

**Tennessee State University
Board of Trustees**



**Finance and Budget
Committee Report**

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

Tennessee State University
Thursday, September 16, 2021
10 a.m. CST

Board Committee Meetings Via Zoom
Live Stream: www.tnstate.edu/board/livestream.aspx

ORDER OF BUSINESS

- I. Call to Order
- II. Roll Call/Declaration of a Quorum
- III. Approval of the June 17, 2021, Finance and Budget Committee Meeting Minutes
- IV. University Budget Update
- V. Construction and Facilities Update
- VI. Report on CARES Act Funding
- VII. Finance and Budget Report
- VIII. Update on Enrollment, Marketing and Student Recruitment Plan
- IX. Adjournment

**Tennessee State University
Board of Trustees**



**Approval of the
June 17, 2021,
Finance and Budget
Committee
Meeting Minutes**

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: September 16, 2021

ITEM: Approval of the June 17, 2021, 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 June 17, 2021, Finance and Budget Committee meeting is included in the September 16, 2021, Board materials.

MOTION: To approve the minutes from the Board of Trustees' June 17, 2021, Finance and Budget Committee meeting, as contained in the Board materials for the Board's September 16, 2021, meeting.

**Tennessee State University Board of Trustees
Finance and Budget Committee Meeting
June 17, 2021
Tennessee State University. Electronic**

MINUTES

Committee Members Present: Trustees Steve Corbeil, Van Pinnock 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; Doug Allen, Vice President for Finance and Budget; Dr. Curtis Johnson, Chief of Staff; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Dr. Frances Williams, Assoc. Vice President of Research & Sponsored Programs; Terrence Izzard, Assoc. Vice President of Enrollment Management and Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees.

I. CALL TO ORDER

Trustee Lewis called the meeting to order at 11:20 a.m. on June 17, 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.

II. ROLL CALL/DECLARATION OF A QUORUM

Board Secretary Pendleton called the roll at the committee chair’s request. Present: Trustees Richard Lewis, Van Pinnock 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 MARCH 11, 2021, FINANCE AND BUDGET COMMITTEE MEETING MINUTES

Trustee Lewis moved to recommend to the full Board the approval of the minutes from the March 11, 2021, Finance and Budget committee meeting, as contained in the June 17, 2021, Board materials. Trustee Corbeil seconded the motion, which carried unanimously by roll call vote.

IV. APPROVAL OF FISCAL YEAR 2021-22 TUITION AND MANDATORY FEE INCREASE OF 1.9 PERCENT

Trustee Lewis announced the next item on the agenda as the approval of fiscal year 2021-22 tuition and mandatory fee increase of 1.9 percent, as contained in the June 17, 2021 Board materials. Trustee Lewis noted that in accordance with the Tennessee Tuition Transparency and Accountability Act, and Board Policy 006, the proposed fee increase was posted to the Board website at least fifteen days prior to the meeting giving members of the public the opportunity to submit comments on the proposed tuition and fee increase.

Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover called on VP Allen to report on this item. VP Allen stated that the state of Tennessee and THEC had provided a range of zero to 2% and the administration selected to request 1.9%. He stressed that TSU was still the lowest cost per credit hour and maintenance fee in the state of Tennessee and most affordable. Trustee Corbeil asked about what the other institutions were doing. Secretary Pendleton and President Glover shared that two institutions were choosing to not increase, while others were also choosing 1.9% or similar.

Trustee Thomas asked the committee for the reason behind the increase. President Glover and others shared various explanations on the point but continued to stress that TSU was still the lowest cost in the state. Trustee Sekmen asked if CARES Act funding could be used to offset the increase to the students. President Glover explained that it could not be used for this, but instead for specific revenue losses. Trustee Thomas continued to express concern for the students regarding this increase. President Glover reassured her and the committee that all students with the qualifying GPA were being assisted using the CARES Act funds. Trustee Lewis asked if there were any further questions.

Seeing no further questions, Trustee Lewis moved to recommend to the full Board the approval of FY 2021-22 tuition and mandatory fee increase of 1.9%, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

V. APPROVAL OF INSTITUTIONAL BUDGETS – ESTIMATED BUDGET FY21, BUDGET FY22

Lewis introduced the next agenda item, the approval of institutional budgets – estimated budget FY21, proposed budget FY22, as contained in the June 17, 2021, Board materials. Trustee Lewis then asked President Glover or her designee to provide pertinent information related to this agenda item.

President Glover called on VP Allen to report on this item. He directed the committee to pages #85 through #98 in the Board materials for June 17, 2021 and proceeded to review the necessary information. Trustee Sekmen asked for clarity on several categories including the Federal Grants and Contracts expenditures. VP Allen, along with VP Williams and Provost Harris added explanations to the concerns. VP Allen noted that his aim was to maximize the indirect costs as much as possible, since this will be very beneficial to the students and the research conducted.

Trustee Lewis asked if there was any further discussion. Trustee Pinnock pointed out that VP Allen had not yet discussed Revenues (Pg#88/89). Trustee Corbeil concurred. A discussion continued regarding Transfers. VP Allen pointed out that his goal was to not use funds from the Reserves and

added that in fact, he wanted to grow the Reserves. The discussion continued regarding the 48.97% Instruction expense. VP Allen stated that he wanted to get that up to 50%. Thereby confirming that approximately half of the budget was going to Instruction. A short discussion continued regarding Scholarships and the effect of the pandemic.

