board Self-Assessment and thanked the Board members for their participation in the board self-assessment process.

Chair Walker discussed the summary of results from the self-assessment. He noted the Board has been in existence a little over three years. Chair Walker stated that overall, the Board agreed or strongly agreed that the board was operating effectively. He indicated that efforts would be made to improve board members' contribution of time to support the institution and effectively promote the University's image. He stated that he will endeavor to develop measures in these areas for the Board's consideration.

## **VI. 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, noting the ending terms of Trustees Freeman, McKenzie and Walker.

Secretary Pendleton also commented on the legislative session. He indicated that the General Assembly had reconvened following the suspension of the legislative session due to COVID-19 related concerns. Secretary Pendleton indicated that the General Assembly was considering legislation to provide liability protection for COVID-19 related claims. He also noted potential cuts in funding related to the change in the state's financial position due to COVID-19 pandemic issues.

Secretary Pendleton commented on the ongoing Sunset Audit. He noted that State Audit staff had interviewed some board members and University personnel and requested numerous documents in connection with the audit. He explained that State Audit will ultimately draft a report that will be submitted for review.

Walker thanked Secretary Pendleton for his report.

## **VII. ADJOURNMENT**

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

With there being no discussion, Chair Walker called for a roll call vote. Secretary Pendleton called the roll and the motion carried unanimously. Chair Walker adjourned the meeting at 10:20 a.m.

**Tennessee State University  
Board of Trustees**



**Approval of an Amendment  
to Board Policy 001  
(Code of Ethics and  
Conduct/Conflicts of  
Interest)**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 24, 2020

ITEM: Approval of the June 18, 2020, Executive Committee Meeting Minutes

RECOMMENDED ACTION: Approval

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

The document reflecting the amendment to Board Policy 001 is included in the September 24, 2020, Board materials.

The Board approved a Code of Ethics and Conduct/Conflicts of Interest policy at its inaugural meeting on April 13, 2017. One of the requirements of the policy pertains to the annual submission of conflict of interest policy acknowledgment forms (section V). The amendment moves the annual submission date to from January 15 to the Board's summer board meeting date, to better coordinate the submission of the forms. The amended language is in bold in the attached policy.

**MOTION: To approve the amendment to Board Policy 001, as contained in the materials for the Board's September 24, 2020, meeting.**

**Policy No. 001: Board Code of Ethics and Conduct/Conflicts of Interest Policy**

**I. Purpose.** This policy of the Tennessee State University Board of Trustees (“Board”) sets the minimum standards for ensuring that Board members conduct themselves with a high degree of professionalism and in a manner that will not violate the public trust.

**II. Definitions.**

**A. Conflict of Interest.** A conflict of interest exists when a Board member's personal interests, whether financial or otherwise, actually or potentially diverge from the Board member's professional obligations to, and the best interests of, Tennessee State University.

**B.** For the purposes of this policy, a conflict of interest with a vendor or contractor also creates a conflict of interest with a related sub-vendor or sub-contractor.

**III. Code of Ethics and Standards of Conduct.**

**A. Actions.** Each Board member shall avoid any action, whether or not specifically prohibited by statute, regulation, or this policy, that might result in or create the appearance of:

1. The Board member's use of his/her position for personal gain;
2. Impeding Board efficiency or economy;
3. Losing independence or impartiality;
4. Making a Board decision outside of official channels;
5. Failing to satisfactorily perform the responsibilities of the Board as defined in the Board’s bylaws; and
6. Adversely affecting the confidence of the public in the integrity of the Board.

**B. Use of Information.** No Board member shall:

1. Directly or indirectly use, disclose, or allow the use of information that was obtained through or in connection with the Board's business and that has not been made available to the general public for the purpose of furthering the personal profit of any person, including the Board member; or
2. Engage in a financial transaction as a result of, or primarily relying upon,

information obtained through service as a Board member.

**C. Use of Government Property.** No Board member shall make use of Tennessee State University's facilities, equipment, personnel, or supplies for private use or gain, except to the extent that such use is incidental, de minimis, or is lawfully available to the general public.

**D. Interaction and Communication with Tennessee State University Employees.**

1. Except for the purpose of inquiry or information, a Board member shall not give direction to or interfere with any employee, officer, or agent under the direct or indirect supervision of the President.
2. If a member of the public, or a University employee, student, or contractor, brings a University related matter to the attention of a Board member, and the Board member believes the matter warrants inquiry or follow up, the Board member shall communicate with the Board Chair regarding the matter, and the Board Chair shall communicate with the President on the matter. Board members shall not communicate directly with a University employee on such matters.

