



# Board of Trustees Materials September 20, 2024, Meeting

## Contents

<b>Call to Order .....</b>	<b>2</b>
<b>Roll Call .....</b>	<b>3</b>
<b>Introduction/Remarks .....</b>	<b>4</b>
<b>President’s Remarks.....</b>	<b>5</b>
<b>Approval of Agenda.....</b>	<b>7</b>
<b>Action and Report Items .....</b>	<b>11</b>
Approval of Consent Agenda Items.....	12
Approval of TSU Board of Trustees 2025 Calendar Year Meeting Schedule.....	60
Approval of Appointment of Audit Committee Member .....	62
Approval of Appointment of Audit Committee Chair .....	64
Report on TSU’s Financial Condition .....	66
<i>Presentation on Details of TSU’s Structural Deficit .....</i>	<i>68</i>
<i>Report on Retention .....</i>	<i>77</i>
<i>Report on TSU’s Financial Action Plan .....</i>	<i>80</i>
Report on the President’s 100 Day Plan and the TSU Trajectory Change Initiative.....	83
Executive Session – Discussion of Items Deemed Confidential Under State Law .....	97
<b>Adjournment .....</b>	<b>99</b>

**Tennessee State University  
Board of Trustees**



**Call to Order**

**Tennessee State University  
Board of Trustees**



**Roll Call**

**Tennessee State University  
Board of Trustees**



**Introduction/Remarks**

**Tennessee State University  
Board of Trustees**



**President's Remarks**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 20, 2024

ITEM: President's Remarks

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Ronald Johnson, Interim President

**Background/Facts:** The President shall provide opening remarks at the September 20, 2024, Tennessee State University Board of Trustees meeting.

**Tennessee State University  
Board of Trustees**



**Approval of Agenda**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2024

ITEM: Approval of Board Meeting Agenda

RECOMMENDED ACTION: Approval

PRESENTED BY: Board Chair, Trustee Dakasha Winton

**Background/Facts:** Trustee Dakasha Winton, Board Chair, will present the September 20, 2024, meeting agenda for the Board's approval.

**MOTION:** To approve the Board Agenda, as contained in the Board materials for the September 20, 2024, meeting.



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

9:00 a.m. CDT  
September 20, 2024

Tennessee State University  
Main Campus – Farrell Westbrook  
Agricultural Complex (“The Barn”)  
3500 John A. Merritt Blvd.  
Nashville, TN 37209

**ORDER OF BUSINESS**

**I. Call to Order**

**Trustee Dakasha Winton**  
Board Chair

**II. Roll Call**

**Laurence Pendleton**  
Board Secretary and General Counsel

**III. Introductions/Remarks**

**Trustee Dakasha Winton**  
Board Chair

**IV. President’s Remarks**

**Dr. Ronald Johnson**  
Interim President

**V. Approval of Agenda**

**Trustee Dakasha Winton**  
Board Chair

**VI. Action and Report Items:**

**Trustee Dakasha Winton**  
Board Chair

**A. Approval of Consent Agenda Items**

1. May 15, 2024, Board Meeting Minutes
2. May 29, 2024, Finance Committee Meeting Minutes
3. June 6, 2024, Audit Committee Meeting Minutes
4. June 6, 2024, Ad Hoc Presidential Search Committee Meeting Minutes
5. June 6, 2024, Student and Academic Affairs Committee Meeting Minutes
6. June 6 and 7, 2024, Finance Committee Meeting Minutes
7. June 7, 2024, Governance and Governmental

Affairs Committee Meeting Minutes

8. June 7, 2024, Board Meeting Minutes
9. June 26, 2024, Board Meeting Minutes

**B. Approval of TSU Board of Trustees 2025  
Calendar Year Meeting Schedule:**

**Trustee Dakasha Winton**  
Board Chair

March 13 and 14, 2025  
June 12 and 13, 2025  
September 18 and 19, 2025  
November 20 and 21, 2025

