



# Board of Trustees Materials – March 11, 2021 Meeting

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**Tennessee State University  
Board of Trustees**



**Tennessee State University  
Board of Trustees**



**WELCOME AND  
INTRODUCTIONS**

**Tennessee State University  
Board of Trustees**



**ROLL CALL/  
DECLARATION OF  
A QUORUM**

**Tennessee State University  
Board of Trustees**



**AGENDA**

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

2:00 p.m. CST  
Thursday, March 11, 2021

Tennessee State University

Board Committee Meetings: Via  
Zoom link:  
Board Meeting: Via link:  
<http://www.tnstate.edu/board/livestreameam.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 November 19, 2020, Board Meeting Minutes
  - B. Audit Committee Report
    - i. Approval of the November 19, 2020, Audit Committee Meeting Minutes
    - ii. Review of Completed Internal Audit Reports
    - iii. Review of Outstanding Audit Issues
    - iv. Review of University's Risk Assessment Process
    - v. Executive Session - Discussion of Items Deemed Confidential Under State Law
  - C. Finance and Budget Committee Report
    - i. Approval of the November 19, 2020, Finance and Budget Committee Meeting Minutes
    - ii. Report on CARES Act Funding Related to COVID-19 Coronavirus Pandemic
    - iii. Report on General Assembly's Land Grant Study Committee Discussions
    - iv. Report on the FY 2021 Institutional Revised Budget
    - v. Update on Enrollment, Marketing and Student Recruitment Plan
    - vi. Report on Institutional Advancement
  - D. Academic Affairs and Student Affairs Committee Report
    - i. Approval of the November 19, 2020, Academic Affairs and Student Affairs Committee Meeting Minutes

- ii. Report on COVID-19 Coronavirus Pandemic Academic and Student Issues
- iii. Approval of Academic Program Modification – Termination of Design Concentration in the Bachelor of Science in Family Consumer Science Program
- iv. Approval of Academic Program Modification – Termination of School Psychology Concentration in the Ph.D. in Psychology Program
- v. Approval of New Degree Program – M.S. in Data Science
- vi. Report on SACSCOC Accreditation Review Matters
- vii. Academic Affairs Report
- viii. Student Affairs Report

E. Executive Committee Report

- i. Approval of the November 19, 2020, Executive Committee Meeting Minutes
- ii. Discussion of President’s Annual Performance Review Process
- iii. Secretary’s Report

V. Report on TSU’s Research Funding

VI. President’s Report

VII. Board Chair’s Report

VIII. Adjournment



**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a lamp of knowledge at the top, an open book in the middle, and a gear on the right. Below the shield is a banner with the words "THINK", "SERVE", and "WORK". The outer ring of the seal contains the text "TENNESSEE STATE UNIVERSITY" at the top and "NASHVILLE" at the bottom, separated by two small dots.

**APPROVAL OF THE  
NOVEMBER 19, 2020  
BOARD MEETING MINUTES**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Approval of the November 19, 2020, Board Meeting Minutes

RECOMMENDED ACTION: Approval

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

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

**MOTION: To approve the minutes from the Board of Trustees' November 19, 2020 meeting as contained in the Board materials for the Board's March 11, 2021 meeting.**

**Tennessee State University Board of Trustees  
Regular Meeting – November 19, 2020  
Tennessee State University – Electronic**

**MINUTES**

**Board Members Present:** Trustees Deborah Cole, Obie McKenzie, Richard Lewis, Andre Johnson, Pam Martin, Ali Sekmen, Steve Corbeil; Joseph Walker III, and Tiara Thomas.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Michael Harris, Interim Provost & 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. Robbie Melton, Dean of Graduate School and Dr. Arlene Nicholas-Phillips, Liaison to BOT.

**I. CALL TO ORDER**

Chair Walker called the Board of Trustees meeting to order at 2:00 p.m., CST on November 19, 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 Cole seconded and the motion carried.

**II. WELCOME AND INTRODUCTIONS**

The Board Chair welcomed the attendees and 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, Ali Sekmen, Tiara Thomas, Steve Corbeil, and Joseph Walker III. Board Secretary Pendleton announced the presence of a quorum.

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

**IV. ACTION ITEMS**

**A. APPROVAL OF THE SEPTEMBER 24, 2020, BOARD MEETING MINUTES**

Chair Walker introduced the first action item – the approval of the minutes of the September 24, 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 THE TSU BOARD OF TRUSTEES 2021 MEETING CALENDAR**

Chair Walker introduced the next action item as the approval of the TSU Board of Trustees 2021 meeting calendar, as contained in the Board materials of November 19, 2020. He then moved to approve March 11, June 17, September 16 and November 18, 2021, as the meeting dates for the TSU Board of Trustees in the calendar year 2021, as contained in the Board materials for the board's November 19, 2020 meeting. Trustee Corbeil seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

## **C. AUDIT COMMITTEE REPORT**

Trustee Cole informed the Board that the Audit Committee met to take action on one item and received reports on two other items. The Audit Committee voted to recommend to the full Board the approval of the September 24, 2020, Audit Committee meeting minutes. Trustee Cole added that the Audit Committee reviewed and discussed completed internal and external audits and outstanding audit issues.

### **I. APPROVAL OF THE SEPTEMBER 24, 2020, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to approve the minutes of September 24, 2020, Audit Committee meeting, as contained in the board materials for the November 19, 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.

Chair Walker then introduced a Board Resolution in response to the Sunset Performance Audit Report:

#### **Board Resolution A**

As the Governing Board for TSU, the Board of Trustees is charged with the fiduciary duty to ensure that Tennessee State University conducts itself in a financially and fiscally responsible manner. In response to the Sunset Performance Audit released on November 17, 2020, the Board of Trustees hereby resolves that it is imperative that the university corrects its deficiencies as identified in the 2020 Performance Audit report, in a timely manner in accordance with the State Audit Policy. Accordingly, the Board of Trustees directs President Glover and the senior management of Tennessee State University to take all appropriate measures to execute the tasks for phase one and other remediation plans and corrective actions, no later the December 31, 2020, and to provide a report to the Board regarding same.

Chair Walker then moved to approve the Board Resolution A as stated in the record. Trustee Sekmen seconded the motion. There was no discussion. The motion carried unanimously by roll call vote.

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

Trustee Lewis stated that the Finance and Budget Committee met this morning to take action on three items and received reports on six other items. The Finance and Budget Committee voted to recommend to the full Board the approval of the September 24, 2020, Finance and Budget Committee meeting minutes, the approval of FY21 Revised Institutional Budget (with no more than \$9.5 million reduction in the reserves) and the approval of the Revised Collection of Accounts Receivable Policy. In addition, the Finance and Budget Committee heard reports from President Glover and her team on the CARES Act funding related to COVID-19, the voluntary employee separation program (VESP), enrollment, and the enrollment, marketing and recruitment plan.

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

Trustee Lewis moved to approve the September 24, 2020 Finance and Budget Committee meeting minutes, as contained in the board materials for the November 19, 2020, board meeting. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

#### **II. APPROVAL OF FY21 REVISED INSTITUTIONAL BUDGET**

On behalf of the Finance and Budget Committee, Trustee Lewis moved to approve the FY21 Revised Institutional Budget, with the added comments that there be no more than \$9.5 million reduction to Reserves, as contained in the Board Materials for the November 19, 2020 Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

#### **III. APPROVAL OF REVISED COLLECTION OF ACCOUNTS RECEIVABLE POLICY**

On behalf of the Finance and Budget Committee, Trustee Lewis moved to approve the Revised Collection of Accounts Receivable Policy, as contained in the Board materials for the November 19, 2020, Board meeting. Trustee Cole seconded and the motion carried unanimously by roll call vote.

Trustee Lewis concluded the Finance and Budget report.

Chair Walker thanked the Finance Committee for their work.

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

Trustee Martin reported that the Academic Affairs and Student Affairs committee met to consider and vote on three agenda items and to receive reports on four other agenda items.

Trustee Martin stated that the Academic Affairs and Student Affairs Committee voted to recommend to the full Board the approval of the September 24, 2020, Academic Affairs and Student Affairs Committee meeting minutes; approval of the academic program modification – discontinuance of the Bachelor of Science degree completion in Dental Hygiene, and the approval of the Title IX Emergency Rule.

Trustee Martin added that the Academic Affairs and Student Affairs Committee also received reports on COVID-19 Coronavirus Pandemic Academic and Student Issues, SACSCOC accreditation review matters, academic affairs, and student affairs.

### **I. APPROVAL OF THE SEPTEMBER 24, 2020, ACADEMIC AFFAIRS AND STUDENT AFFAIRS COMMITTEE MEETING MINUTES**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the minutes of the September 24, 2020, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the November 19, 2020, Board meeting. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

### **II. APPROVAL OF THE ACADEMIC PROGRAM MODIFICATION – DISCONTINUANCE OF THE BACHELOR OF SCIENCE DEGREE COMPLETION IN DENTAL HYGIENE**

Trustee Martin moved to approve the academic program modification – discontinuance of the Bachelor of Science degree completion in dental hygiene, as contained in the Board materials for the November 19, 2020, Board meeting. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

### **III. APPROVAL OF THE TITLE IX EMERGENCY RULE**

On behalf of the Academic Affairs and Student Affairs Committee, Trustee Martin moved to approve the Title IX Emergency Rule, as contained in the Board materials for the November 19, 2020, Board meeting, and grants the President the authority to make any appropriate technical or legal changes, including changes required through the State legal process. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

Trustee Martin concluded the Academic and Student Affairs report.

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

### **F. 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 September 24, 2020, Executive Committee meeting minutes, as contained in the Board materials for the November 19, Board meeting.

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

#### **I. APPROVAL OF THE SEPTEMBER 24, 2020, EXECUTIVE COMMITTEE MEETING MINUTES**

On behalf of the Executive Committee, Chair Walker moved to approve the minutes of the September 24, 2020, Executive Committee meeting, as contained in the Board materials for the November 19, 2020, Board meeting. Trustee Corbeil seconded the motion and it was approved by roll call vote.

Chair Walker concluded the Executive Committee report.

#### **V. UPDATE ON COVID-19 CORONAVIRUS PANDEMIC ISSUES AFFECTING THE TSU COMMUNITY**

Chair Walker called on President Glover to present the update on COVID-19 issues affecting the TSU community. President Glover asked Mr. Laurence Pendleton to report on this item.

Secretary Pendleton called on Trustee Tiara Thomas, a junior Political Science major from Olive Branch, MS to speak on this item. She was joined by freshman student Jazmyn Wall, a biology major from Detroit, MI. These two ladies spoke on the resilience of the students during COVID-19 and of the ease with which they were able to adapt to the virtual learning on campus. Trustee Thomas, a 4.0GPA student, spoke about the many virtual events held during the semester, namely the Virtual Homecoming, the socially distanced sessions with the Aristocrat of Bands and her sorority involvements. She commended Provost Harris and the administration on being a leader among universities with regards to the level of safety and precautionary measures taken during the pandemic in order to provide a safe space for the students. She noted that she was tested at least once weekly. Ms. Wall praised the administration for keeping the library open and available to the students. She mentioned the extensive measures taken by the library to ensure the health and safety of all the students.

President Glover praised these two exemplary students for their optimism amidst such challenging times.

Chair Walker thanked President Glover and her team for the update.

#### **VI. PRESIDENT'S REPORT**

Chair Walker recognized President Glover to present the President's Report, including an update on COVID-19.

President Glover provided reports on various items contained in the board materials for the November 19, 2020, Board Meeting. She provided reports on: COVID-19 including the changes in instruction and student adjustments; health, safety and cleaning protocols and SACSCOC Update including the upcoming On-Site visit by the Accreditation Committee scheduled for March 22-25, 2021. She also provided updates on enrollment and recruitment, explaining some factors that impacted the 2020 enrollment; CARES Act Funding for higher education institutions and for HBCUs; Grants awarded and Research funded. President Glover announced the establishment of the Dr. Levi Watkins, Jr. Institute and the historic partnership with Meharry Medical College. She commented that this collaboration creates a pipeline for early entry into medical school. Students applying must have a minimum GPA 3.5 and ACT 28. She also shared her excitement about the \$70 billion pledged to HBCUs by the Biden-Harris administration. Several additional partnerships were highlighted including the Robert Covington Foundation and the Payton Manning Foundation.

President Glover thanked everyone and the Board.

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

Chair Walker thanked President Glover for her leadership. Chair Walker thanked Provost Harris and stated that he was excited by the direction the institution was headed.

On behalf of the Board, Chair Walker thanked everyone for supporting the students particularly during this time of the pandemic and of social unrest. He thanked the corporations and alumni who have been partnering with TSU towards the advancement of our students.

## **VIII. ADJOURNMENT**

Chair Walker moved to adjourn which was seconded by Trustee Lewis. The motion carried by roll call vote. The meeting was adjourned at 2:50 p.m. CST.



**Tennessee State University  
Board of Trustees**



**AUDIT  
COMMITTEE REPORT**

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

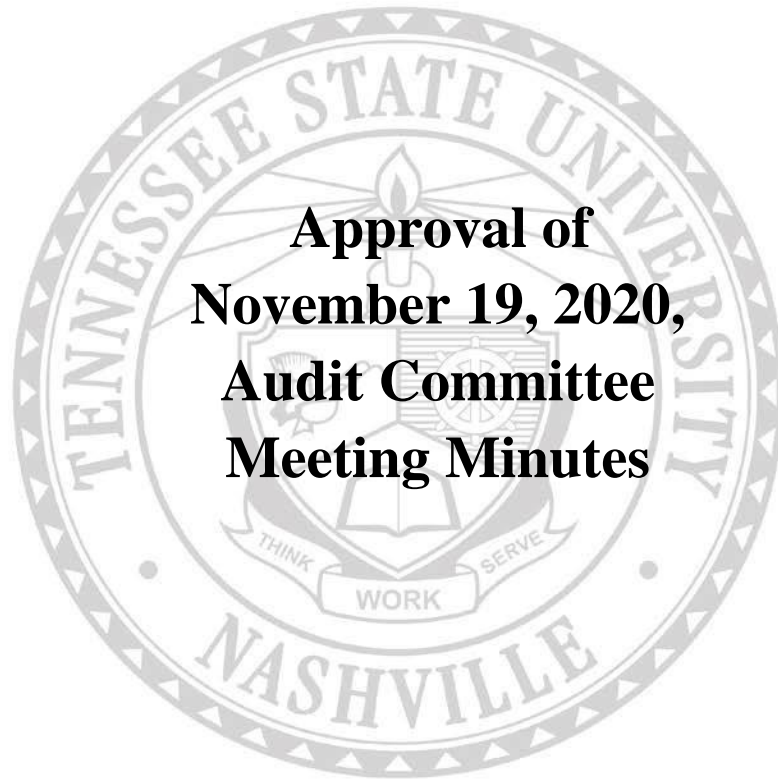
10 a.m. CST  
Thursday,  
March 11, 2021

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 November 19, 2020, Audit Committee Meeting Minutes
- IV. Report of Completed Internal Audit Reports
- V. Review of Outstanding Audit Issues
- VI. Review of University's Risk Assessment Process
- VII. Executive Session – Discussion of Items Deemed Confidential Under State Law

**Tennessee State University  
Board of Trustees**



**Approval of  
November 19, 2020,  
Audit Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Audit Committee Report - Approval of the November 19, 2020,  
Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

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

**MOTION: To approve the November 19, 2020, Audit Committee meeting minutes, as contained in the March 11, 2021, Board materials.**

**Meeting of the Tennessee State University Board of Trustees**  
**Audit Committee Meeting**  
**November 19, 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 Tiara Thomas.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Dr. Michael Harris, Interim Provost & 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; Adrian Davis, Auditor and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

**I. CALL TO ORDER**

Trustee Cole called the meeting to order at 10:28 a.m. on November 19, 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 the motion and the motion carried by roll call vote.