Trustee Lewis then moved to recommend to the full Board the approval of the FY21 Institutional Budgets, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Pinnock seconded and the motion carried unanimously by roll call vote.

VI. APPROVAL OF FY21 SUPPLEMENTAL COMPENSATION PAYMENT TO ELIGIBLE EMPLOYEES

Trustee Lewis introduced the next agenda item, the approval of FY21 supplemental compensation payment to eligible employees 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 June 17, 2021, Board meeting materials.

President Glover again called on VP Allen to comment on the details of this agenda item. VP Allen explained that the University proposed a one-time payment of 1% base salary or \$500, whichever is greater, for active employees who were on payroll January 1, 2021, and remained an active employee on June 30, 2021. VP Allen shared that the state of Tennessee funded \$603K and TSU will fund \$194K (if approved by the Board) for a total of \$797K. Trustee Corbeil asked if this amount was included in the budget projections and VP Allen confirmed that it was included.

With no further question or comments, Trustee Lewis moved to recommend to the full Board the approval of FY21 supplemental compensation payment to eligible employees, as contained in the Board material for the June 17, 2021, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

VII. APPROVAL OF THE INSTITUTION'S FISCAL YEAR 2021-22 COMPENSATION PLAN

Trustee Lewis introduced the next agenda item, the approval of the Institution's Fiscal Year 2021-22 Compensation Plan, 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 June 17, 2021, Board meeting materials.

President Glover asked VP Allen to comment and he stated that the purpose of this agenda item was to consider approval of the University's compensation plan for Fiscal Year 2021-22, including a proposed salary adjustment of 4.04% to the base salary for all full time regular employees effective July 1, 2021. VP Allen shared that the overall financial impact of this adjustment would be \$3.1 million of which the State of Tennessee was funding \$2.5 million. The remaining 600,000.00 was included as part of the projected budget for 2011-22.

A brief discussion followed after Trustee Corbeil inquired whether as a University, we had ever contemplated going to a minimum wage standard. President Glover stated that she had in fact increased the staff minimum salary to \$22K and faculty to \$55K. President Glover noted that if the Board wanted her to, she would certainly take a look at that option.

Trustee Lewis moved to recommend to the full Board the approval of the Institution's Fiscal Year 2021-22 Compensation Plan, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Pinnock seconded and the motion carried unanimously by roll call vote.

VIII. APPROVAL OF THE INSTITUTION'S FY 2021-22 CAPITAL CONSTRUCTION PLAN

Trustee Lewis introduced the next agenda item, the approval of the Institution's FY 2021-22 Capital Construction Plan, and asked President Glover or her designee to provide pertinent information related to this agenda item. The material was included in the June 17, 2021, Board meeting materials.

President Glover again asked VP Douglas Allen to report on this agenda item. VP Allen shared that this agenda item consisted of three areas for consideration: the capital outlay request, the maintenance request and the disclosed funding request. If these are approved by the Board, they will be submitted to THEC for further review and approval.

VP Allen briefed the committee on the three areas being submitted for consideration. He pointed out that the outlay request pertained to a complete building renovation for the Brown-Daniel Library. The maintenance request consisted of several projects including the campus electrical system upgrade, steam tunnel repairs, building renovation, road resurfacing and other necessary upgrades. A list of these and their projected costs are itemized in the Board material on pages #107 and #108. The disclosed requests were listed in detail on page #109 in the Board materials and totaled \$22,404,690. VP Allen shared that the University was expecting a total of \$25 million from insurance reimbursement for tornado recovery. After being questioned by Trustee Lewis, VP Allen shared that the insurance would pay for each separate project and not as a lump-sum payment.

Seeing no further questions on this agenda item, Trustee Lewis moved to recommend to the full Board the approval of the Institution's FY 201-22 Capital Construction Plan, as contained in the Board materials for the June 17, 2021, Board meeting. Trustee Corbeil seconded and the motion carried unanimously by roll call vote.

IX. FINANCE AND BUDGET REPORT

Trustee Lewis introduced the next agenda item as the Finance and Budget report. This was an informational item so no vote was required. Trustee Lewis asked President Glover or her designee to report on this agenda item. President Glover once again called on VP Douglas Allen to report on this item.

Glover asked VP Allen to make some final comments. He shared that he had been working closely with the state auditor and that the report should be completed soon. He reminded the committee that there will be findings, which were previously addressed.

VP Allen mentioned that campus beautification was in process and several areas of the campus were undergoing paint jobs and other enhancements. He mentioned that there is food court interest in some residence halls. He also stated that during the upcoming months, he would be looking at various positions and processes. He mentioned several organizational changes that were recently made, including the addition of the new controller and foundation accountant. He promised to continue working to fix anything that seems broken.

Trustee Lewis took the opportunity to thank VP Allen for accepting the position of VP of Business and Finance and thanked him for the work he was doing. He thanked President Glover for finding VP Allen. At that moment, VP Allen thanked Provost Harris for all that he had done with assisting on the SACSCOC accreditation and the audit. Trustee Lewis concurred and also thanked Provost Harris.