**C. Approval of Appointment of Audit Committee  
Member**

**Trustee Dakasha Winton**  
Board Chair

**D. Approval of Appointment of Audit Committee  
Chair**

**Trustee Dakasha Winton**  
Board Chair

**E. Report on TSU's Financial Condition**

**Dr. Ronald Johnson**  
Interim President

1. Presentation on Details of TSU's Structural Deficit

**Alvarez and Marsal**

2. Report on Retention

**Dr. Robbie Melton**  
Interim Vice President for Academic  
Affairs and Provost

3. Report on TSU's Financial Action Plan

**Dr. Ronald Johnson**  
Interim President

**F. Report on the President's 100 Day Plan and the  
TSU Trajectory Change Initiative**

**Dr. Ronald Johnson**  
Interim President

**G. Executive Session – Discussion of Items Deemed  
Confidential under State Law**

**Trustee Dakasha Winton**  
Board Chair

**VII. Adjournment**

**Trustee Dakasha Winton**  
Board Chair

**Tennessee State University  
Board of Trustees**



**Action and Report Items**

**Tennessee State University  
Board of Trustees**



**Approval of Consent  
Agenda Items**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2024

ITEM: Approval of Consent Agenda Items

RECOMMENDED ACTION: Approval

PRESENTED BY: Board Chair, Trustee Dakasha Winton

**Background/Facts:** The Board conducted the meetings referenced below. The document reflecting the minutes from the following Board and committee meetings are included in the September 20, 2024, Board materials:

May 15, 2024, Board Meeting Minutes  
May 29, 2024, Finance Committee Meeting Minutes  
June 6, 2024, Audit Committee Meeting Minutes  
June 6, 2024, Ad Hoc Presidential Search Committee Meeting Minutes  
June 6, 2024, Student and Academic Affairs Committee Meeting Minutes  
June 6 and 7, 2024, Finance Committee Meeting Minutes  
June 7, 2024, Governance and Governmental Affairs Committee Meeting Minutes  
June 7, 2024, Board Meeting Minutes  
June 26, 2024, Board Meeting Minutes

**MOTION:** To approve the minutes from the above-listed Board and committee meetings, as contained in the Board materials for the September 20, 2024, meeting.

**Meeting of the Tennessee State University Board of Trustees  
May 15, 2024 (Virtual Meeting via Zoom)  
Tennessee State University – Hankal Hall**

**MINUTES**

**Board Members Present:** Trustees Dakasha Winton (Chair), Kevin Williams, Marquita Qualls, Dwayne Tucker, Artenzia Young-Seigler, Jeffery Norfleet, Terica Smith, Charles Traughber, Trevia Chatman

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; and Douglas Allen, Vice President of Business and Finance were present, along with several other University staff.

**I. CALL TO ORDER**

Chair Winton called the meeting to order at 6:33 (Eastern)/5:33 p.m. (Central) on May 15, 2024.

She noted that there are two action items and two discussion items on the agenda for the meeting, with the first item being a finding of facts for the record regarding electronic participation of the Board. First, however, Chair Winton made a finding of fact for the record with respect to the last Board of Trustees meeting that took place on Friday, April 26, 2024. During that meeting, Chair Winton noted, she participated electronically via telephone. She asked for the record to reflect that during that meeting, she could clearly hear those participating on the call and there were no individuals who were present in the location from which she was participating in the meeting.

Next, she made certain findings on the record regarding the necessity for conducting the day's meeting by electronic participation without a physical quorum present. The Chair stated that the Board was scheduled to take up important matters, which required timely action by the Board, including, but not limited to, a discussion about the processes to establish the 2024-2025 annual budget and Master Plan, the approval of a modification of Board Policy No. 002 – Committees of the Board of Trustees of Tennessee State University, a Board Chair report on the Setting of Board Committees and Committee Assignments, and to receive an update on TSU's Presidential Search process.

Chair Winton moved that the Board find that participation by a quorum of the Board members by electronic means of communication is necessary. The motion was seconded by Trustee Young-Seigler. A roll call vote was taken by Secretary Pendleton, and Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Winton, and Young-Seigler each voted in favor of the motion. The motion carried. Trustee Williams later joined the meeting.

**II. WELCOME AND INTRODUCTIONS**

The Board Chair welcomed the attendees prior to roll call.

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

Chair Winton asked the committee members to state if any of the committee members could not hear or speak with each other. She further asked the committee members to indicate if someone was present with them from the location in which they were calling. No committee members indicated there was anyone present.

Board Secretary Pendleton called the roll at the Chair's request. The following Trustees were present during roll call: Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, Young-Seigler, and Williams. Board Secretary Pendleton announced the presence of a quorum. Trustee Williams was also noted as present on the virtual meeting.

#### **IV. DISCUSSION OF BUDGET AND MASTER PLAN PROCESSES**

Chair Winton introduced the next agenda item, a discussion of the University budget. She asked VP Doug Allen, the University's Chief Financial Officer, to present information on this agenda item.