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

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

Trustee Cole asked the committee members to state now if any of the committee members cannot hear or speak with each other. No committee members answered in the affirmative. Trustee Cole

also asked the committee members to indicate if someone is present with them from the location in which they are calling. No committee members indicated there was anyone present.

### **III. APPROVAL OF THE SEPTEMBER 24, 2020, AUDIT COMMITTEE MEETING MINUTES**

Trustee Cole moved to recommend to the full Board the approval of the minutes from the September 24, 2020, Audit committee meeting, as contained in the November 19, 2020, board materials. Trustee Lewis seconded the motion, which carried.

### **IV. REVIEW OF COMPLETED INTERNAL AND EXTERNAL AUDITS**

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 November 19, 2020, Board Meeting packet.

Director Davis stated she would begin with completed internal audit findings and then proceed to completed external audit findings. She noted that the internal audit was a follow-up of undergraduate student admissions from Fall 2019. They were reviewed in Fall 2020 to confirm that the four findings were corrected.

Director Davis provided a detailed summary of the follow-up findings as outlined in pages 30 through 35 of the Board materials for the November 19, 2020, Board meeting. President Glover added that increased measures had been taken to secure documentation from students enrolling in the dual enrollment programs. Director Davis shared with the committee that the follow-up of graduate student admissions was to determine if the two previous findings had been corrected. She noted that the details of that follow-up are outlined from pages 40 through 43 of the November 19, 2020, Board meeting materials. The other report from Director Davis pertained to the President's expense schedules for FY20. She noted that the findings were detailed on pages 46 to 49 in the Board materials dated November 19, 2020. Auditor Davis noted that there were no issues found here.

Director Davis shared with the committee the findings from the external audit. She stated that the two financial audits were the Financial and Compliance audit of TSU, and the Financial and Compliance audit of the Endowment for Educational Excellence at the TSU Foundation. The findings of these are detailed on page 50 of the Board materials dated November 19, 2020. These findings were noted as repeat findings. A CPA firm had been contracted to assist in correcting these and other findings.

President Glover shared that she was confident that the deadlines discussed will be met. Trustee Johnson commented that the Board should take a more prominent role in ensuring that the objectives are met. A discussion continued with VP Chase acknowledging that several additional personnel were being put in place, namely a new Controller and a new Director of Grants Accounting. He shared that a CPA firm was also hired to help.

Director Davis indicated that the Sunset Performance Audit had been released on November 17, 2020, but due to the timing, it was not included in her submission.

Trustee Cole summarized the risk factors associated with the findings of the Financial Audits and the Sunset Audit and suggested that VP Chase and others ensure that they take immediate and appropriate action to address the deficiencies. She pointed out that the timelines presented to the Board be met. She then thanked Director Davis for her report.

## **V. REVIEW OF OUTSTANDING AUDIT ISSUES**

Trustee Cole asked President Glover to provide pertinent information related to this agenda item. The material is included in the November 19, 2020, Board Meeting packet.

Director Davis discussed the list of outstanding internal and external audit issues as of October 26, 2020, as included in the Board Meeting packet.

With no questions or comments, Trustee Cole moved to recommend to the full Board the motion to adjourn the meeting to enter into Executive Session. Trustee Lewis seconded the motion, which carried unanimously by roll call vote: Cole, Lewis, and McKenzie.

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

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

Following the Executive Session there was no further discussion. Trustee Cole moved to adjourn the meeting and the motion was seconded by Trustee Lewis. The motion carried unanimously by roll call vote. The meeting was adjourned at 12:15 pm.

**Tennessee State University  
Board of Trustees**



**Review of Completed  
Internal Audit Reports**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021

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

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

**Background Information:**

President Glover and Internal Audit Director Davis will discuss recently completed internal audit reports.

# DEPARTMENT OF INTERNAL AUDIT

## Follow-Up Review of Undergraduate Admissions for Fall 2020 Semester

**Re-Issued and Updated**

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February 12, 2021

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

Dear Dr. Glover:

Enclosed is our re-issued internal audit report related to our follow-up review of the Tennessee State University Office of Enrollment Management's adherence to state and institutional student admission policies and procedures. Our initial report was issued on October 21, 2020. We are re-issuing the report to correct non-compliance percentage totals and to update the status of management's implementation of corrective actions. The scope of the follow-up review included newly admitted and readmitted students during the fall 2020 semester. The audit was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

The results of our review are included in the attached report.

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

Sincerely,

*Adrian R. Davis*

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

CC:Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair  
Mr. Terrence Izzard, Associate Vice President of Admissions and Recruitment  
Mr. Frank Stevenson, Associate Vice President and Dean of Students

**Tennessee State University  
Department of Internal Audit  
Follow-Up Audit of Admissions  
Fall 2020  
Executive Summary**

<b>Key Area</b>	Undergraduate Student Admissions	<b>Internal Auditor</b>	Adrian R. Davis, <i>CPA, CGFM</i> Director of Internal Audit
<b>Introduction</b>	Attracting and attaining qualified students is an essential element of effective recruitment and admissions and university success. <b>The Department of Admissions and Recruitment is one of the departments in the university’s Division of Enrollment Management and Student Success. The Department of Admissions’ primary functions is the processing of prospective student admissions applications and obtaining supporting documentation to support the admissions decisions made.</b> University management ensures confidence in its admissions process by adhering to its admission policies, rules, regulations, and procedures.		
<b>Objective</b>	The Tennessee State University Office of Internal Audit performed an audit of the undergraduate admissions process to determine if the university was in compliance with state and institutional policies and procedures related to student enrollment for the fall 2019 semester. The results of that audit included four audit findings. The objective of this audit was to determine whether management has implemented adequate corrective actions to address the four prior audit findings.		
<b>Scope</b>	Undergraduate students (newly admitted and readmitted) enrolled during the fall 2020 semester		
<b>Current Status of Prior Audit Findings</b>	<p><b>1. Prior Audit Finding:</b> University policy allows for the admission of conditionally admitted (students not meeting all admissions requirements) first-time freshmen students. The number of these students is not to exceed 10% of the first-time freshmen students admitted during a given semester. During the fall 2019 semester, management accepted 21.5% of conditional admits, exceeding the 10% limit by 11.5%. ❖ <b>Current Status:</b> <a href="#">Corrected</a>.</p> <p><b>2. Prior Audit Finding:</b> Management in the Division of Enrollment Management and Student Success did not ensure that proper supporting documentation (final transcripts after high school graduation, test scores, etc). was obtained for all enrolled students. ❖ <b>Current Status:</b> <a href="#">Corrected (First-Time Freshmen)</a> <a href="#">Improved, Not Corrected (Dual Enrollment)</a>. <b>*Spring 2021 Update-</b> Management has achieved 100% compliance in this area for Dual Enrollment students who remained enrolled during the Fall 2020 semester.</p> <p><b>3. Prior Audit Finding:</b> Management in the Division of Enrollment Management and Student Success did not ensure that admission policies addressed exceptions to admission requirements for all categories of students (e.g. Dual Enrollment and Readmitted students).</p>		

	<p>❖ <b>Current Status:</b> <a href="#">Corrected</a>.</p> <p><b>4. Prior Audit Finding:</b> Management did not ensure adherence to the state laws requiring newly admitted and readmitted full-time students and those who reside in student housing to provide valid proof of certain immunizations, or valid support for exemption, prior to residing in student housing or being enrolled full-time in a Tennessee higher education institution.</p> <p>❖ <b>Current Status:</b> <a href="#">Not Corrected</a>.</p> <p><b>CORRECTION:</b> Our initial report indicated documentation was not obtained for 6 of 29 students (20.7%). Information obtained subsequent to the release of the report support the university’s non-compliance should have been 3 of 29 students (10.3%).</p> <p><b>*SPRING 2021 UPDATE:</b> We reviewed the accounts of 33 students enrolled in the Spring 2021 semester to determine if all required immunization documentation was obtained. Our testing included 17 graduate students and 16 undergraduate students. We found where required documentation was not obtained for 4 of the 33 students (12%). This total includes 2 graduate students and 2 undergraduate students.</p>
<b>Conclusion</b>	The objective of our audit was met. It was determined that management has implemented adequate corrective actions to implement the previous audit recommendations and address the audit findings, except as noted above.
<b>Restriction on Use of Report</b>	<i>This report is intended solely for the internal use of Tennessee State University (TSU) and the Tennessee State University Audit Committee, a standing committee of the Tennessee State University Board of Trustees. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the TSU Audit Committee and Tennessee State University Office of Internal Audit, and handled in accordance with institutional policies; however, this report is a matter of public record.</i>

## **Prior Audit Recommendations and Management's Response**

### **Audit Recommendation 1:**

Management in the Division of Enrollment Management and Success should:

- a. Develop procedures that help to ensure all personnel involved in the review and approval/denial of prospective student applications are obtaining required supporting documentation to support the decision;
- b. Ensure that admission exception thresholds are not exceeded, unless allowable per policy; and
- c. Ensure that criteria for any exceptions to the admissions policies are transparent and documented

### **Management's Response:**

Many of the issues cited in this report were the result of inefficient admissions processing personnel, poor supervision of daily operations under the former Director of Admissions, coupled with several technical challenges with our Banner Document Management System (BDMS). To address the issues noted in this report:

- We have hired new management, and admissions processing personnel. Inefficient personnel in this area were relieved of their duties.
- The Office of Admissions has automated document management services for incoming supporting documents allowing them to be directly attached to the student record. This eliminates the previous manual practice of scanning and indexing.
- We have implemented a new "Quality Assurance" check process policy to prevent recurrence of several of the issues noted above
- For the students identified as not having an official final transcript on file, we have placed a hold on each student's account and have requested a copy of the final high school transcripts.

An exception to the ACT/SAT score requirement was given to dual enrollment students on the basis of their high GPA scores and pending schedules to take the ACT exam.

### **Audit Recommendation 2:**

Per discussion with previous management personnel in charge of *First-Year Students* during the fall 2019 semester, the six students determined not to have provided health records were registered to attend a 2019 New Student Orientation summer session. They were registered for courses through a process called block scheduling prior to their New Student Orientation session. Block scheduling allows the university to mass register large amounts of students who attend the New Student Orientation sessions while ensuring they are registered for 15+ credit hours in the first semester to support student progression. The process also allows staff to override immunization requirements. Students attending the session are asked to complete the Fall 2019 Registration Agreement Form where they (and their guardian, if applicable) acknowledge that although they are registered for courses, required documentation (health records, final transcripts, etc.) is still due for submission by August 1st to maintain registration throughout the upcoming semester.

Current management of *First-Year Students* should ensure that they communicate with the university's Office of Student Health Services (responsible for collecting the forms) to ensure that

these block scheduled students have a hold placed on their account until the appropriate health forms are obtained. The students should also be included in purge lists when required information is not provided.

## **Prior Audit Findings and Current Status**

### ***1. New/First-Time Freshmen***

#### **A. Prior Audit Finding:**

The university's policy states that 10% of the total number of first-time freshmen admitted in any given term can be conditionally admitted. Conditionally admitted students are those students that have completed all required high school units but did not meet the university's minimum 2.50 grade point average (GPA) and/or minimum test score requirement (ACT 19/SAT 900). We identified 4,711 approved applications for prospective first-time freshmen. The total number of conditional admits should have been 471 students according to university policy. It was determined that 1,016 (or 21.5%) of the accepted students did not meet the university's admission requirements. The university exceeded the allowed acceptance limit for conditional admits by 545 students (or 11.5%). The average grade point average for the 1,016 students was determined to be 2.52.

- 41 of the 1,016 students did not meet the university's GPA requirement
- 910 of the 1,016 students did not meet the university's score requirement
- 65 of the 1,016 students did not meet either requirement (GPA or score)

**Current Status:** [Corrected](#)

**\*\*Tennessee State University** waived the ACT/SAT score requirement for first-time students for the Fall 2020 semester in response to the COVID-19 pandemic. For this reason, conditional admits during the fall 2020 semester included only those students who did not meet the minimum GPA requirement.

- ✓ We identified 5,436 approved applications for prospective first-time freshmen students during the fall 2020 semester. We found where 110 of these 5,436 approved applicants (2.02%) did not meet the minimum 2.50 GPA admission requirement and qualified as conditional admits. It was determined that this 2.02% acceptance rate is in agreement with the university's conditional admit policy.

#### **B. Prior Audit Finding:**

It was determined that the university did not obtain the official transcript after high school graduation for 5 of the 40 students (12.5%) selected for testing

**Current Status:** [Corrected](#)

We selected 40 new/first-time freshmen students for testing.

- ✓ We found where the university obtained the official transcript after high school graduation for 37 of the 40 students tested. For the 3 students whose final transcript had not been submitted,



we found where management admitted the students as ‘tentatively admitted’ and appropriately applied holds to the students’ accounts at the time of acceptance. The hold prevents the students from registering for future semesters until the required document is provided.

- Management obtained 2 of the 3 outstanding transcripts during our testing.

### **C. Prior Audit Finding:**

State law requires new and readmitted full-time students and those living in student housing to provide proof of certain immunizations or acceptable proof of exemption from receiving the immunization(s). It was determined that the university did not obtain immunization support for 6 of the 40 students (15%) selected for testing.

**Current Status:** [Not corrected](#)

For the 40 new/first-time freshmen students selected for testing:

- The Office of Student Health Services did not obtain required immunization history documentation for 3 of the 29 students (10.3%) required to submit immunization documentation. The remaining 11 students were not required to submit immunization documentation because they were not enrolled full-time (1 student) or were enrolled 100% online (15 students) and did not reside in a residential hall.

**\*\*CORRECTION:** Our initial follow-up report indicated an error rate of 6 of 29 students (20.7%). Our results were based on the related student’s enrolled courses per the university’s student information system. Subsequent to the release of our report, we were notified that the ongoing COVID-19 pandemic caused several courses intended to be delivered via the hybrid method to be delivered 100% online instead. For this reason, 3 of the 6 students included in our sample were determined to be enrolled 100% online and thus not subject the state law regarding immunization.

**SPRING 2021 UPDATE:** We reviewed the accounts of 33 students enrolled in the Spring 2021 semester to determine if all required immunization documentation was obtained. Our testing included 17 graduate students and 16 undergraduate students. We found where required documentation was not obtained for 4 of the 33 students (12%). This total includes 2 graduate students and 2 undergraduate students.