Trustee Lewis thanked everyone for this report.

X. UPDATE ON ENROLLMENT, MARKETING AND STUDENT RECRUITMENT

Trustee Lewis introduced the next agenda item as the update on enrollment, marketing and student recruitment. 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 called Mr. Terrence Izzard to report on this item

Mr. Izzard thanked his entire enrollment, marketing and recruitment team, including the advisors and specialists in his division. He stressed that the excitement and recruiting success was a result on a group effort from across all sectors of the campus. Mr. Izzard directed everyone to page #112 - #115 of the June 17, 2021 Board Meeting materials for a breakdown of the enrollment, recruitment and marketing update, comparison and admission analyses. Mr. Izzard pointed out that to-date he recorded an excess of 10,800 applications and that number represented the highest number for the past five years. He stated that the increase number of students admitted represented a 4.87% increase from Fall 2020 and praised the leadership of President Glover and the Cabinet for the success. He also mentioned that his staff recorded a significant decrease in the number of students who withdrew from the university. Efforts were made across campus to assist students and we were thankful for the show of teamwork from everyone.

Mr. Izzard pointed out the enrollment comparative data that total number of students registered for Fall 2021 (3,658) far exceeded that of Fall 2020 (3,039), representing a 18.49% difference. He again praised all divisions across campus for making this happen. He stressed that everyone worked together in getting students registered and ready.

In addition to the outstanding recruitment efforts, Mr. Izzard described his team's retention efforts, dual enrollment efforts, and graduate school efforts. These are all outlined in detail on pages #113 to #115 in the Board materials.

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

XI. REPORT ON ATHLETICS

Trustee Lewis introduced the final agenda item as the report on Athletics. 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 would call on Athletics Director, Dr. Mikki Allen to report on this item.

Dr. Allen pointed out that since the hiring of the new Head Coach, Mr. Eddie George, there had been an extremely high amount of excitement, alumni engagement and exposure surrounding the football program at TSU. He pointed out that TSU had been on various forms of national media, including

print and digital platforms. He listed several television stations and broadcast outlets with whom he and his team had been invited to participate. AD Allen thanked AVP Kelli Sharpe for reaching out to these outlets.

At this time Coach Eddie George had confirmed his staff which consisted of 10 assistant coaches and 6 support staff members. He noted that their profiles could be found on TSUTigers.com. AD Allen emphasized that the new leadership in our football program has had an increased effect on recruiting student in addition to great athletes. He mentioned the recent ‘roar city mega camp’ held on campus and the excess of 500 prospects that were in attendance.

AD Allen proudly mentioned the fact that they now had \$2.3 million in gift commitments for the Athletics Department. He thanked Mr. Jamie Isabel and his Institutional Advancement team for their assistance in these efforts. He took the opportunity to thank former Board member, Mr. Bill Freeman and his wife, Barb, for their gift of \$300,000.00 to the Athletics Department which was used to transform the 3rd floor of Hankel Hall, the home of the football department. Another major gift recently received was \$300,000.00 from Mr. Paul Wieck (CEO – Western Express) and his family. This was to support the Athletics Department with a new weight room and locker room, for football and both men’s and women’s track & field. AD Allen expressed how thrilled and excited everyone was about the enhancements. He pointed out that there had been increased corporate interest in the program. He addressed the reorganizing of the department and the conversations of new programs such as ice hockey (an extension to our relationship with the Predators), baseball and soccer.

AD Allen reiterated that these were exciting times in Athletics at TSU and thanked everyone who assisted in getting the athletics program back on top.

Trustee Martin added that she was aware of the fund-raising activities that Coach George was hosting and reminded everyone of how important and committed he was to TSU. AD Allen concurred.

Trustee Lewis commended President Glover on the ‘heck of a job’ she was doing and praised everyone who were on the call and supported her efforts. He also thanked VP Allen for doing a great job.

Trustees Lewis then thanked AD Dr. Mikki Allen for the report. He asked if there was any additional questions or comments.

Seeing none, he asked for a move to adjourn the meeting. Trustee Pinnock then seconded which carried by roll call vote. The meeting was adjourned at 12:51 p.m.