VP Allen presented information regarding the budget process over the course of a fiscal year. The budget office is finalizing the FY 24-25 operating budget. THEC provided additional information related to tuition and fee caps. Estimated and proposed budgets will be presented at the next Finance Committee meeting on May 29, 2024, and the proposed FY 25 budget will be presented at the next full Board of Trustees meeting.

Chair Winton noted that the THEC meeting is scheduled for the next day, May 16, 2024.

VP Allen offered information on the budgeting process throughout the fiscal year. During Fiscal Quarter 1 (July, August, and September), budgets for the new fiscal year will be posted on the Budget Office website. This is a process mandated by the State. Budget documents are submitted to THEC. Divisions make requests to the Budget Office in August.

VP Allen further reviewed Fiscal Quarter 2 (October, November, and December) processes. There are two budgets – an estimated budget and a proposed budget that is submitted by the President to TBR and the TSU Board of Trustees for approval at the quarterly Board meeting. In November, revised schedules are submitted to THEC. In December, the University receives approval of a revised budget from TBR after the December Board meeting. Documents for proposed changes to mandatory and non-mandatory fees are sent to departments.

During Fiscal Quarter 3 (January, February, and March), the work includes the posting of revised budgets online and work on fee change recommendations. In February, they begin work on “pre-budget” processes that must be done prior to actual budget work. For the FY 25-26 budget, they will submit a fee increase for incidental and non-mandatory fees, to be approved during the March Board meeting.

During Fiscal Quarter 4 (April, May, and June), the work includes detailed work on completing the Estimated and Proposed Budgets in April and submitting proposed budgets to TBR and the Board for approval. In June, approval of the Proposed Budget is received from TBR and the Board

of Trustees after their respective board meetings and any required changes are submitted to the Bursar to update fee sheets. The Bursar's Office posts approved fee changes to its website.

Chair Winton asked if there were any questions regarding the process. A discussion took place regarding the budget process and documents and information that the Board would like to see and be advised about during the process.

Trustee Traugher asked about budget policies and where they can be found. VP Allen stated these can be found online, and they are TBR policies. President Glover said that the policies can be sent to the Board.

A discussion took place regarding the FOCUS Act and the adoption of TBR policies. Trustee Chatman asked VP Allen to send his presentation to the Board.

VP Allen further explained that the process that TSU uses is the same as that which is used by other LGIs.

Trustee Chatman asked to see a comparison of historical budgets. Chair Winton added that they would like to know about the types of budget items that might change in a year that the Board should be aware of in reviewing the Estimated and Proposed Budgets.

Trustee Tucker asked whether financial information is provided in advance of meetings. Secretary Pendleton said that materials are presented in advance of meetings for the Board's review. This is also done before committee meetings.

Trustee Chatman asked for a narrative in addition to numbers being presented. VP Allen said he does provide this, as well.

VP Allen next provided a timeline for the Master Plan. VP Allen explained that TBR contracted with Woolpert Engineering to execute a Master Plan Update and Facility Conditions Assessments ("FCA") Survey for TSU, which was executed in March 2023. VP Allen explained that the Master Plan Update is made up of two components: (1) the FCA, which documents a building's condition and the remaining life of its components, as well as information on the building's Deferred Maintenance; and (2) the Master Plan Update "Update" ("MPU") which documents any current or planned changes to physical structures and grounds on all TSU campuses, as well as reflects changes to the strategic and mission goals/needs of the University.

FCAs were set to be completed by June 4, 2023, and the MPU was set to be completed on or before January 31, 2024. VP Allen explained challenges and delays in meeting those deadlines; however, the MPU is now ready for presentation to the Board.

The TSU MPU document is an update to the 2016 Master Plan. The plan was amended to include the \$250 million allocation of funding by the State, as required.

A Master Plan Update is provided to the Board each quarter. VP Allen explained that the FCAs are a valuable planning tool for the University.



Trustee Qualls asked whether the University can use the \$250 million State allocation before the Master Plan is completed. A discussion took place regarding the use of the \$250 million allocation from the State. VP Allen said that we have only been able to use about \$350,000 to help compile the Master Plan. The funds are earmarked and held in trust by the State. There is a process the University must go through to seek approval to use the funds. The funds were allocated in FY 2022. President Glover explained that as the process went along, TSU was required to complete the Master Plan to be able to use the funds. The funds are also restricted in how the funds can be used. Additional information was provided regarding difficulties and roadblocks for TSU to be able to use the funds, as well as TSU's proposed path forward.