**E. Gifts.**

1. No Board member shall solicit or accept, directly or indirectly, on behalf of himself/herself or any member of the Board member's household, any gift, including but not limited to any gratuity, service, favor, food, entertainment, lodging, transportation, loan, loan guarantee or any other thing of monetary value, from any person or entity that: (i) has, or is seeking to obtain, contractual or other business or financial relations with Tennessee State University; or (ii) has interests that may be substantially affected by the performance or nonperformance of the Board member's official duties.
2. The prohibition on accepting gifts does not apply in the following circumstances:
  - a. A gift given by Board member's immediate family, or by an individual, if the gift is given for a non-business purpose and is motivated by a close personal relationship and not by the Board member's position;
  - b. Information materials in the form of books, articles, periodicals, other written materials, audiotapes, videotapes, or other forms of communication;
  - c. Sample merchandise, promotional items, and appreciation tokens, if they are routinely given to customers, suppliers or potential

customers or suppliers in the ordinary course of business;

2

- d. Unsolicited tokens or awards of appreciation, honorary degrees, or bona fide awards in recognition of public service in the form of a plaque, trophy, desk item, wall memento, and similar items; provided that any such item shall not be in a form which can be readily converted to cash;
- e. Food, refreshments, foodstuffs, entertainment, or beverages provided as part of a meal or other event, if the value of such items does not exceed fifty dollars (\$50.00) per occasion;
- f. Food, refreshments, meals, foodstuffs, entertainment, beverages or interstate travel expenses that are provided in connection with an event where the Board member is a speaker or part of a panel discussion at a scheduled meeting of an established or recognized membership organization with regular meetings;
- g. Loans from an established financial institution made in the ordinary course of business on usual and customary terms, so long as there are no guarantees or collateral provided by any Board members; and
- h. There may be circumstances where refusal or reimbursement of a gift, such as a lunch or dinner, may be awkward and contrary to the larger interest of Tennessee State University. In such circumstances, the Board member is to use his/her best judgement and disclose the gift, including a description, estimated value, the person or entity providing the gift, and any explanation necessary within fourteen (14) days, to the Board Chair.

#### IV. Unlawful Conflicts of Interest.

##### A. **Conflicts of Interest Prohibition.**

- 1. It is unlawful for any Board member:
  - a. To be financially interested in any contract or transaction affecting the interests of Tennessee State University, or
  - b. To procure, or to be a party in any way to procuring, the appointment of any relative to any position of financial trust or profit connected with Tennessee State

University.

2. A member who violates the provisions stated in Section IV. A shall be subject to removal by the Governor or the Board.

**V.** Acknowledgment and Disclosures.

1. **Each Board member shall submit a Board disclosure form within thirty (30) days following the first seating of the Board, and annually thereafter to the General Counsel by no later than the Board's summer meeting date, except that the Board Chair may grant an extension to the submission date, as deemed warranted.**
2. Any time a Board member believes a conflict of interest or ethical violation may exist with any Board member(s), including himself/herself, the Board member shall immediately submit a written disclosure of the facts and circumstances surrounding the situation to the Chair with a copy to University Counsel.
3. The Board or a duly appointed committee shall evaluate the disclosure and determine what, if any, action is necessary. Under no circumstance shall a member who is involved in a potential or alleged violation of this policy vote on the disposition of such matter.
4. When a Board member is in doubt as to the proper interpretation of this policy or whether a disclosure is required, the Board member is expected to seek the advice of the Chair or his/her designee, or the University Counsel.

**VI.** Penalty for Material Violations of this Policy.

1. By a two-thirds (2/3) vote of its membership, the Board may remove any member of the Board for a material violation of this policy.
2. A Board vote to remove one of its members shall only be taken:
  - a. After the accused member has been afforded a due process contested case hearing in accordance with the Uniform Administrative Procedures Act, Tennessee Code Annotated Title 4, Chapter 5; and
  - b. A finding has been made that the member violated this policy.

**VII.** [Interpretation.](#)

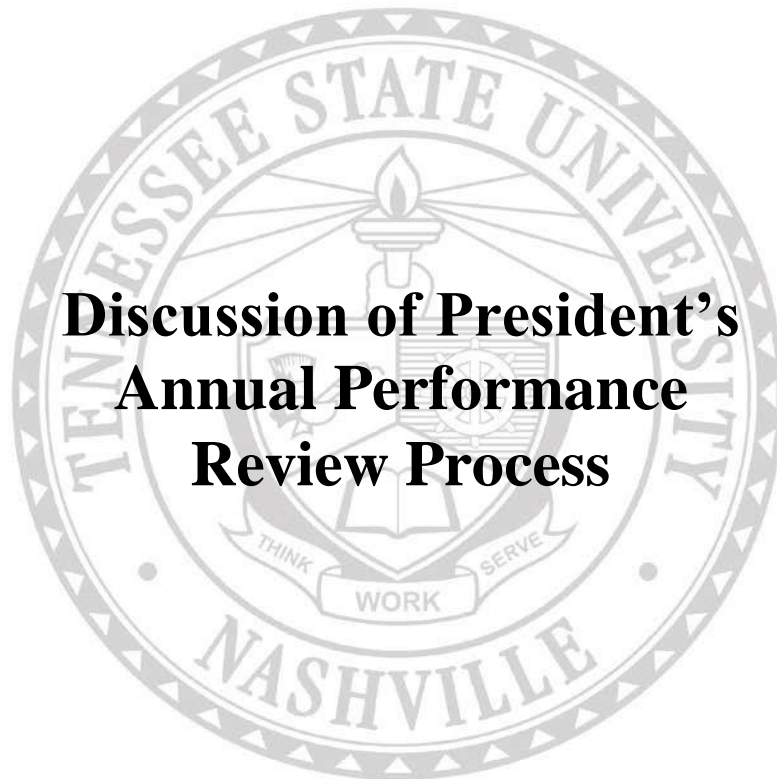
The Board Chair has the final authority to interpret the terms of this policy.