**Tennessee State University
Board of Trustees**



**University Budget
Update**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
DISCUSSION ITEM

DATE: September 16, 2021

ITEM: University Budget Update

RECOMMENDED ACTION: None

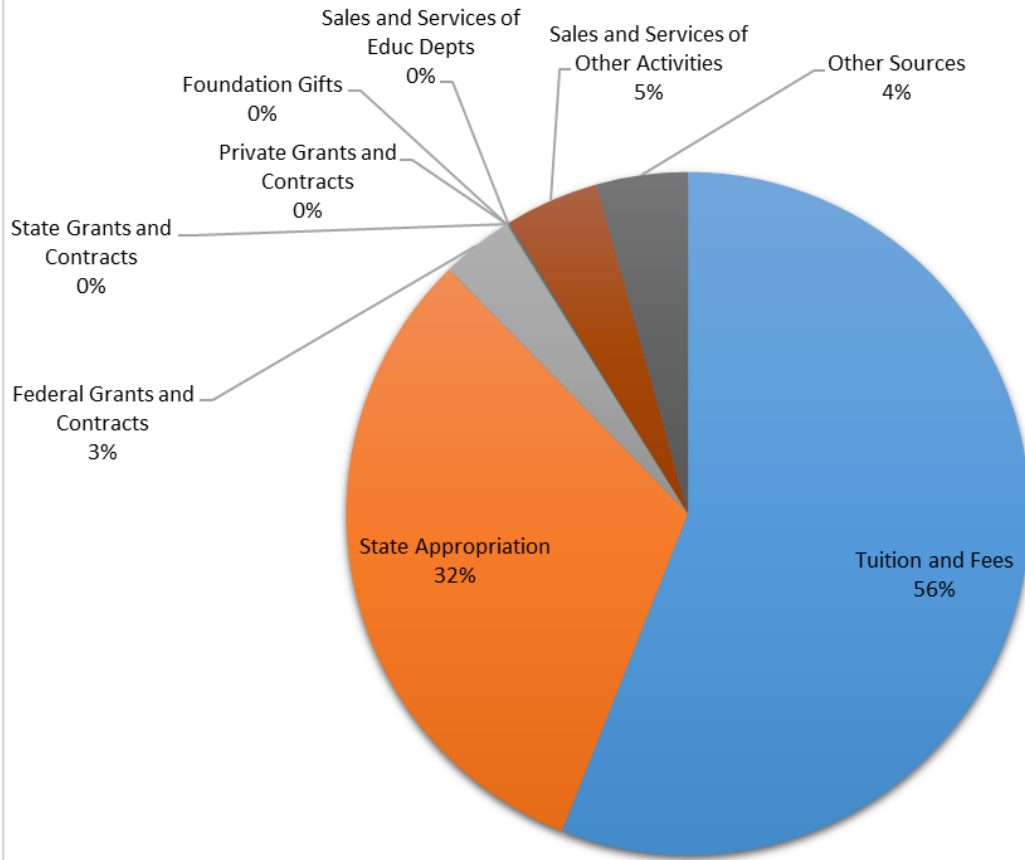
PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President or designee will provide an update on the University budget.

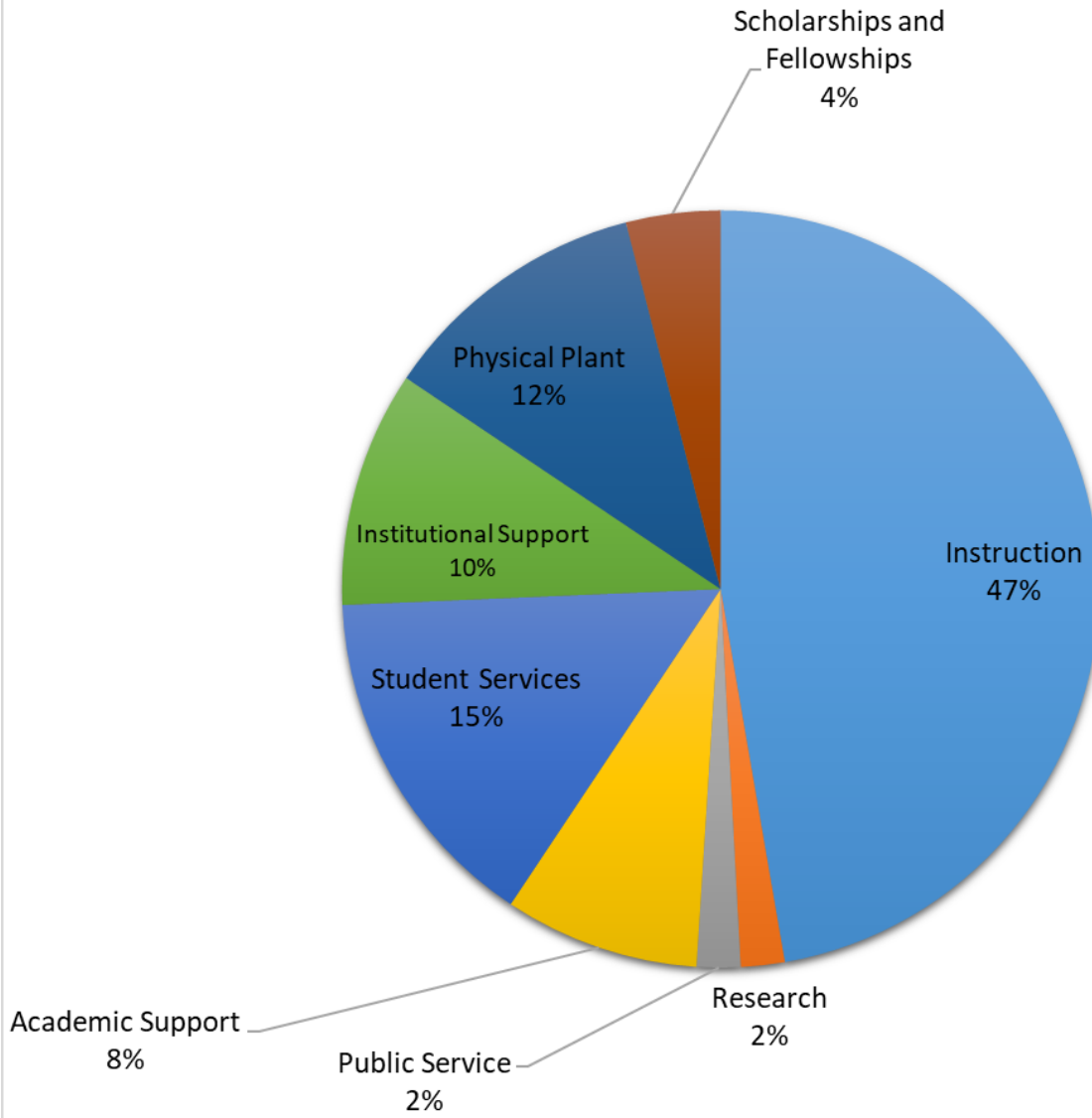
Tennessee State University
Statements of Revenues, Expenditures and Transfers - Budget and Actual
Fiscal Year to Date as of August 31, 2021