## ***2. Dual enrollment***

### **Prior Audit Findings:**

- For 32 of the 40 dual enrollment students (80%) tested who were under the age of 18, we were not provided with supporting documentation to show that the university obtained supporting documentation of parental permission for the student to participate in the program.
- For 2 of the 40 students (5%) selected for testing, it was determined that the students did not meet the minimum grade point average required for participation in the program. The two students’ GPA was 1.82 and 1.83.

- Participants are required to take the ACT or SAT test in order to participate in the program. For 11 of the 40 students (27.5%) selected for testing, it was determined that the university did not obtain proof that the students took either of the required tests.
- ❖ For 8 of 20 dual enrollment students (40%) under the age of 18 and selected for testing:
  - We were not provided with signed consent forms for 3 of these 8 students
  - The consent form did not include the signature of the student's parent/guardian for 4 of these 8 students
  - The consent form was signed after it was requested by auditors for 1 of these students
- ❖ We reviewed the GPA for the 209 dual enrolled students during the fall 2020 semester. For the 10 students who did not meet the minimum grade point average, management advised us that these students were allowed to enroll as part of the *Tennessee State University Aspiring Scholars Program (TASP)*. It was determined that these 10 students' GPA was not materially different from admissions requirements. Differences ranged from .07 to .25 below the minimum required grade point average.
  - Management did not provide the high school transcript for 1 of the 209 enrolled dual enrollment students so we were unable to verify the student's GPA

**Current Status:** Improved, but Not Corrected

**SPRING 2021 UPDATE:** Management has ensured 100% compliance in this area by obtaining the consent form, transcript, application and applicable consortium forms for the 164 dual enrolled students who remained enrolled throughout the fall 2020 semester.

\*\*There were no newly enrolled dual enrollment students for the spring 2021 semester.

### ***3. Re-admitted Students***

#### **Prior Audit Finding:**

For 1 of 25 students (4%) selected for testing, it was determined that the student did not meet the minimum grade point average required for admission for the number of credit hours attempted.

**Current Status:** Corrected

- ✓ All 25 students selected for testing met the minimum required grade point average required for admission.

DEPARTMENT OF INTERNAL AUDIT

Audit of  
Tennessee State University  
Department of Human Resources  
for the fiscal year ended  
June 30, 2020

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February 11, 2021

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

Dear Dr. Glover:

Enclosed is the internal audit report related to our audit of the Tennessee State University Department of Human Resources' adherence to state, federal, and institutional human resource policies and procedures. The audit was performed in accordance with the *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors. The results of our audit are included in the attached report.

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

Sincerely,

*Adrian R. Davis*

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

CC:Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair  
Mr. Horace Chase, Vice President for Business and Finance  
Ms. Linda C. Spears, Associate Vice President for Human Resources

**Tennessee State University  
Department of Internal Audit  
Audit of TSU Department of Human Resources  
Executive Summary**

<b>Key Area</b>	TSU Department of Human Resources	<b>Internal Auditor</b>	Adrian R. Davis, CPA, CGFM Director of Internal Audit
<b>Introduction</b>	The <i>Tennessee State University Department of Human Resources</i> (HR) provides continuing support and service for all university personnel. HR supports the university’s endeavors to create a successful work environment. HR is responsible for supporting the recruitment of faculty and staff, assisting the State department with administering benefits to employees, and assisting the administration in determining and setting salary and pay rates. HR also helps to ensure that the university maintains compliance with university, state, and federal employment policies, regulations, and acts.		
<b>Objective</b>	The objective of our audit was to determine if the university was in compliance with applicable policies, procedures, rules, regulations, etc. for select human resource processes as they relate to hiring, employee background checks, employee evaluations, employee grievances, and employee separations.		
<b>Scope</b>	July 1, 2019 through June 30, 2020		
<b>Audit Finding Ranking</b>	Audit findings are rated as high, medium, or low depending on auditor judgment. Some of the factors included in judging the seriousness of a finding include: (1) level of financial impact, (2) extent of violation of laws, regulations and restrictions, (3) lack of a university policy or noncompliance with an important matter, (4) lack of internal controls or ineffective controls and procedures, and (5) fraud, theft, conflicts of interest or serious waste of university resources.		
<b>Audit Findings</b>	<ol style="list-style-type: none"> <li>1. Management did not provide the required U.S. Citizenship and Immigration Services (USCIS) Form I-9, <i>Employment Eligibility Verification</i>, for 1 of 44 employees selected for testing. In addition, forms were not completed in the required timeframe for 15 of 44 employees selected for testing. <b>[High]</b></li> <li>2. Management did not ensure that employee performance evaluations for approximately 50% of non-faculty personnel were submitted to the Tennessee State University Department of Human Resources for inclusion in employees’ personnel file folders during the fiscal year ended June 30, 2020. <b>[High]</b></li> <li>3. Details of noncompliance in the area of Pre-Employment Screening/Employee Background Checks was determined to be confidential pursuant to Section 10-7-504(i), <i>Tennessee Code Annotated</i>. <b>[Medium]</b></li> <li>4. University management did not provide us with a copy of the signed <i>Employee Confidentiality Agreement</i> for 1 of 44 (2.1%) employees tested. <b>[Low]</b></li> </ol>		

<b>Conclusion</b>	The objective of our audit was met. It was determined that the university was in compliance with applicable policies, procedures, rules, regulations, etc. for selected human resource processes as they related to hiring, employee background checks, employee evaluations, employee grievances, and employee separations, except as noted in the findings above.
<b>Restriction on Use of Report</b>	<i>This report is intended solely for the internal use of Tennessee State University (TSU) and the Tennessee State University Audit Committee, a standing committee of the Tennessee State University Board of Trustees. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the TSU Audit Committee and Tennessee State University Office of Internal Audit, and handled in accordance with institutional policies; however, this report is a matter of public record.</i>

## **Introduction**

According to its website, the Tennessee State University Department of Human Resources (TSU HR Department) “exists to support, honor and value the University's most important resource: its people”. HR supports the university’s endeavors to create a successful work environment by assisting with the recruitment, retention, and development of a diverse workforce.

Management in each University department is responsible for determining when a position needs to be created or filled in order to meet the needs of the university. Once the determination is made that an existing position or newly-created position (as approved by the university’s Budget Office) needs to be filled, the TSU HR Department assists university departments with posting applicable positions and determining the salary rate to be offered for the position. Also, the TSU HR Department ensures that all related hiring documentation is obtained and retained in employee personnel file folders in accordance with federal and state document retention policies. Hiring-related documentation to be maintained in an employee’s personnel file folder includes the employee’s signed application, signed contract, data form, etc. The TSU HR Department is subject to numerous compliance requirements, including federal, state, and university requirements. The TSU HR Department has its human resource policies located on its university website.

We reviewed compliance in certain key areas:

- *New Hires*
  
- *Employee Evaluations*
  
- *Employee Grievances*
  
- *Employee Separations (Final Pay)*
  
- *Family and Medical Leave Act (leave due to COVID-19)*



## Audit Results

Our audit of the *Tennessee State University Department of Human Resources* focused on compliance in certain areas, which are detailed below. The results of our testing in these selected areas are documented below.

### **1. New Hires**

We obtained from management a listing of employees hired during the period July 1, 2019 through June 30, 2020. There were 274 employees included in the listing. Our sample included 44 of these 274 employees hired during fiscal year 2020.

#### **A. U.S. Citizenship and Immigration Services (USCIS) Form I-9**

Federal regulations require the university to retain a U.S. Citizenship and Immigration Services (USCIS) Form I-9, *Employment Eligibility Verification*, for each person hired for three years after the date of hire, or one year after the date employment ends, whichever is later. In addition, federal guidelines for completing the form are that the employee must complete and sign section 1 of the form no later than his/her first day of employment, and the university's authorized representative should complete and sign section 2 of the form within 3 business days of the employee's first day of employment. Failure to adhere to federal regulations pertaining to obtaining, retaining, and timely completing the U.S. Citizenship and Immigration Services (USCIS) Form I-9, *Employment Eligibility Verification*, could result in fines or penalties for the university.

- ❖ For 1 of the 44 employees (2.27%) included in our sample, university management did not provide us with a copy of the USCIS Form I-9 completed for the employee.
- ❖ For 15 of the 44 employees (34.1%) included in our sample, university management did not ensure that the employee and/or the university representative completed the applicable sections of the USCIS Form I-9 within the required timeframe.
  - For each of these 15 employees, the respective employees completed and signed section 1 of the USCIS Form I-9 from 1 to 269 days late. Forms were completed and signed an average of 27 days late.
  - For 11 of these 15 employees, the university representative completed and signed section 2 of the USCIS Form I-9 from 4 to 266 days late. Forms were completed and signed an average of 34 days late.

#### **B. Pre-Employment Screening/ Employee Background Checks**

We observed a condition in violation of federal regulations and/or university policies. The details of this finding are confidential pursuant to Section 10-7-504(i), *Tennessee Code Annotated*.

### **C. Employee Confidentiality Agreement for Access to Classified Records**

University employees have access to sensitive information, including social security numbers, student education records, personnel records, etc. when carrying out their daily responsibilities. Newly hired employees complete an *Employee Confidentiality Agreement for Access to Classified Records* form, whereby the employee agrees to act responsibly and avoid disclosure of confidential data maintained by the university, during and after employment at the university. The employee also acknowledges that there are consequences for noncompliance, including dismissal from employment, as well as criminal penalties and liability.

- ❖ For 1 of the 44 employees (2.1%) included in our sample, university management did not provide us with a copy of the Employee Confidentiality Agreement signed by the employee.

### **2. Employee Performance Evaluations**

Tennessee State University Department of Human Resources Policy 6.29, *Performance Evaluation*, states, “During the initial year of employment, employees will be evaluated at least twice: once within the 6-month probationary period and at the conclusion of their first year. Thereafter, evaluations will be conducted annually or more frequently as deemed appropriate by supervisory personnel”. Performance evaluations for non-faculty personnel at the university are to be submitted to the Tennessee State University Department of Human Resources to be included in respective employees’ personnel file folders. Performance evaluations for faculty members are handled by the Division of Academic Affairs. Non-faculty supervisory personnel are to submit completed annual employee performance evaluations by June 30<sup>th</sup> of each year. Due to the COVID-19 pandemic, which occurred during the fiscal year ended June 30, 2020, this deadline was extended to August 31, 2020. By August 31, 2020, the Department received approximately 45% of non-faculty employee performance evaluations. We were advised by management in the Department of Human Resources that this is an ongoing area of concern and management is implementing procedures to ensure 100% compliance in this area in the future. Management also disclosed that 70% of the non-faculty performance evaluations had been received by December 17, 2020.

### **3. Employee Grievance Procedures**

- ✓ We reviewed University Policy 6.10.1, *Grievance Procedures for Employees*. We obtained from university personnel supporting documentation related to the one employee grievance filed during the fiscal year ended June 30, 2020. It appears that the university followed its documented grievance policy. No findings were noted in this area.

### **4. Employee Separations (Final Pay)**

- ✓ We obtained a listing of the 128 employees that separated employment during the period July 1, 2019 through June 30, 2020, both voluntarily and involuntarily. We selected a sample of 33 employees for review to determine if the former employee was improperly paid beyond his/her final day of work. No improper payments were found.

## **5. Family and Medical Leave Act (FMLA) (leave taken due to COVID-19 pandemic)**

We obtained a listing of the university employees who were approved for FMLA leave due to the COVID-19 pandemic during the fiscal year ended June 30, 2020 in order to determine if employee sick leave paid under the act was paid within federal guidelines. No findings were noted in this area.

### **Audit Recommendations:**

#### New Hires:

- Management in the Tennessee State University Department of Human Resources should ensure that USCIS Form I-9s are maintained on file for the required period of time and that the forms are completed timely by both the employee and university representative.
- Management should ensure that all new hires are completing *Employee Confidentiality Agreement for Access to Classified Records* forms documenting their understanding and agreement to act responsibly and maintain discretion in the use of confidential information garnered during their employment at the university. Also, a copy of the completed form should be maintained for the requisite amount of time in accordance with state and university retention policies.

#### Employee Performance Evaluations:

- Management in the Tennessee State University Department of Human Resources should continue to develop procedures to ensure that employee evaluations for all non-faculty personnel are received in the Tennessee State University Department of Human Resources by the June 30<sup>th</sup> deadline and that the completed forms are placed in the employees' personnel file folders.

#### Pre-Employment Screening/ Employee Background Checks:

- Management should implement procedures to immediately remedy the issue(s) cited in this area.

### **Management's Response:**

#### 1. **I-9s**

HR management will continue to provide training to HR staff and ensure that they understand the requirement to accurately complete the I-9 forms. Management will work with University supervisors to understand the consequences of non-compliance when forms are not completed in a timely manner. Training/information sharing will be a high priority for partnering with staff and university supervisors.

#### 2. **Confidentiality Forms**

HR will continue the recent procedures of all employees completing confidentiality forms. HR will continue to retain copies (implemented during the pandemic) and send originals to the IT department to maintain in their files.

#### 3. **Employee Performance Evaluations**

HR staff has already reviewed demonstrations for several on-line evaluation systems and will be making recommendations to purchase an on-line system that should result in a higher

completion rate. Training will be provided to supervisors and staff. It is anticipated that the on-line process will be implemented for fiscal year 2021 non-faculty evaluations.

4. **Pre-Employment Screening/Employee Background Checks**

Management is currently implementing measures to eliminate the issue cited in this area.

## DEPARTMENT OF INTERNAL AUDIT

### Follow-up Review of Federal Work-Study (FWS) Timesheets Fall 2020



February 10, 2021

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

Dear Dr. Glover:

We completed our review of a sample of timesheets submitted by students participating in the Federal Work-Study (FWS) program during the fall 2020 semester. The purpose of our review was to determine the status of management's implementation of the corrective action plan provided in response to our previous review of FWS expenses.

Our findings are included in the attached report.