**Citation of Authority for Policy:** T.C.A. § 49-8-204.

Document History:

- Adopted by the Board of Trustees: April 13, 2017

**Tennessee State University  
Board of Trustees**



**Discussion of President's  
Annual Performance  
Review Process**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: September 24, 2020

ITEM: Discussion of President's Annual Performance Review 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 for discussion of the President's Annual Performance Review Process.

**Tennessee State University  
Board of Trustees**



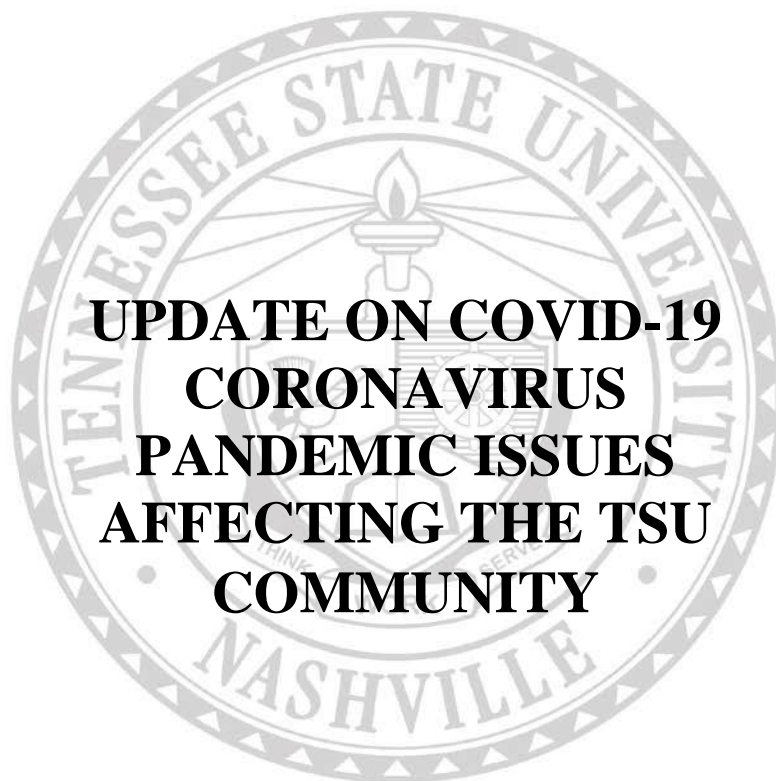
**Secretary's Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 24, 2020  
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**



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Update on COVID-19 Pandemic Issues Affecting the TSU  
Community

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Glenda Glover, President

President Glover or designee will provide report on COVID-19 Pandemic Issues Affecting the TSU Community.

**Tennessee State University  
Board of Trustees**



**REPORT ON TSU  
ATHLETICS**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

ITEM: Report on TSU Athletics

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Glenda Glover, President

President Glover or designee will provide report on the state of TSU Athletics.

## **REPORT ON TSU ATHLETICS**

### **COVID-19: THE IMPACT ON TENNESSEE STATE ATHLETICS**

- Student-Athlete Health and Safety
- Protocols and COVID-19 Management
- Staff Communication and Continuing Education

### **OVC-THE POSTPONEMENT OF FALL SPORTS**

- Decision Making Process (OVC Presidents and Athletic Directors)
- Football, Volleyball and Cross Country (Spring of 2021)
- 14 Sport Programs Overlap (Spring of 2021)
- NCAA Requirements for Competition
- Financial Implications: Testing Costs and Revenue Generation

### **THE PURSUIT OF COMPREHENSIVE EXCELLENCE**

- Leaders (Athletically, Academically, Community)
- **CORE 4** Pillars (Communication, Trust, Respect and Performance)
- Fundraising Initiatives and Alumni Engagement

### **NEW HIRES**

- Women's Basketball Head Coach (TY Evans)
- Assistant Athletics Director for Academic Services (James Troxel)

### **QUESTIONS FOR ATHLETIC DIRECTOR.**



**Tennessee State University  
Board of Trustees**



**PRESIDENT'S REPORT**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020  
ITEM: President's Report  
RECOMMENDED ACTION: None  
PRESENTED BY: Glenda Glover, President

To be presented by President Glover at the September 24, 2020, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**BOARD CHAIR'S  
REPORT**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: September 24, 2020

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 September 24, 2020, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**