	2022				2021
	BUDGET	FYTD	VARIANCE	% VARIANCE	PYTD
REVENUES:					
Education and General					
Tuition and Fees	\$ 74,513,200	\$ 47,074,613	\$ 27,438,587	63.18%	\$ 36,306,051
State Appropriation	42,126,200	-	42,126,200	0.00%	6,875,600
Federal Grants and Contracts	4,500,000	-	4,500,000	0.00%	-
State Grants and Contracts	33,000	-	33,000	0.00%	-
Private Grants and Contracts	47,000	-	47,000	0.00%	-
Foundation Gifts	25,000	-	25,000	0.00%	37,687
Sales and Services of Educ Depts	84,300	1,727	82,573	2.05%	-
Sales and Services of Other Activities	5,971,200	1,812,609	4,158,591	30.36%	1,566,305
Other Sources	5,730,000	347	5,729,653	0.01%	92,184
Total Education and General	<u>\$ 133,029,900</u>	<u>\$ 48,889,296</u>	<u>\$ 84,140,604</u>	<u>36.75%</u>	<u>\$ 44,877,828</u>
Sales/Svs Aux Enterprises					
Aux Enterprises	<u>\$ 26,534,900</u>	<u>\$ 15,715,461</u>	<u>\$ 10,819,439</u>	<u>59.23%</u>	<u>\$ 10,171,507</u>
TOTAL REVENUES:	<u>\$ 159,564,800</u>	<u>\$ 64,604,757</u>	<u>\$ 94,960,043</u>	<u>40.49%</u>	<u>\$ 55,049,334</u>
EXPENDITURES:					
Education and General					
Instruction	\$ 61,673,483	\$ 3,724,512	\$ 57,948,971	6.04%	\$ 4,859,917
Research	2,444,708	196,985	2,247,723	8.06%	302,548
Public Service	2,428,703	343,785	2,084,918	14.16%	237,627
Academic Support	10,871,374	1,583,672	9,287,702	14.57%	1,418,958
Student Services	19,539,188	2,490,595	17,048,592	12.75%	1,850,822
Institutional Support	13,152,775	1,831,931	11,320,844	13.93%	2,069,625
Physical Plant	15,087,594	1,810,310	13,277,285	12.00%	1,478,103
Scholarships and Fellowships	5,246,530	764,815	4,481,715	14.58%	1,990,889
Total Education and General	<u>\$ 130,444,355</u>	<u>\$ 12,746,605</u>	<u>\$ 117,697,750</u>	<u>9.77%</u>	<u>\$ 14,208,489</u>
Sales/Svs Aux Enterprises					
Aux Enterprises Expenditures	<u>\$ 22,281,469</u>	<u>\$ 1,794,488</u>	<u>\$ 20,486,981</u>	<u>8.05%</u>	<u>\$ 300,638</u>
TOTAL EXPENDITURES:	<u>\$ 152,725,824</u>	<u>\$ 14,541,093</u>	<u>\$ 138,184,731</u>	<u>9.52%</u>	<u>\$ 14,509,128</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>\$ 6,838,976</u>	<u>\$ 50,063,664</u>	<u>\$ (43,224,688)</u>	<u>732.03%</u>	<u>\$ 40,540,207</u>
TRANSFERS:					
Education and General					
Mandatory Transfers	\$ 2,364,900	\$ -	\$ 2,364,900	0.00%	\$ -
Nonmandatory Transfers	150,000	-	150,000	0.00%	-
Total Education and General	<u>2,514,900</u>	<u>-</u>	<u>2,514,900</u>	<u>0.00%</u>	<u>-</u>
Aux Enterprises					
Mandatory Transfers	\$ 1,313,900	\$ -	\$ 1,313,900	0.00%	\$ -
Nonmandatory Transfers	2,895,500	-	2,895,500	0.00%	-
Total Auxiliary Enterprise	<u>4,209,400</u>	<u>-</u>	<u>4,209,400</u>	<u>0.00%</u>	<u>-</u>
Total Transfers	<u>\$ 6,724,300</u>	<u>\$ -</u>	<u>\$ 6,724,300</u>	<u>0.00%</u>	<u>\$ -</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES AND TRANSFERS	<u>\$ 114,676</u>	<u>\$ 50,063,664</u>	<u>\$ (49,948,988)</u>	<u>43656.63%</u>	<u>\$ 40,540,207</u>

Revenues



Expenditures



**Tennessee State University
Board of Trustees**



**Construction and
Facilities
Update**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
DISCUSSION ITEM

DATE: September 16, 2021

ITEM: Construction and Facilities Update

RECOMMENDED ACTION: None

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

The President and/or or designee will provide an update on matters related to construction and facilities at TSU.