Sincerely,

*Adrian R. Davis*

Adrian R. Davis, *CPA, CGFM*  
Director of Internal Audit

Attachment

Dr. Deborah A. Cole, Tennessee State University Audit Committee Chair  
Dr. Michael Harris, Interim Provost and VP for Academic Affairs, Tennessee State University  
Mr. Horace Chase, Vice President for Business and Finance, Tennessee State University

**Tennessee State University  
Federal Work-Study Timesheets  
Fall 2020 Semester**

<b>Key Staff:</b> Office of Financial Aid; Office of Payroll	<b>Auditor:</b> Adrian R. Davis, CPA, CGFM Director of Internal Audit
<p><b>Introduction:</b> The Federal Work-Study (FWS) Program is a federally-funded program that provides funds for part-time employment to help undergraduate and graduate students who have a financial need to finance the costs of postsecondary education. In order to qualify to receive FWS funds, students must file a <i>Free Application for Federal Student Aid (FAFSA)</i>.</p>	
<p><b>Objectives:</b> Determine if payments made to students participating in the federal work-study program are supported by properly approved timesheets; Determine if students participating in the federal work-study program are prevented from working during scheduled class times; Determine if students participating in the federal work-study program are not working more than 20 hours during weeks that classes are in session; Determine if students participating in the federal work-study program are allowed at least a 30-minute break when working more than six hours</p>	
<p><b>Scope:</b> Federal Work-Study wage payments made during the fall 2020 semester</p>	
<p><b>Total Fall 2020 Payments:</b> \$115,913.63</p>	<p><b>Questioned Costs:</b> \$599.10</p>
<p><b>Audit Findings:</b></p> <ol style="list-style-type: none"> <li>1) We obtained copies of the timesheets supporting the 40 timesheets under review</li> <li>2) For 6 of 14 (43%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the month(s) under review.</li> <li>3) For 8 of the 40 (20%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session.</li> <li>4) For 2 of the 8 (25%) timesheets reviewed where the student worked in excess of 6 hours for at least one day in the month, we found where the student did not take the required minimum 30-minute unpaid rest/meal break.</li> <li>5) A net overpayment of \$599.10 was paid to 9 of the 17 students whose timesheets were selected for review. The related supervisor did not ensure that documented time worked was accurately calculated.</li> </ol>	
<p><b>Conclusion:</b> University management continues to address findings in this area. Increased oversight and consequences for non-compliance are needed to achieve 100% compliance with federal and university guidelines as it relates to the Federal Work-Study program, as indicated by the findings above.</p>	
<p><b>Restriction on use of report:</b> This report is intended solely for the internal use of the <i>Tennessee State University Board of Trustees' Audit Committee</i> and <i>Tennessee State University</i>. It is not intended to be and should not be used for any other purpose. The distribution of the report to external parties must be approved by the Audit Committee and the university's Office of Internal Audit, and handled in accordance with institutional policies. However, this report is a matter of public record.</p>	

### **Prior Audit Results:**

- We obtained a copy of the student timesheet to support all payments under review
- For 14 of the 27 students included in our sample, we noted several instances where students and related supervisors certified the student as performing work-study assignments during a scheduled class time.
- For 27 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
- For 24 Of the 60 timesheets reviewed where the student worked in excess of 6 hours for at least one day in the month, we found where all students were taking the required minimum 30-minute unpaid rest/meal break

### **.Current Status**

We obtained a listing of payroll payments made to students participating in the Federal Work-Study (FWS) program during the fall 2020 semester. The listing included 310 payments to 128 students totaling \$115,913.64.

We selected a sample of 40 payments to 17 students for review. Our review found:

1. The *Tennessee State University Office of Payroll* provided copies of the 40 timesheets supporting the \$22,356.65 in FWS wages paid to the students included in our sample.
2. We randomly selected 14 of the 40 timesheets included in our sample for detailed review to determine if the students' supervisors certified them performing work study duties during a scheduled class time.
  - 6 of these 14 timesheets (43%) supported the student performing FWS duties during scheduled in-person class hours for at least one day during the month(s) under review. We found sporadic overlapping for several students that range from 5 to 15 minutes and some of the students worked the entire scheduled time for the course.
  - In its prior year response, management indicated that the Office of Payroll would only accept the newly formatted timesheets which require applicable supervisors to certify that the student has not worked during any scheduled class time. We found that:
    - 10 of the 40 timesheets (25%) available for review and submitted to the Office of Payroll were not the updated timesheets.

### **Not Corrected**

3. For 8 of the 40 timesheets (20%) reviewed, the students worked more than 20 hours a week for at least one week while classes were in session.

### **Not Corrected**

4. For 8 of the 40 timesheets reviewed, the student worked in excess of 6 hours for at least one day in the month. We found where 2 of the 8 (25%) timesheets reviewed showed that the student did not take the required minimum 30-minute unpaid rest/meal break.

### **Not Corrected**

5. For 11 of the 40 timesheets reviewed, the related supervisor did not ensure that the total calculated hours worked each month were in agreement with the documented hours worked. Our review of 40 FWS payments found a net overpayment of \$599.10 to 9 student workers. The \$599.10 total consists of 3 underpayments ranging from \$31.50 to \$42.75 and 8 overpayments ranging from \$10.00 to \$188.10.

### **New Finding**

#### **Audit Recommendations:**

1. As indicated in the response to our prior audit findings, management in the Office of Financial Aid should ensure that the appropriate consequences are enacted for those supervisors who received training on the university's policies related to carrying out the FWS program and then were found to be in violation of university and/or federal policies related to the FWS program.
2. Management in both the Tennessee State University Office of Financial Aid and Office of Payroll should ensure that the Federal Work-Study (FWS) program is appropriately reimbursed for the net \$599.10 overpayment and that related students receive refunds and/or re-pay overpayments, as required.

#### **Management's Response:**

##### **Office of Payroll -**

We will contact the supervisors of the 9 FWS student workers who were (underpaid)/overpaid and request that they submit revised re-calculated timesheets for these students. Based on this information, we will pay those students who were underpaid and seek reimbursement from those students who were overpaid. For those students found to be participating in the FWS during the spring 2021 semester, we will make necessary deductions from their upcoming paycheck.

##### **Office of Financial Aid -**

We continue to stress the importance of Supervisors' responsibility to ensure the students assigned to their areas are following federal and university rules and regulations related to the Federal Work Study program. It is equally important that supervisors are monitoring the student hours worked, obtain a copy of his/her class schedule to ensure the student is not working during scheduled class times, and provide breaks as prescribed when a student works six or more hours. The supervisor must use the updated timesheet and must confirm the student has worked the hours and has not worked any hours when the student was scheduled to be in class, either in-person or online.



We conducted a Supervisor Training in the past and provided documentation outlining the rules. The Payroll Office participated in the training and gave instructions related to the appropriate way to record and submit the timesheets.

There are four identified deficiencies in this report:

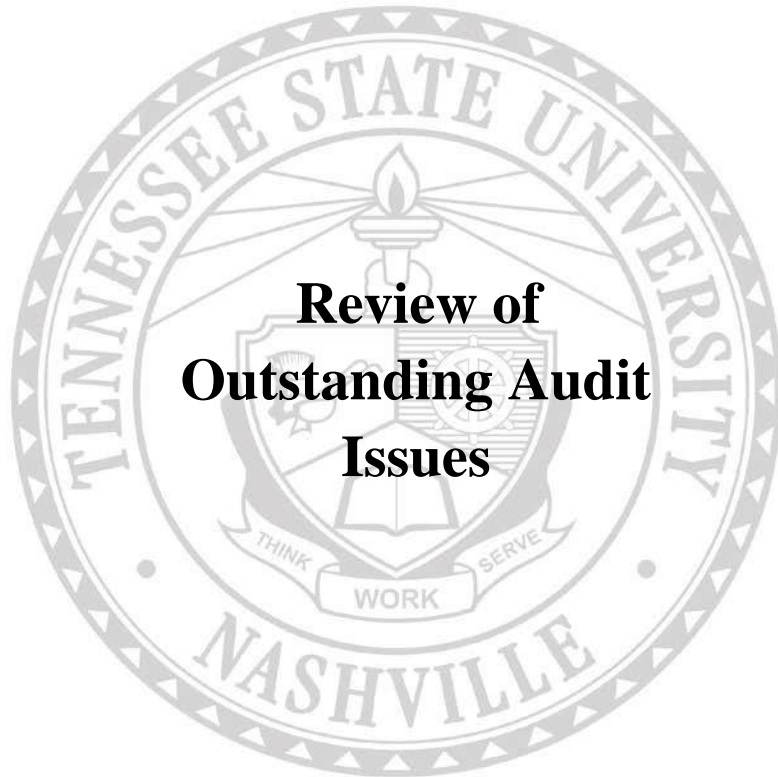
1. Students working hours when they are supposed to be attending classes
2. Students working in excess of 20 hours in a week while classes were in session
3. Students not taking 30-minute unpaid break when working 6 or more hours
4. Student timesheets not properly calculated causing over/under payments

For those supervisors who violate any of the above listed policies and procedures, the following consequences will be implemented beginning FALL 2021:

1. For the supervisors included in the findings in this report, the area will be notified of the error. If the noncompliance is repeated in the Spring of 2021, the supervisor will not be allowed to have work-study students assigned for one full term.
2. For those supervisors who repeat the infractions after regaining access to FWS student assistance, they will be not be assigned federal work-study students for a full year.
3. If we identify repeated errors after a full -year suspension, the area will not qualify for work-study assistance for a minimum of two full academic years.

Supervisors are responsible for overseeing the student workers assigned to their areas. They are provided with documentation that outlines the rules for these workers. The Office of Financial Aid does not oversee the supervisors or the student workers assigned to any other department on campus. We rely on the supervisor to adhere to the constraints of the program. The timesheets are sent directly to the Office of Payroll for processing. Financial Aid does not review or monitor timesheets for student workers outside of those assigned to the Financial Aid Office. While the Office of Financial Aid does not have direct oversight of students working across campus, we accept responsibility for compliance related to this program and will continue to work with supervisors by providing training and manuals to ensure they have the information needed to adhere to all guidelines.

**Tennessee State University  
Board of Trustees**



**Review of  
Outstanding Audit  
Issues**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021

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 at February 12, 2021

**INTERNAL AUDITS**

Tennessee State University  
 Department of Internal Audit  
 Audit Issues Outstanding at February 12, 2021

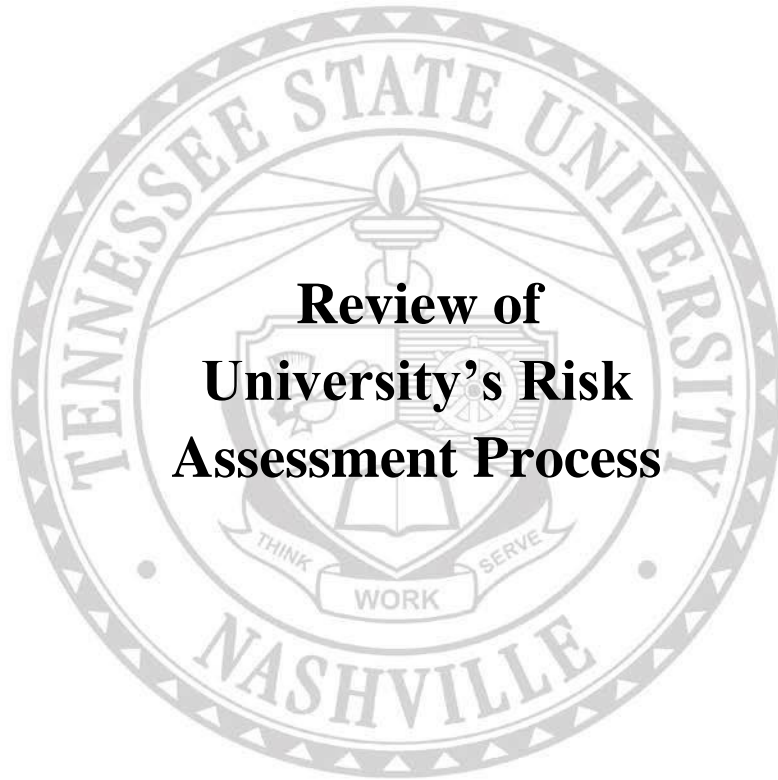
Report Date	Report Title	Observations	Status
2/10/2021	Follow-up Review of Federal Work-Study (FWS) Timesheets	1) We obtained copies of the timesheets supporting the 40 timesheets under review 2) For 6 of 14 (43%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the month(s) under review. 3) For 8 of the 40 (20%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session. 4) For 2 of the 8 (25%) timesheets reviewed where the student worked in excess of six hours for at least one day in the month. We found where the student did not take the required minimum 30-minute unpaid rest/meal break. 5) A net overpayment of \$599.10 was paid to 9 of the 17 students whose timesheet was selected for review. The related supervisor did not ensure that documented time worked was accurately calculated.	Management to enact consequences for supervisors failing to properly oversee student workers assigned to their area. Management plans to pay underpaid students and collect from overpaid FWS student workers for the Fall 2020 semester.
2/11/2021	Tennessee State University Department of Human Resources for the fiscal year ended June 30, 2020	1) Management did not provide the required U.S. Citizenship and Immigration Services (USCIS) Form I-9, Employment Eligibility Verification, for 1 of 44 employees selected for testing. In addition, forms were not completed in the required timeframe for 15 of 44 employees selected for testing. 2) Management did not ensure that employee performance evaluations for approximately 50% of non-faculty personnel were submitted to the Tennessee State University Department of Human Resources for inclusion in employees' personnel file folders during the fiscal year ended June 30, 2020. 3) Details of noncompliance in the area of Pre-Employment Screening/Employee Background Checks was determined to be confidential pursuant to Section 10-7-504(i), Tennessee Code Annotated. 4) University management did not provide us with a copy of the signed Employee Confidentiality Agreement for 1 of 44 (2.1%) employees tested.	1) HR management will continue to provide training to HR staff and ensure that they understand the requirement to accurately complete the I-9 forms. 2) HR will continue the recent procedures of all employees completing confidentiality forms. 3) Management is currently implementing measures to eliminate the issue cited in this area. 4) HR staff has reviewed several on-line evaluation systems and will be making recommendations to purchase an on-line system that should result in a higher completion rate.
2/12/2021	Follow-up Audit of Undergraduate Admissions for Fall 2019 (Re-Issued)	Management did not ensure adherence to the state laws requiring newly admitted and readmitted full-time students and those who reside in student housing to provide valid proof of certain immunizations, or valid support for exemption, prior to residing in student housing or being enrolled full-time in a Tennessee higher education institution.	Management developing procedures to prevent students from enrolling with full-time status without providing required documentation.