TORNADO RECOVERY

Several projects are currently in the design or construction phase. TSU is working with TBR and the insurance adjuster to complete each project and make TSU whole from the tornado losses.

Temporary Greenhouses

The permanent greenhouse rebuilding project is over 9 months from completion. Because of this, TSU has worked with the insurance adjuster to build a temporary greenhouse to support TSU's agricultural research and avoid losing another growing/planting season. The temporary greenhouse is currently under construction, and it is expected to be operational at the end of September – early October.

Animal Shelter

Most animal shelters have been completed and are being used. A few larger shelters are under construction and waiting for the necessary metal roofing material to arrive (COVID19 related delays).

Fence Repairs

Pasture fence installation is near completion but has been temporarily placed on hold due to animal research relocation and breeding, at the request of the researchers. Other miscellaneous fence repairs are about 80% complete, while the decorative fence on Ed Temple Blvd has been installed, but contractor needs to complete punch list items.

Wetlands Cleanup

Hand cleanup of the wetlands has been completed. We are still waiting for the Department of Environmental Quality to issue the necessary permit to use equipment to complete the cleanup.

Greenhouses

Architects are currently working on the design and bidding documents for all three greenhouses. A pre-bid meeting for Greenhouse 503 took place on the week of 8/30/2021, and bids are expected on 9/15/2021. Bidding documents for Greenhouses 501 and 502 are near completions and will be issue for bids within the next 4 weeks.

Ag Pavilion

Bidding documents are near completion and are under review by the State Fire Marshal's office.

Ag Education Building

Architects are currently working on the design and bidding documents.

Horse Barn

This structure will not be rebuilt. Replacement value of this structure is being negotiated with the insurance company. The negotiated funds will be reinvested in other farm improvement projects.

Silos (two)

These structures will not be rebuilt. Replacement value is being negotiated with the insurance company. The negotiated funds will be reinvested in other farm improvement projects.

Chicken Waste Storage Tank

This structure will not be rebuilt. Replacement value of this structure is being negotiated with the insurance company. The negotiated funds will be reinvested in other farm improvement projects.

General Services Building

Interior renovation work has been completed. A temporary roof was installed immediately following the tornado, but repairs are currently being completed. Bids for the permanent roof are expected within the next 3 weeks.

Other Farm Structures

No report at this time:

Hoop Houses; Poultry Building rebuilt; Education Building at Poultry Site; Hay Storage Building

ELECTRICAL LOOP REPAIRS (Electrical Master Plan)

Bids for Phase 2 (of 4) were received on 8/26/21. The electrical loop master plan implementation is broken into 4 total phases, at a cost of approximately \$5,000,000 each phase. We are currently on phase 2. Consulting engineers (ICT) and NES are working together to develop the necessary construction documents for the remaining 2 phases. We have received a Memorandum of Understanding from NES and it has been submitted to review and comments to TSU Legal office, VP of Business and Finance, and the President's Office.

NEW RESIDENCE HALL

Under construction with expected completion summer 2022. Project is currently on budget and within schedule. Work continues inside and outside the structure.

NEW FOOD SCIENCE BUILDING

This project was issued for bids in early spring, but the bid numbers were over our budget by roughly \$3 million dollars. The project scope was reduced, and the project was rebid, but even with substantial reductions, the rebid costs were still over \$2.5 million over our budget. It is believed that the cost overruns are the result of COVID-19's effects on the construction industry due to labor shortages, and approximately 45% cost increase of some building materials. The project has been "shelved" until the fall 2021, when it may be rebid, hoping that the COVID-19 effects have levelled off.

MIGRATION PLAN AND CAMPUS MASTER PLAN UPDATE

There have been many campus program moves that are outside the original Migration Plan. These changes have reshaped the original plan and will require a complete revision of the Migration Plan to reconcile the new program moves with an updated Campus Master Plan. These changes and other developments on campus such as Athletics programs, new alumni house development, and the Ag. Farm development will require a Master Plan update or the development of a new Campus Master Plan. We have had preliminary discussions with TBR and THEC regarding the need for a new or updated Master Plan.

QUARTERLY DISCLOSURE REPORTS

TSU has disclosed the following project for the FY 21-22 2nd Quarter:

Indoor Practice Facility

Field turf replacement - \$300,000 estimate. (TSU Foundation Funds)

Indoor Practice Facility

New weight room - \$200,000 estimate. (TSU Foundation Funds)

Gentry Center

Interior painting (gymnasium) - \$200,000 estimate. (Plant Funds - Maintenance)

Gentry Center

Gymnasium lighting upgrade - \$200,000 estimate. (Plant Funds - Maintenance)

Gentry Center

New score and vision boards (gymnasium) - \$550,000 estimate. (TSU Foundation Funds)

Rudolph Hall Elevator Upgrade

Upgrade and modernize non-working elevator - \$250,000 estimate. (Plant Funds - Housing)

Farrell-Westbrook

New lab (Room 109) - \$250,000 estimate. (Grant Funds – Ag, Program)

Farrell-Westbrook

New lab (Old Greenhouse Rm 121) - \$560,000 estimate. (Grant Funds – Ag, Program)

Campus Beautification

The following painting projects have been completed across campus to include, painting the handrails, striped McWherter and Wilson Hall parking lots, and the Bookstore. We have also pressure washed the following areas around campus: Amphitheater, John Merritt area around the monument and flagpole, the large wall at the entrance to campus on John A Merritt Blvd, the Library, Clay and McCord Halls, Courtyard outside of campus, the area between the campus center and the library and the wall and sidewalks outside of post one. In addition to pressure washing, we have sealed and cleaned the overhang between the campus center and McWherter building.