**INTERNAL AUDITS**

## EXTERNAL AUDITS

Report Date	Report Title	Observations	Status
9/21/2020	Division of State Audit, Financial and Compliance Audit of Tennessee State University for the Year Ended June 30, 2018	1) As noted in the prior three audits, management needs to improve procedures for preparing and reviewing financial statements 2) As noted in the prior audit, the university and the university foundation's accounting records show more cash on hand than the bank statements show; this variance is again unexplained 3) As noted in the prior audit, the university did not have adequate policies and procedures for the collection of accounts receivable 4) As noted in the prior four audits, Tennessee State University did not provide adequate internal controls in one area	1) Division undertook staffing changes, changes in organizational structure, and retained reputable CPA firm to aid in preparing FY 2020 financial statements, which were submitted on 12/12/20. 2) Bank reconciliations prepared through June 30, 2020. Analysis being performed to identify why differences not identified timelier. 3) University developed a new policy, which was approved by the TSU Board of Trustees and has implemented procedures to retain copies of collection letters. 4) Internal controls continue to be strengthened in this area.
9/21/2020	Division of State Audit, Financial and Compliance Audit of The Endowment for Educational Excellence at the Tennessee State University Foundation for the Year Ended June 30, 2018	As noted in the prior two audits, management needs to improve procedures for preparing and reviewing financial statements	Trust's fiscal year 2020 financial statements are currently being prepared
11/17/2020	The Tennessee State University Board of Trustees Performance Audit Report	1) The TSU Board did not ensure management took corrective action on known fiscal deficiencies and did not hold management accountable for pervasive issues in university operations 2) TSU management did not maintain a records retention schedule to ensure compliance with records disposition authorization policies prescribed by the Public Records Commission 3) TSU management did not report an allegation of fraud, waste, and abuse to the Comptroller's Office 4) TSU management did not design and implement internal controls to ensure the Annual Security and Fire Safety Report included all required components 5) TSU management did not design and implement internal controls to ensure the Clery daily crime log was complete and accurate 6) TSU management did not ensure a third-party vendor maintained student counseling records 7) TSU management did not develop and distribute a suicide prevention plan in compliance with Section 49-7-172, Tennessee Code Annotated 8) TSU management did not provide sufficient oversight of the procurement and performance of a third-party vendor	1 and 2) **See status for FY 2018 Finance and Compliance audit 3) All allegations received have been reported to TN Comptroller's Office 4) The 2020 report was disbursed with the corrections to identified deficiencies. 5) TSU Management has revamped its internal controls and procedures to ensure the complete and accurate reporting on the Clery Act daily crime log. 6) TSU now has an in-house counseling staff. TSU management has secured Titanium Schedule, a legally compliant Electronic Record Keeping system, to house all student client mental health records. 7) TSU management developed a suicide prevention plan and disseminated it to students, faculty and staff via University communications in Fall 2020. 8) TSU Management is currently undertaking a review of its internal controls to ensure compliance with its procurement policies and procedures, including policies governing sole-source contracts, and strengthening its monitoring activities

**Tennessee State University  
Board of Trustees**



**Review of  
University's Risk  
Assessment Process**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 11, 2021

ITEM: Audit Committee Report – Review of University’s Risk Assessment Process

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Audit Committee, Trustee Deborah Cole

**Background Information:**

The Financial Integrity Act of 2010 requires each agency of state government and institution of higher education to establish and maintain internal controls that provide reasonable assurance that:

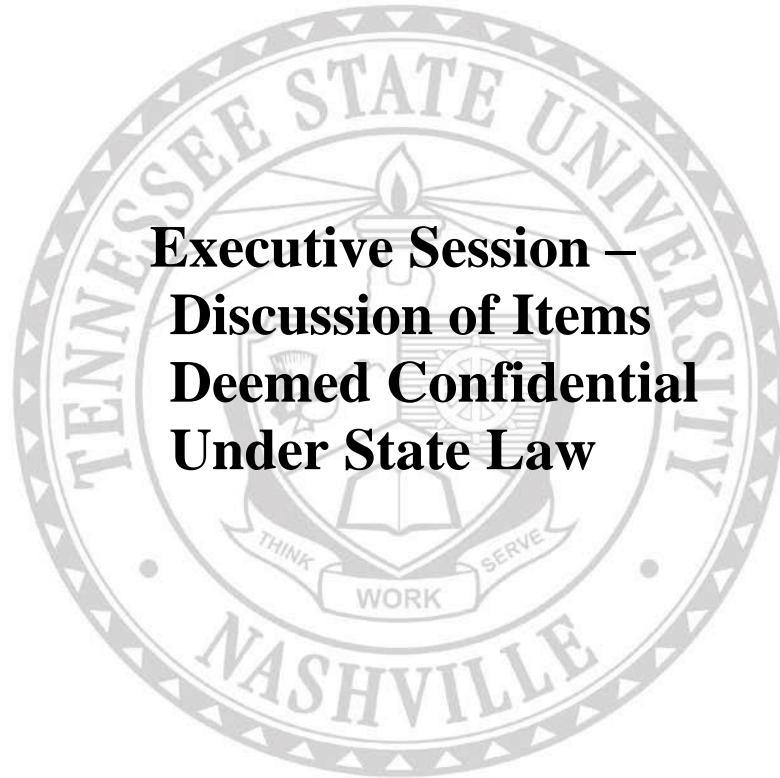
- (1) Obligations and costs are in compliance with applicable law;
- (2) Funds, property and other assets are safeguarded against waste, loss, unauthorized use or misappropriation; and
- (3) Revenues and expenditures applicable to agency operations are properly recorded and accounted for to permit the preparation of accurate and reliable financial and statistical reports and to maintain accountability over the assets.

To document compliance, Tennessee State University must annually perform a management assessment of risk, incorporating the above-referenced internal controls into that assessment. The objectives of the annual risk assessment are to provide reasonable assurance of the following:

- (1) Accountability for meeting program objectives;
- (2) Promoting operational efficiency and effectiveness;
- (3) Improving reliability of financial statements;
  - (4) Strengthening compliance with laws, regulations, rules, and contracts and grant agreements; and
- (5) Reducing the risk of financial or other asset losses due to fraud, waste and abuse.

The university’s risk assessment was provided to the Audit Committee for review in Executive Session during the November 19, 2020 board meeting.

**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: March 11, 2021

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**

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

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

**ORDER OF BUSINESS**

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

**Tennessee State University  
Board of Trustees**

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



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

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

RECOMMENDED ACTION: Approval

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

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

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

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

**MINUTES**

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

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

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

**I. CALL TO ORDER**

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

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

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

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

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

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

### **IV. FINANCE AND BUDGET REPORT**

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

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

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

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

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

Trustee Lewis then thanked everyone for the updates.

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

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

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

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

Trustee Lewis then thanked everyone for this important information.

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **VIII. REPORT ON ENROLLMENT**

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

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

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

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

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

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

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

## **X. REPORT ON REDISCOVER TSU**

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

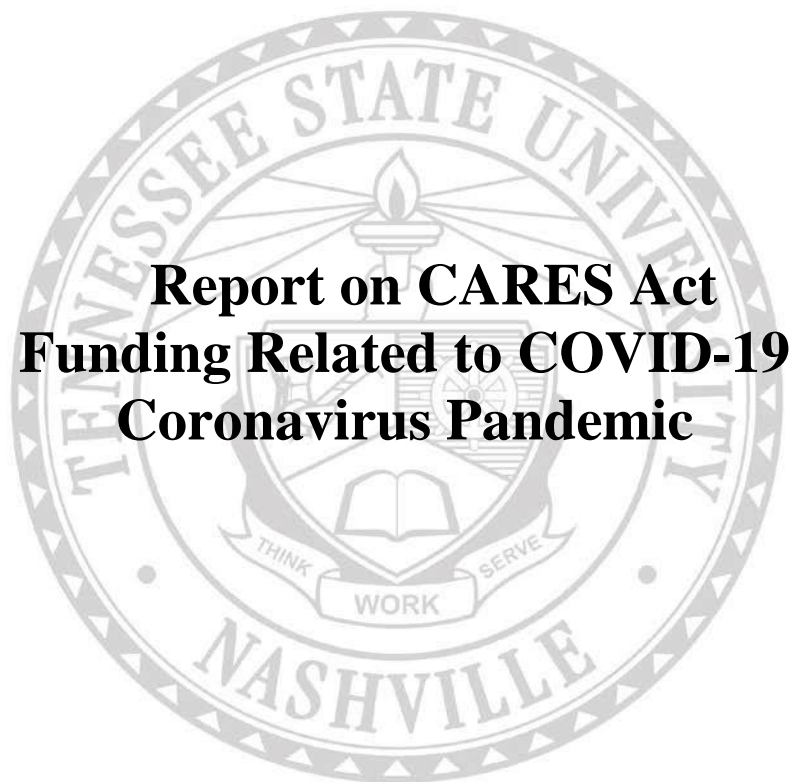
Mr. Isabel introduced himself as a consultant for TSU who was working with the Department of Institutional Advancement and Corporate Strategic Initiatives. Mr. Isabel explained that the Departments of Alumni Engagement and Institutional Advancement were both aligned and working together to achieve the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

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

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

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

**Tennessee State University  
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 11, 2021

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

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

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

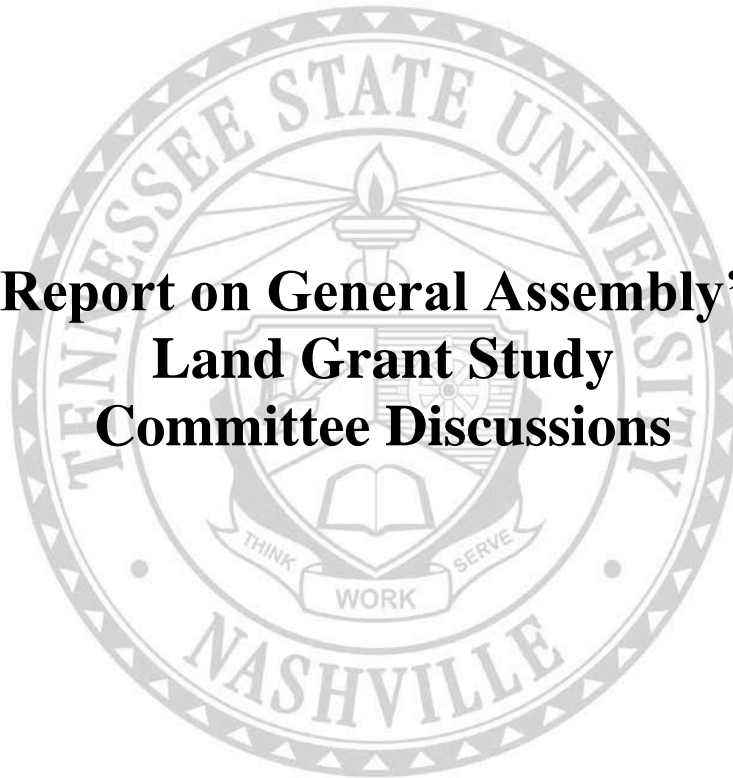
## **Report on CARES Act Funding Related to COVID-19 Coronavirus Pandemic**

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

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

**Tennessee State University  
Board of Trustees**

**Report on General Assembly's  
Land Grant Study  
Committee Discussions**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021

ITEM: Report on General Assembly's Land Grant Study  
Committee Discussions

RECOMMENDED ACTION: Information Item

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

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



**Tennessee State University  
Board of Trustees**



**Report on FY 2021  
Institutional Revised Budget**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021

ITEM: Report on FY 21 Institutional Revised Budget

RECOMMENDED ACTION: None

PRESENTED BY: Chair of Finance and Budget Committee, Trustee  
Richard Lewis

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

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

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

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

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

**Tennessee State University  
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021  
ITEM: Update on Enrollment, Marketing and Student  
Recruitment Plan  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

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

**Enrollment Report &  
Strategic Enrollment, Recruitment, and Marketing Update  
Board of Trustees Meeting - March 11, 2021  
Efforts through March 4, 2021**

**Spring 2021 Enrollment Comparative Data**

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

**Fall 2021 Undergraduate Application Analysis**

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

*\*Minus withdrawn/Cancelled*

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

**Targeted Enrollment Populations for Fall 2021**

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

## **Recruiting efforts for Fall 2021**

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

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

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

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

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

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

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

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

**Tennessee State University  
Board of Trustees**



**Report on Institutional  
Advancement**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021  
ITEM: Report on Institutional Advancement  
RECOMMENDED ACTION: None  
PRESENTED BY: President Glover

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

**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, March 11, 2021

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

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 19, 2020, Academic Affairs and Student Affairs Committee Meeting Minutes
- IV. Report on COVID-19 Coronavirus Pandemic Academic and Student Issues
- V. Approval of Academic Program Modification – Termination of Design Concentration in the Bachelor of Science in Family Consumer Science Program
- VI. Approval of Academic Program Modification – Termination of School Psychology Concentration in the Ph.D. in Psychology Program
- VII. Approval of New Degree Program – M.S. in Data Science
- VIII. Report on SACSCOC Accreditation Review Matters
- IX. Academic Affairs Report
- X. Student Affairs Report

**Tennessee State University  
Board of Trustees**



**Approval of the  
November 19, 2020,  
Academic Affairs and  
Student Affairs Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Approval of the November 19, 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 November 19, 2020, Academic Affairs and Student Affairs Committee meeting is included in the March 11, 2021 Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 19, 2020, Academic Affairs and Student Affairs Committee meeting, as contained in the Board materials for the Board's March 11, 2021, meeting.**

**Meeting of the Tennessee State University Board of Trustees**  
**Academic Affairs and Student Affairs Committee Meeting**  
**November 19, 2020**  
**Tennessee State University – Electronic**  
**MINUTES**

**Committee Members Present:** Trustees Pam Martin, Andre Johnson, Ali Sekmen, and Non-voting Member: Tiara Thomas.

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

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

## **I. CALL TO ORDER**

Trustee Martin called the meeting to order at 8:30 a.m. on November 19, 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.

## **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 Tiara Thomas were present. Secretary Pendleton announced the presence of a quorum.

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

### **III. APPROVAL OF THE SEPTEMBER 24, 2020, COMMITTEE MEETING MINUTES**

Trustee Martin proceeded to the approval of the September 24, 2020, Academic Affairs and Student Affairs Committee meeting minutes.

Trustee Martin moved to recommend to the full Board the approval of the September 24, 2020, Academic Affairs and Student Affairs Committee meeting minutes, as contained in the Board materials for the November 19, 2020, Board meeting. Trustee Sekmen seconded the motion, which carried unanimously by roll call.

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

Trustee Martin announced the next item on the agenda is the report on COVID-19 Coronavirus Pandemic and student issues. This is an informational item and no vote is required. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the November 19, 2020, Board Meeting materials.

President Glover asked Provost Harris to respond to this agenda item. Provost Harris shared with the committee that due to the pandemic, the University continues to move successfully within the virtual space and has a calendar of events set for the Spring 2021 semester. He noted that during the Fall 2020 semester, the University conducted several events with major success including the Annual Veteran's Day program and a Town Hall meeting with students. He stated that the Pass/Fail option was again offered to students and that everyone was continuing to grow and learn as we all progressed through this virtual space. Provost Harris shared that the students indicated that they wanted Zoom contact and that measures were in place as the value of everyone's health was being taken into consideration. The University was also aware of the level of stress and fatigued being experienced by students, faculty and staff as we all worked together to ensure the success of our students.

President Glover added that she was very happy that the Fall 2020 semester was coming to a successful end. When the students left for Thanksgiving it would mark the end of the semester.

Trustee Sekmen stated that even though many faculty, staff and students were not current coming into his building, the date and time for the sanitizing services were clearly marked. This gave him a sense of comfort knowing that the cleaning and sanitizing processes were in place.

Trustee Corbeil asked about statistics regarding COVID cases on campus and Dr. Curtis Johnson, Chief of Staff shared that there were 125 cases diagnosed and 53 represented faculty and staff. Currently 11 persons were being held in Isolation Quarantine. Dean Frank Stevenson shared that we had 1800 students on campus and the general population was being tested weekly. This averaged to approximately 75 students being tested daily. A short discussion on the testing practices ensued. Trustee Corbeil commended the University for doing a great job in controlling active cases among students.

Trustee Martin thanked President Glover, Provost Harris and all others for all that was done regarding this agenda item and commended them for keeping everyone safe.

**V. APPROVAL OF ACADEMIC PROGRAM MODIFICATION –  
DISCONTINUANCE OF THE BACHELOR OF SCIENCE DEGREE  
COMPLETION IN DENTAL HYGIENE**

Trustee Martin introduced the next item on the agenda as the approval of the academic program modification – discontinuance of Bachelor of Science degree completion in dental hygiene. She asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the November 19, 2020, Board Meeting materials.