Tennessee State University

Board of Trustees



**Report on
CARES Act Funding**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
DISCUSSION ITEM

DATE: September 16, 2021

ITEM: Report on CARES Act Funding

RECOMMENDED ACTION: None

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

The President and/or designee will report on matters related to this agenda item.

TENNESSEE STATE UNIVERSITY
Higher Education Emergency Relief Funds
As of August 31, 2021

HEERF I (CARES Act)		Award Amount	Budget	Expenditures Per Banner	Encumbrances	Balance Available	Expenditure Deadline
228074-12826-550	HEERF - Student Portion	3,607,331.00	3,607,331.00	3,556,840.00	-	50,491.00	30-Sep-22
226047-70116-450	HEERF - Institution Portion	3,607,330.00	3,607,330.00	2,414,259.00	-	1,193,071.00	30-Sep-22
226046-70116-450	HBCU Funds - Institutional Support		2,778,445.00	2,745,694.83	126,776.44	(94,026.27)	30-Sep-22
221399-70116-200	HBCU Funds - Academic Technology		2,790,757.00	2,080,927.45	221,625.83	488,203.72	30-Sep-22
228075-12826-550	HBCU Funds - Scholarships		10,050,583.00	10,026,326.84	-	24,256.16	30-Sep-22
221397-70116-200	HBCU Funds - Instruction		616,648.00	436,347.80	27,242.88	153,057.32	30-Sep-22
Total HBCU Funds		16,236,433.00	16,236,433.00	15,289,296.92	375,645.15	571,490.93	
Total HEERF I Funds (CARES Act)		23,451,094.00	23,451,094.00	21,260,395.92	375,645.15	1,815,052.93	
HEERF II (CRRSSA)		Award Amount	Budget	Expenditures Per Banner	Encumbrances	Balance Available	Expenditure Deadline
228080-12826-550	HEERF II - Student Portion	3,607,331.00	3,607,331.00	3,605,970.00	-	1,361.00	30-Sep-22
226051-70116-450	HEERF II - Institution Portion	9,699,052.00	9,699,052.00	-	-	9,699,052.00	30-Sep-22
228081-12826-550	HEERF II - HBCU Scholarship Funds	6,000,000.00	6,000,000.00	2,581,132.89	-	3,418,867.11	30-Sep-22
226050-70116-450	HEERF II - HBCU Funds	14,177,006.00	14,177,006.00	3,062,954.22		11,114,051.78	30-Sep-22
Total HBCU Funds		20,177,006.00	20,177,006.00	5,644,087.11	-	14,532,918.89	
Total HEERF II Funds (CRRSSA)		33,483,389.00	33,483,389.00	9,250,057.11	-	24,233,331.89	
HEERF III (ARP)							
	HEERF - Student Portion	11,727,888.00	11,727,888.00	-	-	11,727,888.00	30-Sep-22
	HEERF - Institution Portion	11,600,946.00	11,600,946.00	-	-	11,600,946.00	30-Sep-22
	HBCU Funds	35,309,909.00	35,309,909.00	-	-	35,309,909.00	30-Sep-22
Total HEERF III Funds (ARP)		58,638,743.00	58,638,743.00	-	-	58,638,743.00	
Total HEERF Funds		115,573,226.00	115,573,226.00	30,510,453.03	375,645.15	84,687,127.82	
Total Award Student Portion		18,942,550.00					
Total Award Institution Portion		24,907,328.00					
Total Award HBCU Funds		71,723,348.00					
		115,573,226.00					

Tennessee State University

Board of Trustees



**Finance and Budget
Report**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
DISCUSSION ITEM

DATE: September 16, 2021
ITEM: Finance and Budget Report
RECOMMENDED ACTION: None
PRESENTED BY: Chair of Finance and Budget Committee, Trustee Richard Lewis

The President and/or designee will report on matters related to this agenda item.

Financial Statements:

The State Auditors issued the FY2019 audit on July 30, 2020 and scheduled to release the FY2020 on or before September 28, 2020. The Office of Business and Finance provided a Corrective Action Plan and has addressed the audit findings presented in the FY2019 audit report. We expect the FY2020 audit findings will be similar to the FY2019 audit due to the both audits being released within 60 days of each other. The office of Business and Finance has begun the process for year-end close and preparation for the FY2021 audit and will keep the Board apprised of its progress.

Financial Planning and Operations:

The university is reviewing the Proposed FY2022 Budget and will present any proposed revisions at the November Board of Trustee meeting. The budget is being monitored daily and the university will not initiate any transfers from the reserve fund in FY2022.