President Glover asked Provost Harris to present on this item. Provost Harris explained that the University, with the support of the College of Health Sciences, requested approval to proceed with discontinuing/inactivating its Bachelor of Science Degree Completion in Dental Hygiene. He said that pursuant to TSU’s Academic Programs, Units and Modifications process, which includes revised programs, academic departments may seek the discontinuance/inactivation of an academic program by initiating an internal review process. The department initiates the review process by developing and proposing the new/revised academic program for review at the departmental committee, college, and University levels. The Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

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

Provost Harris stated that the decision to inactivate this program comes with the following teach-out plan to assure successful matriculation for the three (3) remaining students. The Department of Dental Hygiene has identified two core elective courses within the College of Health Sciences that students can choose from to fulfill their degree requirement for spring 2021 graduation. He added that they intend to provide an online alternative which will be directed to students who graduated with an Associate degree, who are working and wanted to pursue their Bachelor degree while working. He commented that currently the Associate degree program was very robust.

Trustee Martin moved to recommend to the full Board the approval of an academic program modification – discontinuance of Bachelor of Science degree completion in dental hygiene, as contained in the Board materials for the November 19, 2020, board meeting. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

**VI. APPROVAL OF TITLE IX EMERGENCY RULE**



Trustee Martin announced the next agenda item as the approval of the Title IX Emergency Rule. She asked President Glover or her designee to provide pertinent information related to this agenda item. The material is included in the November 19, 2020, Board Meeting packet.

President Glover asked Dean Stevenson to comment on this agenda item. Dean Stevenson explained that this was regarded as a house keeping item and it was in keeping with the best practices of the other LGIs.

Dean Stevenson noted that a detailed outline of the Emergency Rule filing form and the Rule Compliance are included on pages 125 through pages 137 in the Board materials for the November 19, 2020 board meeting. Attorney Pendleton added that the Office of Equity and Inclusion would be the area charged with implementing the regulations outlined in Title IX and that the Title IX Coordinator for the University is housed in the Office of Equity and Inclusion.

Seeing no further discussion was needed, Trustee Martin moved to recommend to the full Board the approval of the Title IX Emergency Rule, as contained in the Board materials for the November 19, 2020, board meeting, and to grant the President the authority to make any appropriate technical or required legal changes to the rule, including changes required through the state approval process. Trustee Sekmen seconded and the motion carried unanimously by roll call vote.

## **VII. REPORT ON SACSCOC ACCREDITATION REVIEW MATTERS**

Trustee Martin introduced the next item on the agenda as the report on SACSCOC accreditation review matters. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda items, as contained in the Board materials for the November 19, 2020, Board Meeting.

President Glover called on Provost Harris to announce the updates relating to this agenda item. Provost Harris was very excited to share with the committee that immediately following the last Board Meeting on September 24, 2020, the University submitted the Compliance Certification Report (CCR) on September 25, 2020. Proudly, this was ahead of the designated deadline.

Provost Harris specifically outlined the timeline pertaining to the upcoming On-Site Reaffirmation Committee visit and the time-frame for responding to any recommendations. He referenced the Quality Enhancement Plan (QEP) and also stipulated that by December, 2021, we should receive the SACSCOC Board of Trustees Reaffirmation decision. Provost Harris also mentioned the new software, NUVITIVE that was being used to track outcomes and strategic planning.

Trustee Sekmen added that working on these accreditations for SACSCOC has brought everyone closer together, working together. He admired the result of this collaboration and suggested that even after this process, everyone should continue to work closely together as they had been. He took this opportunity to also praise the Intensive English Center at TSU for the impending CCA accreditation. The only HBCU to have such an accreditation. A major accomplishment in such a short time. He also stated that he believes this could help our enrollment.

Following a brief discussion, President Glover then praised the efforts of everyone: faculty, staff and the leadership of Provost Harris. Trustee Cole warned against being too eager in stating that “this could never happen again”. Provost Harris pointed out that we were being “cautiously optimistic” in our approach.

Trustee Martin then thanked President Glover and Provost Harris for the report. She was then joined by all the other Trustees in applauding the efforts of everyone and commended the team on the fact that Silver and Associates were still being retained.

## **VIII. ACADEMIC AFFAIRS REPORT**

Trustee Martin announced the next agenda item as the Academic Affairs Report. Information regarding this Academic Affairs and Student Affairs Committee agenda item is included in your board materials dated November 19, 2020. Trustee Martin asked President Glover and her designee to provide pertinent information related to this agenda item.

President Glover asked Provost Harris to comment on this agenda item. Provost Harris detailed the outline found on pages 144 through 148 in the November 19, 2020 Board Meeting materials. He highlighted the opportunities and challenges regarding the strategic alignment. He pointed out the Title III received a 20% increase this year (\$1.8 mil). He mentioned the completion of the academic calendar, student partnerships, strategic plan implementation, faculty VESP and faculty development. He also thanked everyone again for all the hard work put in to achieving these goals.

Provost Harris then went on to briefly mention some of the other programs that were being considered. Regarding students, he promised that he will not tolerate faculty who are not being compassionate while maintaining high standards.

Trustee McKenzie asked about whether or not “Block Chain” was incorporated into our curriculum for our students. He felt that our students needed everything that would be needed to help them in the real world. Trustee Sekmen concurred. Provost Harris added some enlightenment on this topic. Trustee McKenzie again commented on adding programs such as “the digitalization of money” in an effort to stay ahead of the market and exposing our students to the moving trend. President Glover agreed and welcomed continuing the conversation on this topic.

Trustee Martin then thanked President Glover and Provost Harris for the report.

## **IX. STUDENT AFFAIRS REPORT**

Trustee Martin introduced the next item on the agenda as a Student Affairs report. Trustee Martin asked President Glover or her designee to provide pertinent information related to this agenda item. Information pertaining to this agenda item is included in the November 19, 2020 board materials.

President Glover asked Dean Frank Stevenson to provide pertinent information related to this agenda item. Since this was an informational discussion item, no vote was required. Dean Stevenson shared updates outlined on pages 151 and 152 in the Board materials for the November 19, 2020 Board meeting. Dean Stevenson reminded the committee that the Division of Student Affairs was like “front line workers for the university when it came to engaging with students and ensuring their success”. He said that his team worked on several areas to accomplish this including ensuring that the website was made clean and accessible to the students. He stated that a Standard Operating Procedure and Policies manual was put in place so as to maintain consistency as personnel changed in the Division of Academic Affairs. He promised that a copy will be placed in each department of the Academic Affairs division.

Dean Stevenson stated that the Division of Academic Affairs, in collaboration with the Department of Budget and Finance, along with the Office of Financial Aid all came together to develop guidelines for applying for “Hardship Dollars”. He stressed that several students met the requirements but were also impacted by the effects of COVID. They were able to distribute approximately \$500,000.00 Hardship Dollars.

Dean spoke about several successes with the students. He congratulated the Student Leadership and the 2<sup>nd</sup> runner-up placement of Ms. TSU, Ms. Moriah Rhodes, in a national HBCU pageant. He shared the success of the Voter Registration drive that was held, where over 200 students were registered for voting. Another hugely successful endeavor was the “Power to the Polls” initiative where the students were actively engaged in going to the polls and assisting others in getting there for our recent Presidential Elections. Several of the students who participated were freshmen and first-time voters.

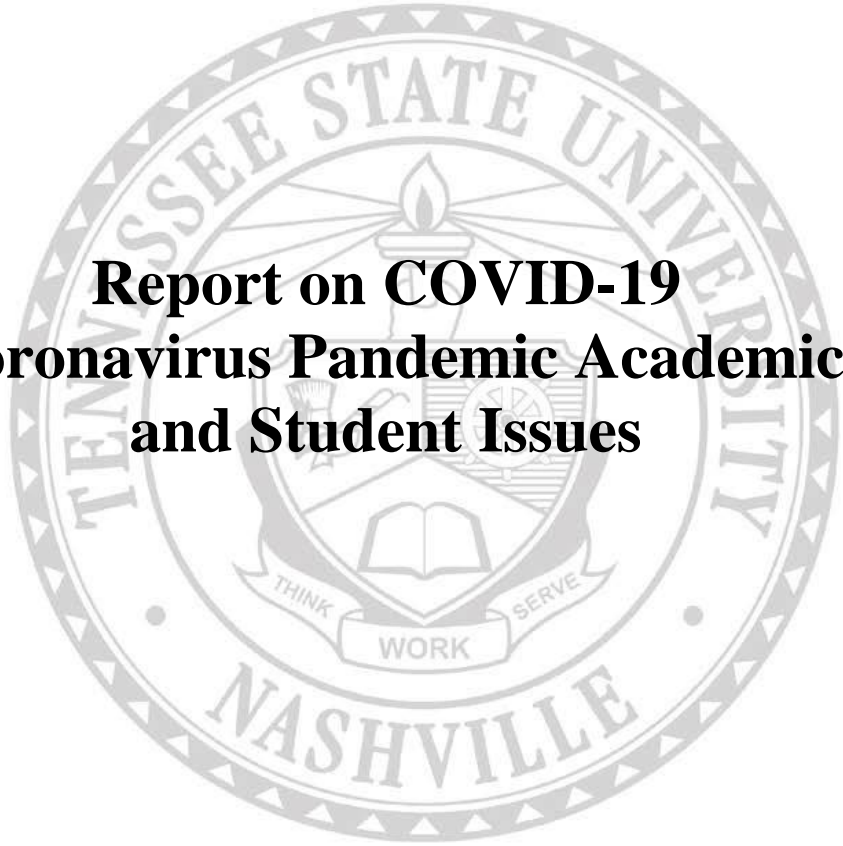
Dean Stevenson stressed they were continuing to take the temperature of students and paying close attention to the added mental stress placed on students during this time. Particular attention was placed on the students being held in the IQ Zone (Isolation & Quarantine zone). They were working closely with counsellors and members of the student health services center in recognizing National Suicide Prevention and Depression. Student Tele-health services were also instituted for the engagement of our students. Dean thanked everyone who came together in assisting in keeping our students safe and comfortable during this time of COVID-19, including security, meals, having isolation rooms made move-in ready.

Trustee Martin commended Dean Stevenson and his team for everything that was done for our students.

## **X. ADJOURNMENT**

Trustee Martin asked if there was any additional business. Seeing none, she moved to adjourn the meeting, and the motion was seconded by Trustee Sekmen which carried unanimously by roll call vote. The meeting was adjourned at 9:50 am.

**Tennessee State University  
Board of Trustees**

The seal of Tennessee State University is a circular emblem. It features a central shield with a lamp of knowledge at the top, an open book in the middle, and a banner at the bottom with the words "THINK", "WORK", and "SERVE". The shield is surrounded by a decorative border. The outer ring of the seal contains the text "TENNESSEE STATE UNIVERSITY" at the top and "NASHVILLE" at the bottom.

**Report on COVID-19  
Coronavirus Pandemic Academic  
and Student Issues**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 11, 2021

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

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 COVID-19 academic and student issues.

### **COVID-19 Academic and Student Issues**

The realities of COVID-19 including the spike in cases across the city, state, and nation during December necessitated in the continued vigilance for on-campus learning and working for spring 2021. With the promise of vaccines becoming a reality, we took steps to ensure that students, faculty, and staff are focused on health and safety as transition planning begins. This semester, TSU took a similar approach to Fall 2020 through a focus on maximizing virtual course delivery, activities, and workspace opportunities.

- a. Virtual Learning – for the spring 2021 semester, faculty members continued to have access to training on online instructional course design, pedagogy best practices, and eLearn. In addition, Academic Affairs pushed the need for students to have access and contact, via online resources, with their faculty members in order to maintain open lines of communication. This was in direct response to informal and formal requests for additional faculty contact to improve retention and course success during the fall semester.
- b. “Safer at Home” – mimicking the successful Fall 2020 plan, TSU implemented a two week “Safer at Home” during the first two weeks of the semester. As such, ALL courses, regardless of permanent course delivery method, were offered online to prioritize social distancing upon campus return.
- c. Commencement – following two successful virtual commencements (August 2020 and December 2020), the decision was made to hold the spring 2021 commencement virtually on May 1, 2021. This is the safest and most appropriate venue given the ongoing state of the pandemic.

**Tennessee State University  
Board of Trustees**



**Approval of Academic  
Program Modification –  
Termination of Design  
Concentration in the  
Bachelor of Science in  
Family Consumer Science  
Program**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Approval of Academic Program Modification –  
Termination of Design Concentration in Bachelor of  
Science in Family Consumer Science Program

RECOMMENDED ACTION: Approval

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

The materials associated with this agenda item are included in the March 11, 2021 Board materials, below.

The University, with the support of the College of Agriculture, requests approval to proceed with termination of its Design Concentration in the Bachelor of Science degree in Family and Consumer Science.

Pursuant to TSU’s Academic Programs, Units and Modifications process, which includes revised programs, academic departments may seek the termination of a concentration 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 Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board’s Bylaws, and the Board’s Delegation of Authority to the President Policy, the Board must approve the termination of an academic concentration. Upon approval by the Board, THEC must provide final approval.

Background

As part of the Academic restructuring, the Design concentration within the Family and Consumer Sciences BS degree program was transferred to the Department of Art in 2017. The Design curriculum and faculty member teaching Design classes were also moved to the Department of Art. Subsequently, the Department of Art was renamed as the Department of Art and Design by action of the University Board of Trustees at that time.



In Spring 2018 semester, students pursuing Design concentration within the Family and Consumer Sciences degree were given the option of remaining within the Department of Human Sciences and completing the required courses or moving to the Art degree with Design concentration. Some students transferred to the Art department to pursue the Art degree with Design concentration while two students remained with the Family and Consumer Sciences degree and pursued Design concentration. These students were able to take Design classes from the Art Department.

The academic action is submitted to document this relocation of the Design concentration within the Family and Consumer Sciences degree and to ensure that this change is reflected in the Academic Program Inventory.

**MOTION: To approve the academic program modification – termination of design concentration in the Bachelor of Science in Family Consumer Science Program, as contained in the Board materials for the Board’s March 11, 2021, meeting.**

**Tennessee State University  
Board of Trustees**



**Approval of Academic  
Program Modification –  
Termination of School  
Psychology Concentration in  
the Ph.D. in Psychology  
Program**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Approval of Academic Program Modification –  
Termination of School Psychology Concentration in the Ph.  
D in Psychology Program

RECOMMENDED ACTION: Approval

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

The materials associated with this agenda item are included in the March 11, 2021 Board materials, below.

The University, with the support of the College of Education, requests approval to proceed with termination of its School Psychology Concentration in the Ph.D. degree in Psychology.

Pursuant to TSU’s Academic Programs, Units and Modifications process, which includes revised programs, academic departments may seek the termination of a concentration 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 Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

Pursuant to the FOCUS Act, the Board’s Bylaws, and the Board’s Delegation of Authority to the President Policy, the Board must approve the termination of an academic concentration. Upon approval by the Board, THEC must provide final approval.

Background

The School Psychology concentration of the Ph.D. Psychology program has been chronically low in enrollment. The concentration is ineligible for accreditation, which limits the ability of graduates to pursue licensure.

**MOTION: To approve the academic program modification – termination of school psychology concentration in the Ph. D. in Psychology program, as contained in the Board materials for the Board’s March 11, 2021, meeting.**

**Tennessee State University  
Board of Trustees**



**Approval of New Academic  
Program – M.S. in Data  
Science**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Approval of New Academic Program – M.S. in Data Science

RECOMMENDED ACTION: Approval

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

The materials associated with this agenda item are included in the March 11, 2021 Board materials, below.