An assessment for staff training on our ERP (Ellucian/Banner) system was deemed a critical need and we scheduled extensive training for February 2022. The consultants will assess our current system setup and provide training at the individual staff level.

SACSCOC Accreditation:

SACSCOC standard 13.2 requires that the university provide an institutional audit for the two most recent fiscal years. The most recent fiscal years are FY2020 and FY2019. Both audit reports will be submitted with other institutional data in Compliance Certification report in September 2021 to SACSCOC.

Tennessee State University

Board of Trustees



Update on Enrollment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 16, 2021

ITEM: Update on Enrollment

RECOMMENDED ACTION: None

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

President Glover and/or her designee will provide an update on enrollment related matters.



**BOARD OF TRUSTEES
ENROLLMENT UPDATE FOR SEPTEMBER 16, 2021**

Fall 2021 Enrollment Update*

Semester	Headcount	FTE
UG	6375	5490
GR	1698	1061
Total	8073	6552

Fall 2020/2021 Enrollment Comparison*

Headcount				Full-Time Equated (FTE)			
Semester	Fall 2020	Fall 2021	% Diff	Semester	Fall 2020	Fall 2021	% Diff
UG	6000	6369	6%	UG	5313	5490	3%
GR	1615	1703	5%	GR	983	1061	8%
Total	7615	8072	6%	Total	6296	6552	4%

**Undergraduate and Graduate Enrollment
Fall 2019 – Fall 2021**

Student Group	Fall 2019	Fall 2020	Fall 2021*
UG Freshmen	1,845	2,302	2,430
UG Sophomore	1,048	933	974
UG Junior	1,192	1,052	1,043
UG Senior	1,501	1,420	1,407
UG Special/NonDegree	289	293	515
Total Undergraduate	5,875	6,000	6,369
GR Masters	898	973	1,080
GR Doctorate	373	320	375
GR Special/NonDegree	816	214	163
GR Certificate	119	108	85
Total Graduate	2,206	1,615	1,703
Grand Total	8,081	7,615	8,072

**Numbers in this report are preliminary. Updated numbers forthcoming following annual census report.*



YTD Fall 2022 Undergraduate Admissions Applications Analysis

Semester	As of Date	Total Admitted	Denied	Incomplete	Withdrawn/Cancelled	Grand Total
Fall Term 2018	2-Sep-17	51	1	409	2	461
Fall Term 2019	2-Sep-18	40	0	341	2	381
Fall Term 2020	2-Sep-19	41	0	269	3	310
Fall Term 2021	2-Sep-20	45	1	179	0	225
Fall Term 2022	2-Sep-21	68	5	589	0	662*

*Nearly 200% increase in the total number of applications for Fall 2022

Successful Recruitment and Retention Efforts for Fall 2021

1. Paid student balances for Spring 2020, Fall 2020, and Spring 2021 to allow students to return to school.
2. Implemented early scholarship award offers for high-achieving high school graduating seniors.
3. Offered Tuition Assistance Grants (TAG) with CARES Act Funding to aid students with current balances.
4. Increased outreach via phone, emails, and text to prospective and returning students.
5. Launched the inaugural class of the Dr. Levi Watkins, Jr. Institute.
6. Increased digital marketing campaigns for targeted populations.
7. Partnered with the Department of Athletics to support several celebrity student recruits.
8. Recruited a competitive high-achieving cohort of twelve talented scholars from the “We Are 5000” national mentoring organization in Miami, FL.
9. Expanded the admissions, recruitment, and enrollment services teams to better assist students throughout the enrollment process during the pandemic.
10. Worked collaboratively with College Deans, Academic Advisors, New Student Programs, Student Affairs, Marketing, Public Relations, and Enrollment Services teams to assist students with returning to school.
11. Expanded Dual Enrollment efforts for talented high school students.
12. Increased recruitment efforts for prospective graduate students and employees.
13. Offered on-ground and virtual campus visits to prospective undergraduate and graduate students.



Strategic Recruitment and Retention Priorities for Fall 2022

1. Maintain a continued focus on increasing efforts to recruit from traditional high school populations within the state of Tennessee and a 250-mile radius.
2. Increase the admissions application funnel through digital marketing, social media engagement, campus visit programs (virtual and on ground), advertising, organic lead generation services, and SAT/ACT databases.
3. Market and promote (using videos) the opening of our new dormitories, health sciences building, high profile celebrity student recruits, new academic programs, unique student success stories, and distinguished TSU alumni.
4. Emphasize the importance of completing “early registration” each semester for new and continuing students.
5. Utilize strategic communication CRM workflows to guide prospective students from inquiry to enrollment.
6. Enhance technological infrastructure to improve data analytics and drive higher ROI, producing higher applicant conversion rates.
7. Expand recruitment outreach efforts to adult learners, veterans, transfers, community college, and graduate students.
8. Continue collaboration with Academic Affairs to expand recruitment efforts of each academic college.
9. Advertise and market new highly competitive academic programs.
10. Create additional “two plus two” agreements with Tennessee Community Colleges and expand Community College recruitment efforts.
11. Enhance the marketing of the Degree in 3, Take 15 to Finish, and Three Plus One program initiatives.
12. Market all online graduate and undergraduate degree programs.