The University, with the support of the College of Engineering, requests approval to proceed with the offering of its Master of Science in Data Science degree.

This request is the result of the TSU Board of Trustees June 2020 approval of Letter of Notification for the proposed program, and subsequent THEC approval of the LON and New Academic Program Proposal on February 10, 2021, wherein the proposed program satisfied all requirements with conducting a site visit and responding satisfactorily to all recommendations and suggestions by the external reviewer.

Pursuant to TSU's Academic Programs, Units and Modifications process, which includes new academic programs, academic departments may seek the establishment of a new academic program 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 Provost and Vice President for Academic Affairs and the President must ultimately approve the submissions.

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

Background

The Master of Science in Data Science Program brings computer science, applied mathematics, and statistics together to prepare its graduates for seeking careers in data science or pursuing PhD in relevant areas. The MS in DS Program is designed to be a fully online with optional on campus immersion experiences. Upon completing the proposed program, students will have right blend of theory and practice of computer science and applied mathematics to draw insights and to extract information from large data.

The program is suitable for students with an undergraduate degree in STEM or with a minor in Computer Science or Mathematics. The program is particularly suited the students who seek advanced credentials for employment in various areas of Data Science. It is also appropriate for students who intend to pursue a doctoral degree in Data Science or related fields. The proposed program will be offered online so that the program can accommodate working IT professionals.

**MOTION: To approve a new academic program – M.S. in Data Science, as contained in the Board materials for the Board’s March 11, 2021, meeting.**

**Tennessee State University  
Board of Trustees**



**Report on SACSCOC  
Accreditation Review  
Matters**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021  
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 Accreditation Review Matters**

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

Starting in July 1, 2020, the Office of the Provost and Vice President for Academic Affairs has led the work on ensuring the successful submission of the SACSCOC documentation. As of July 1, 2020, the reaffirmation report was 9-12 months behind! On July 1 the SACSCOC draft report had, after 3 years of work, 44 standards (out of 73) completely out of compliance! The successful submission of the report in September was a monumental accomplishment led by Academic Affairs and the Provost. On September 23, 2020, the President and Provost reviewed the final product and on September 25, 2020, the University's Compliance Certification was submitted to SACSCOC – ahead of the SACSCOC deadline provided for submission.

In early November, the SACSCOC Off-Site Reaffirmation Committee reviewed the University's CCR and all documentation submitted to determine if the University is in compliance with the 73 standards contained in the *Principles of Accreditation*. On December 1, 2020 the University received the SACSCOC Off-Site Reaffirmation Committee Preliminary Report which yielded fourteen (14) compliance issues (the average is 15-20 across SACSCOC institutions). In response, an institution is required to prepare a Focused Report. The Focused Report is an opportunity to respond to the 14 compliance issues. On February 1, 2020, the Steering Committee completed its work and the Focused Report and Quality Enhancement Plan were mailed to the On-Site Reaffirmation Committee on February 2, 2021.

The SACSCOC On-Site Reaffirmation Committee Roster and Preliminary Itinerary for the virtual on-site visit scheduled for March 16-18, 2021 was received by the University. In preparation for the on-site visit, Silver and Associates conducted a Mock Visit with the campus on February 25, 2021. In addition, the Office of the Provost and Vice President for Academic Affairs has prepared a *Guide to Preparing for Mock Visit and On-Site Committee Visit* which has been disseminated to the campus community.

### Next Steps and Timeline

- March 16 – 18, 2021 - On-Site Reaffirmation Committee will visit the campus virtually. As of now, we still have one major issue to address - Outstanding item is the FY19 and FY 20 financial audits. We have responded in our Focused Report narrative that the audits will be made available for on-site in March. *We believe that a large portion of the visit will focus on standards in section 13 (finances) and the Quality Enhancement Plan (discussed in the next section of this report).*
- Fall 2021 – The University prepares a response to any recommendations in the Report of the Reaffirmation Committee.
- December 4-7, 2021 - SACSCOC Board of Trustees Reaffirmation Decision.

## II. Quality Enhancement Plan

SACSCOC standard 7.2: The institution has a Quality Enhancement Plan that (a) has a topic identified through its ongoing, comprehensive planning and evaluation processes; (b) has broad-based support of institutional constituencies; (c) focuses on improving specific student learning outcomes and/or student success; (d) commits resources to initiate, implement, and complete the QEP; and (e) includes a plan to assess achievement. (Quality Enhancement Plan)

In accordance with the above-cited SACSCOC standard, in November 2017, the University established the Topic Research Committee which hosted a well-attended campus-wide faculty and staff forum in January 2018. Faculty and staff members at the forum were invited to submit short QEP topic proposals during the spring 2018 semester. As a result, two sets of proposals were recommended by the Topic Research Committee for development into full QEP prospectuses and writing teams were commissioned to prepare these documents. As a result of this broad-based involvement, the QEP prospectus entitled *Care, Academics, Development, Navigating Careers, and Engagement* (CADENCE) was presented to and approved by the President. The University's QEP seeks to improve student success and career outcomes through a coordinated network of support services with a focus on students' personal and career goals.

### *QEP Overview*

The University has developed a 2021–2026 Quality Enhancement Plan (QEP) as a part of the SACSCOC reaffirmation process. SACSCOC Principle 7.2 requires member colleges and universities to develop a QEP focused on improving student learning and/or student success. TSU's QEP was developed in a campus-wide process from 2018 to 2021 and is titled CADENCE. CADENCE focuses on holistic advising, including the integration of advising and career development. CADENCE stands for key steps in a student's educational journey supported by effective advising: Connect → Assess → Develop → Engage → Navigate → Create → Excel.

### *QEP Completion and Submission*

The CADENCE QEP has been completed and submitted for review to the SACSCOC On-Site Reaffirmation Committee. Silver and Associates reviewed and provided feedback on five drafts of the QEP completed in September, October, November, and January (two drafts) as well as the final document. The final two reviews affirmed the plan without recommendations for revision.

### *QEP Promotion*

The completed CADENCE QEP and one-page guide to the plan were distributed to the University faculty and staff at the beginning of February, and a summary of the plan has been published online at [www.tnstate.edu/qep](http://www.tnstate.edu/qep). The co-chairs of the QEP Working Committee met and attended the January meeting of the Faculty Senate to discuss the CADENCE QEP, and further informational meetings with administrators, faculty, staff, and students are planned in preparation for the on-site "mock visit" conducted by Silver and Associates on February 25 and the SACSCOC on-site visit from March 16–18.

**Tennessee State University  
Board of Trustees**



**Academic Affairs Report**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: March 11, 2021

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.

## ACADMIC AFFAIRS REPORT

### **Fall 2020 – Highlights and Reflections**

In the face of immense challenges, the Fall 2020 semester was a successful display of TSU's campus community. The resilience of students, faculty, and staff cannot be overstated. All parties adapted to the new demands of the classroom and workspace. This is reflected in the productive course delivery, research, service (campus and public), report writing, and overall employee accomplishments demonstrated across all Academic Affairs units and colleges.

The Office of the Provost and Vice President for Academic Affairs, in an effort to ensure the true depth of accomplishments was captured, required all reporting areas to submit an 'End-of-Semester' report in December 2020. The reports paint a picture of a campus on the move – making change, producing results, fostering camaraderie, and maintaining the standards necessary for success. The accomplishments are too numerous to list individually but a few highlights are listed below.

- Submission of the SACSOC Compliance Certification for 10 year reaffirmation
- Completion of the TSU Strategic Plan – 'Pathway to Success 2025'
- Successful submission of the FUTURE grant for \$1.5 million and reallocations of the the HBCU and HGBI grants for \$11.5 million collectively. This reflects a \$1.8 million increase in funding for Title III from FY 20.
- Delivery of the TSU Veteran's Day dedication and thank you celebration. The event was held virtually and attended by over 150 individuals.
- Academic Success Advisors documented 3829 student interactions with 1597 students.
- The College of Life and Physical Sciences faculty published 30 peer-reviewed articles.
- Dr. Learotha Williams' (History) work on North Nashville was featured on the Nashville Public Television Documentary, "Facing North, Jefferson Street," aired on September 21<sup>st</sup>.
- Drs. Frances Williams and Quincy Quick were recognized as two of the top 1,000 inspiring black scientists in the United States by Cell Mentor magazine.
- The College of Education was awarded an extension to the Aspiring Assistant Principals network grant from the Tennessee Department of Education 775,000.00.
- Extended Education received a 2020-2021 Student Engagement, Retention, and Success (SERS) grant in the amount of \$50,000 from the Tennessee Board of Regents to develop and expand a cluster of academic services that pave a seamless path to completion for Veteran students.
- During its fall meeting, the Commission on Accreditation in Physical Therapy Education granted the TSU DPT program full accreditation with no reporting requirements for next 10 years.
- The College of Agriculture received funding from the Maddox Foundation to launch Nashville Zoo Internship program. Currently, 3 animal science students are interning at the Nashville Zoo and will continue next semester.

- The College established a Business Leaders Speakers Bureau. The Bureau is designed to invite mid- to senior-level executives to partner with the College to empower our students to become global business power brokers with presentations showcasing innovative and practical knowledge and skills.
- Virtual Events/Activities – Honors College orientation, Academic Success Center advising, Academic Affairs-initiated Financial Aid FAFSA happy hours, performing arts events (band, choir, theatre), several program speaker series events, research talks, and more.

These are just a small sample of the successful initiatives, programs, and other accomplishments the units and colleges in the Academic Affairs division completed during the Fall 2020 semester. The list above alone demonstrates the commitment and overall performance of Academic Affairs during the most challenging of years.

### **Spring 2021 and Beyond**

While Spring 2021 started much like Fall 2020, the semester is unique in that the SACSCOC site visit takes place March 16<sup>th</sup>-18<sup>th</sup>. This is a once every ten years reaffirmation of the University's successful provision of programming and services. The site visit is the most impactful event of Spring 2021.

The SACSCOC site visit is the central player this semester, Academic Affairs continues to look forward. The transition planning to return to campus (during a future semester) will begin in earnest this semester as vaccinations increase and protocols are lifted in response. Academic Affairs is prepared. Part of this preparation is to ensure health and safety while also keeping an eye on making improvements in the delivery of our programs and services upon campus return.

A large part of our work is focused on student retention and graduation and our efforts to be innovative and tactical in our approach while leading change, the Office of the Provost initiated two "Extreme Winter Semesters" – one week semesters wherein students can take a three credit course. Both of these semesters (offered in January 2021) allowed students to take general education and upper division credits in a piloted set of programs. Moreover, the academic units continue to offer enhanced online course delivery and that remains the primary delivery method for spring 2021. As of February 8, 2021, 83 percent of spring 2021 courses are offered online (19 percent asynchronous and 64 percent synchronous), 11 percent are offered on-ground, and 6 percent offered using a hybrid format. This is similar to fall 2020 course delivery methods distribution.

Even in these challenging semesters, we focus on instruction, research, and service in a comprehensive, intentional set of strategies to move the University forward. This requires campus wide participation from staff, faculty, and students. In following with the TSU Strategic Plan, approved by the Board of Trustees in September 2020, intentional goals and objectives and action plans are designed and implemented across campus. While we face truly daunting realities, the Office of the Provost and Vice President for Academic Affairs continues to take an innovative approach to the delivery of courses, services, and planning to place TSU and our colleges and units in the best position moving forward.

### **Academic Program Planning and Review**

Academic Affairs is working with academic programs through several operational and planning projects. These projects focus on improving data collection and analysis, course planning, and program improvements/enhancements. By leveraging existing resources, the Office of the Provost and Vice President for Academic Affairs has taken steps to identify areas for growth, procedure review, and documentation assessment.

- a. Annual Health Check – TSU partners with EAB on a variety of academic planning and data analysis projects including Student Navigator, Professional and Adult Education, Academic Affairs Forum, and Academic Performance Solutions. During the spring 2021 semester, Academic Affairs is working with EAB Academic Performance Solutions to conduct Annual Health Checks with academic departments and programs. The Annual Health Check is a snapshot view of program enrollment, enrollment trends, course optimization, course grade distribution, role of service courses, and several other health indicators. EAB provided two specialized trainings to Department Chairs and Deans, held office hours for faculty as they worked in the system, and provided materials to guide programs through the process. The Annual Health Check affords programs with the opportunity to assess their course delivery, areas of growth, course distribution and timeline while also providing a first step in utilizing the powerful EAB APS system.
- b. Course Enrollment/Workload – the Office of the Provost has asked Program Coordinators, Department Chairs, and Deans to take a systematic look at course enrollments and workloads. The purpose is to ensure that all units are fairly and strategically allocating their courses to maximize student retention, progression, and graduation while simultaneously adhering to the faculty workload policies. Through the low enrollment action request process, the Office of the Provost is able to review the various enrollment issues impacting the University.
- c. Growth Opportunities – the Office of the Provost, academic Colleges, and Departments continue to focus on opportunities for program and enrollment growth. Areas across the University continue to assess market and community needs to propose degree programs that best serve the stakeholders of TSU, Nashville, and Middle Tennessee. Programs in Environmental Science, Data Science, Public Health, and Music are at various stages of the proposal and implementation process. Moreover, the Office of the Provost works with EAB to run market and feasibility studies for potential programs at the undergraduate and graduate level.
  - a. The growth opportunities include the list of potential future programs presented at the September 2020 Board meeting. Several of these programs are taking steps. For example, the College of Liberal Arts has a proposal in progress for a Bachelors in Black Studies, the College of Agriculture is working with THEC to finalize the Ph.D. in Agriculture, and the Music Department is working on documentation for submission to SACSCOC for the Masters of Music.

Furthermore, the Office of the Provost is working with EAB on a market report for the Bachelors of Science in Nonprofit Leadership.

### **Unit Planning and Review**

Similar to the academic program planning, the Office of the Provost is working with service units in the Academic Affairs Division to identify and assess areas for improvement, change, and growth to better serve our students and other stakeholders. These improvements help streamline and create operational efficiencies that assist in the smoother delivery of key components of a student's collegiate experience including financial aid, information technology, registration, testing, and advising.

- a. Financial Aid – beginning in November 2020, the Office of the Provost began holding regular meetings with Financial Aid staff to address issues raised by the Student Government Association. Our Office receives a steady flow of intense complaints regarding financial aid. Following several conversations with Financial Aid staff, we are moving forward in planning and implementing operational changes.
- b. Academic Success Center – the Academic Success Center (formerly the Student Success Center) is the main hub for advising first year students on campus. Over the past six months, several leadership, process, and program changes have taken place to better provide advising and coaching services for TSU students. These changes include creating the 'Access to Success' forums for new students prior to the beginning of their first semester (piloted spring 2021) and, most importantly, the merging of the S2S coaches into the Academic Success Center. This merge was the first step to a more seamless, structured, and integrated student advising and mentoring procedure.
- c. Administrative Staff Forum – the Office of the Provost continues to identify areas for improvement amongst service units and on February 19<sup>th</sup> the first administrative staff forum was held. The purpose of the administrative staff forums is to get feedback from front line and end user employees who we rely on for the completion of tasks that keep our offices flowing and functional. This is part of the larger quality assurance planning process (as is the financial aid review) to identify ways in which the Office of the Provost can target areas for improvement and resource/training needs. Currently, administrative staff are responding to a brief survey to assist with this review process and the second forum will take place on March 26<sup>th</sup>.

### **Strategic Plan Implementation**

The Implementation of Strategic Plan “*The Pathway to Excellence 2025*”

The TSU Strategic Planning Steering committee presented the Strategic Plan (Plan) to the Board of Trustees at the September 2020 meeting; the plan received full board approval.

The first stage of the strategic plan implementation also began in September and focused on developing strategies for each of the objectives. Forty-seven (47) faculty and staff from every college and every academic support unit worked with representatives from university support units such as human resources, IT, facilities management and alumni affairs. The thoughtful and



deliberate work of this group concluded in mid-November and produced ninety-three (93) strategies.

The implementation stage is the most fluid part of the strategic plan because the process leads to revisions, amendments, and changes as different actors begin their engagement. Moreover, participants are required to respond to environmental factors. A second group of nineteen (19) faculty and staff met twice per week until the end of December to develop a document that was the result of intense review of each proposed strategy and an outline of methods of assessments, performance targets, units responsible for the strategies and budgetary needs. The efforts of this group produced sixty-two (62) strategies.

Institutional Effectiveness, Research, Planning and Assessment (IERPA) staff began meeting with representatives from each of the responsible departments to ensure that there is a full understanding of 1) the strategy, 2) the assessment method and 3) the timeline for completion. This phase of implementation also requires identifying the resources that will be required for each strategy. Resources are defined not only as funding but can include personnel and technology needs. Each workgroup identified what they thought would be the budgetary needs of each strategy however the department will have insight in to processes and available resources which can illuminate this category.

In January, OIERPA produced the first Strategic Plan Progress Report and submitted to the Office of the Provost.

The first round of meetings with individual departments was completed on Thursday, February 4<sup>th</sup>. The next round of meetings will involve strategies that are assigned to multiple departments. These meetings are planned for the week of February 8<sup>th</sup> – 12<sup>th</sup>. These meetings have resulted in 1) further refinement of the strategies, 2) corrections/additions as it relates to responsible departments and 3) and in some instances modification of the methods of assessment.

Monthly follow-up meetings will be scheduled to ensure that every department unit is on schedule for full strategy implementation for academic year 2021-2022 beginning July 1, 2021. In limited instances, departments have identified strategies for academic year 2020-2021 and have data to report for the academic year.

#### Next Steps and Timeline

- February 4, 2021 – Completion of meeting with responsible departments
- February 8 – 12, 2021 Completion of meetings when strategy implementation is the responsibility of multiple departments.
- March - April 2021 – Follow-up meetings with departments
- June – July 2021 – Collection of results/data from departments
- August 2021 – End of year progress report submitted to Provost

### **Professional Development for Faculty and Staff**

Title III and the Office of the Provost and Vice President for Academic Affairs are collaborating on two exciting opportunities for faculty and staff. The faculty development project is managed by the Office of the Provost and offers faculty with funds (through an application process) to attend professional development events (workshops, trainings, conferences, certifications etc.) that contribute to their career development and job performance. Thus far, faculty have applied and been awarded with funds to become Qualtrics certified, certified as a Cardiographic Technician, and attend professional conferences. This project will also provide on-campus (virtual) events for faculty following the completion of the faculty development survey.

The staff development project offers a series of training and workshop events for staff to gain skills and knowledge related to a diverse range of topics including time management, healthy living, and office management. Title III distributed a staff survey to gain insight into professional development needs from the staff perspective.

In addition to the Title III partnership, the Office of the Provost maintains a faculty travel (virtual) fund for faculty members presenting their research at conferences and other events, works with EAB to provide workshops on various academic issues including growing graduate programs, program design/course completion, and employer partnerships (to be held in April 2021).

**Tennessee State University  
Board of Trustees**



**Student Affairs Report**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 11, 2021

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 Report to the Board**

The Tennessee State University Police Department (TSUPD) now located, organizationally, within the Division of Student Affairs. TSUPD is dedicated to providing a safe and secure educational environment through collaborative interaction with students, faculty and staff recognizing the multicultural and diverse university community. Campus safety remains TSUPD's primary focus and we continue to strive toward a level of excellence throughout the ranks to make our members and guests feel safe in our hands around the clock. Although we often focus on ways we can improve on the service provided to the campus community, it is important to share the accomplishments of the department to continue to set and accomplish more goals for ourselves and the University. Over the past five years, TSUPD has achieved many specific goals within three broad themes. The first is maintaining a solid foundation through strategic planning with a focus on updating our processes and procedures. The second is building trust with those with an emphasis on community policing and visibility. Finally, TSUPD is committed to making excellence our habit.

In order to provide a safe and secure environment for our campus community and guests, TSUPD remains committed to maintaining an excellent infrastructure. Over the past five years, TSUPD has purchased and implemented Power DMS Software that prepares the department to properly submit accreditation information; purchased new digital radio system that provides better operations on campus and relationship with Metropolitan Nashville Police Department to provide additional layer of campus protection and meet federal guidelines in event of local emergencies; purchased a new Computer Aided Dispatch system which improved information dissemination timeliness; and facilitated a system for digital recording of incident reports allowing for more effective and efficient digital transmission of incident reports. These foundational changes have positively impacted the department infrastructure in a way that strengthened relationships with agencies on and off campus and increased the department's efficiency which contribute to the safety of our students.

In addition to our commitment to a solid infrastructure, we are also committed to building trust with the community we serve. TSUPD's awareness of the campus community climate compels us to be a visible unit and build meaningful campus relationships. In the 2016-17 Academic Year, TSUPD emphasized community policing with a re-emergence of the bike patrol unit on campus. In a concerted effort to be more visible, there are more computers in patrol vehicles so officers can report while maintaining visibility and coverage. There was an additional power shift added on the third shift until 4am allowing for more visibility that also directly led to a reduction of crime on campus. In a 2018-19 survey of Freshmen students, 85% stated they felt safe on campus. In addition to presence, officers have received crucial to de-escalation and mental health response training. TSUPD continues to be committed to visibility and community policing as the numbers show that correlates to the feeling of safety of the TSU community.

TSUPD will continue to make excellence our habit as we serve the members of the TSU community and our guests. In the 2016-17 Academic Year: we created the Dignitary Protection Unit for high profile visitors and speakers on campus to feel just as safe as our campus members

do when they arrive for events; we created the RAD (Rape Aggression Defense) Program to train men and women on self-defense in emergency instances; and the number of reported crimes reduced by 21 percent from the previous year. In these previous five years, we have seen several reductions year to year in the number of crimes reported. Tennessee State University has been ranked in the top ten percent (10%) of safest colleges of the United States. Chief Gregory Robinson was selected as the 2019 IACLEA International Administrator of the Year and was selected as the 2020 Southeast Region Chief/Director of the Year. Tennessee State University was ranked in the top 5 schools across the country where students said they felt safest on campus and TSUPD is dedicated to continuous improvement on the goals we have already accomplished.

**Tennessee State University  
Board of Trustees**



**EXECUTIVE  
COMMITTEE REPORT**

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

9:30 a.m. CST  
Thursday, March 11, 2021

Tennessee State University – Via Zoom Link:

**ORDER OF BUSINESS**

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the November 19, 2020, Executive Committee Meeting Minutes
- IV. Discussion of President’s Annual Performance Review Process
- V. Secretary’s Report
- VI. Adjournment



**Tennessee State University  
Board of Trustees**



**Approval of the  
November 19, 2020  
Executive Committee  
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: March 11, 2021

ITEM: Approval of the November 19, 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 November 19, 2020, Executive Committee meeting is included in the March 11, 2021, Board materials.

**MOTION: To approve the minutes from the Board of Trustees' November 19, 2020, Executive Committee meeting, as contained in the Board materials for the Board's March 11, 2021 meeting.**

**Tennessee State University Board of Trustees  
Executive Committee Meeting – November 19, 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 9:55 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.

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

**III. APPROVAL OF THE SEPTEMBER 24, 2020, EXECUTIVE COMMITTEE MEETING MINUTES**

Chair Walker introduced the first order of business — the approval of the September 24, 2020, Executive Committee meeting minutes. Chair Walker informed the Committee that the minutes for the Executive Committee’s September 24, 2020, meeting are included in the Board materials for the November 19, 2020, Board meeting.

Chair Walker moved to recommend to the full Board the approval of the September 24, 2020, Executive Committee meeting minutes, as contained in the Board materials for the November 19, 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 noted that the President had created a confidential written self-assessment reflecting the progress and achievement of her goals and that she had met with the President regarding the goals. Vice Chair Cole also noted that she would be soliciting comments from Board members soon to obtain their confidential written comments on the President’s confidential written self-assessment.

#### **VI. SECRETARY’S REPORT**

Chair Walker asked Secretary Pendleton to provide a report to the Board. Secretary Pendleton indicated that understands that Governor Lee will soon announce reappointments and appoints to several state boards, including the TSU Board of Trustees.

Secretary Pendleton noted that during the 111<sup>th</sup> General Assembly of the State of Tennessee, the General Assembly created the General Assembly Study Committee on Land-grant Institution Funding. The purpose of the committee is to study inequities of prior years' federal and state funding for land-grant institutions of higher education, including Tennessee State University, and the effects and impacts of such funding, including as it relates to the maintenance and operation of such institutions.

Secretary Pendleton commented that the appointees from the House are Rep. Harold M. Love, Jr. (Co-Chair), Rep. Gary Hicks, and Rep. Chris Todd, and the appointees from the Senate are Sen. Richard Briggs (Co-Chair), Sen. Janice Bowling, and Sen. Brenda Gilmore.

Secretary Pendleton noted that the Committee will have several meetings between November 2020 and June 2021. The Committee has scheduled Dr. Glover, AG Dean Chandra Reddy, a UT equivalent to Dr. Reddy, TN Higher Education Commission’s Director of HBCU Success, and other individuals as part of its review. Secretary Pendleton indicated that Dr. Glover will be discussing the benefits that land-grant funding has had on Tennessee State University and what

impact the shortages have had on the University. He also stated that Leah Dupree, our Government Relations Officer, is monitoring these meetings and providing updates.

Trustee Lewis commented on the need to be fully engaged in this matter, including engaging the Governor's office and utilizing other individuals to promote the University's position on land grant funding. Trustee Martin noted the relationship between several board members and the Governor and implored President Glover to utilize these relationship as this matter proceeds through the Land Grant Study Committee.

President Glover stated that TSU is currently working to determine the total amount owed to the University associated with land grant match funding. She also noted her efforts to work through the Committee's proceedings and believes this approach is advisable for now.

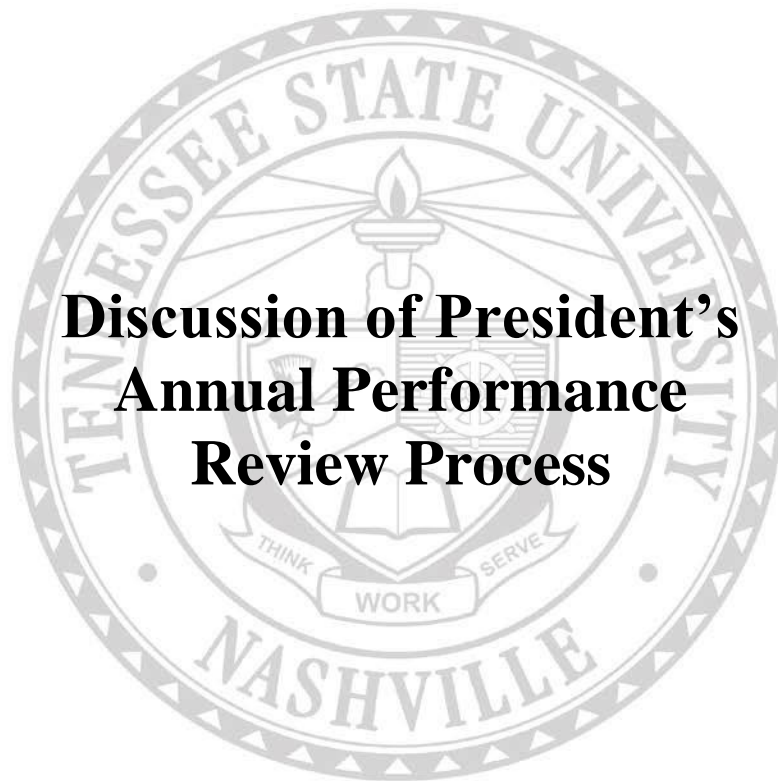
Chair Walker thanked Secretary Pendleton for his report.

## **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 10:25 a.m.

**Tennessee State University  
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: March 11, 2021

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: March 11, 2021  
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: March 11, 2021

ITEM: Report on Tennessee State University's Research Funding

RECOMMENDED ACTION: Information

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

President Glover and/or her designee will provide a report on the TSU's Research Funding.

# Status of Research at Tennessee State University

Frances Williams, Ph.D.  
Associate Vice President for Research and Sponsored  
Programs



## Agenda

- Research Update
- Highlights
- Past Research Awards
- Current Status of Research Funding
- Current Activities



## Research Update

- Faculty and staff are engaged in a number of scholarly activities and have increased their grantsmanship activities
- Such efforts demonstrate the university's research competitiveness and focus on faculty and staff scholarship
- Also evidenced by TSU's Carnegie Classification as an R2: Doctoral University – High research activity



## Highlights

- Dr. Karla Adesso received grant from USDA-NIFA to lead nationwide team of researchers (from 11 institutions) in development of new tools to manage a woodboring beetle that attacks trees
- Dr. Swastik Brahma awarded prestigious National Science Foundation Faculty Early Career Development Award (CAREER)
- Dr. Jerri Haynes received grant from TN Department of Education (Aspiring Assistant Principals Network (AAPN)) which provides funding for teachers to receive master's degrees and licenses to be assistant principals
- Drs. Margaret Whalen and Venkataswarup Tiriveedhi received continuation award from NIH through consortium with Meharry & Vanderbilt to support partnership in eliminating cancer health disparities



## Past Research Awards



## Current Status of Research Funding

YTD	Total amount of grants awarded to-date	Number of grants awarded	Proposals submitted (dollar amount)	Number of proposals submitted
2021 (currently)	\$60,060,909	119	\$102,353,136	120

## Current Awards By Source



## Top Funding Agencies

- U.S. Department of Agriculture (USDA)
- U.S. Department of Health and Human Services
- National Science Foundation (NSF)
- U.S. Department of Education

## Current Activities

- Number of proposals in preparation for submission to various RFPs/solicitations
- Pending Proposals
- Faculty Research Development Seminars
- Virtual Research Symposium (March 22-26, 2021)
- Virtual Summer Writing Retreat
- New proposal and grants administration software deployment



**Tennessee State University  
Board of Trustees**



**PRESIDENT’S REPORT**

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 11, 2021

ITEM: President's Report

RECOMMENDED ACTION: None

PRESENTED BY: Glenda Glover, President

To be presented by President Glover at the March 11, 2021, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



BOARD OF TRUSTEES

INFORMATION ITEM

DATE: March 11, 2021

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 March 11, 2021, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**ADJOURNMENT**