VP Allen stated that Woolpert has provided the completed Master Plan document. Trustee Qualls asked whether there are any changes to the priorities identified for the \$250 million. VP Allen said there are some changes, and Will Radford would speak to those details.

VP Allen discussed some of the renovations that have been done. President Glover explained that other sources of funding are used, when available, for renovations.

A discussion took place regarding the timing for approving the Master Plan and the process for meeting the THEC August meeting and SBC approval timeframes. VP Allen stated that if the MPU is not approved by the Board in June, then, because of THEC and SBC timeframes, the process would be delayed by 3-4 months. Dr. Glover stated that she would be glad to have further conversations regarding this and TSU's strategies. Trustee Tucker asked about the possibility of requesting a special meeting to consider TSU's MPU. Trustee Traugher asked about whether the MPU could be approved at a later Board special meeting in June or July, and further discussion took place about the Board's timeframe for considering the MPU.

## **V. ACTION ITEM**

### **A. MODIFICATION OF BOARD POLICY NO. 002 – COMMITTEES OF THE BOARD OF TRUSTEES OF TENNESSEE STATE UNIVERSITY**

Chair Winton introduced the next agenda item, which was a modification of Board Policy No. 002 – Committees of the Board of Trustees of Tennessee State University to extend existing authority to add special ad hoc committees, rename existing committees, and add new committees.

Chair Winton stated her intent to create an ad hoc committee for the Presidential Search, add a Governance and Government Affairs Committee which would be a new standing committee, and to rename the Academic Affairs and Students Affairs Committee to Student and Academic Affairs Committee.

Chair Winton renewed her request for a motion to modify Board Policy No. 02 – Committees of the Board of Trustees of Tennessee State University. Trustee Chatman made the motion, which was seconded by Trustee Tucker.

Chair Winton asked whether there was any further discussion. Trustee Traughber inquired about amending the Board Bylaw Section 6.1 so that it is consistent with the modification of Board Policy No. 002. There was discussion regarding this. Trustee Traughber stated his preference to make any other applicable modifications to effectuate the modification.

The question was called on a motion to modify the Board Policy No. 002, as contained in the Board Materials for the May 15, 2024, Board meeting, with the additional language “Notwithstanding any other provision, including the Bylaws,” to appear at the beginning of the proposed language. Trustee Williams made the motion, and Trustee Norfleet seconded it. A roll call vote was taken, and Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Williams, Winton, and Young-Seigler voted in favor of it. The motion was approved, as modified per Trustee Traughber’s comment.

## **VI. BOARD CHAIR REPORT ON SETTING OF BOARD COMMITTEES AND COMMITTEE ASSIGNMENTS**

Chair Winton reported on the next agenda item, which was the setting of Board committees and committee members. Chair Winton reported the following committees and committee assignments:

- Finance Committee – Trustees Tucker (Committee Chair), Norfleet, Traughber
- Audit Committee – Trustees Williams (Committee Chair), Qualls, Traughber
- Governance and Governmental Affairs Committee – Trustees Smith (Committee Chair), Chatman and Winton
- Student and Academic Affairs Committee – Trustees Norfleet (Committee Chair), Smith, Young-Seigler
- Ad Hoc Committee for Presidential Search – Trustees Quall (Committee Chair), Smith, Winton

Additional members of the Executive Committee, other than the Chair and Vice Chair of the Board, will be voted upon in the Board’s June meeting.

There was no further discussion on this item.

## **VII. PRESIDENTIAL SEARCH UPDATE**

Chair Winton provided a summary on the Presidential Search update. She reported that the University previously entered into an agreement with a search firm. The University established a search committee and determined that there would be three candidates in March 2024. This was completed in March 2024. During the same period, a new Board of Trustees was seated. She noted that the search firm contract was still in place; however, the search has been paused since the appointment of the new Board, and no additional actions or outreach had taken place.

Chair Winton charged the Ad Hoc Presidential Search Committee to recommend next steps to the full Board during its meeting on the morning of June 7, 2024. Trustee Young-Seigler said that she thinks it is very important to get faculty input on the search. Chair Winton said this is one of the things the ad hoc committee will consider in developing the terms and conditions of the search.

## **VIII. ADJOURNMENT**

Trustee Williams moved to adjourn, with the motion seconded by Trustee Qualls. A roll call vote was taken, with Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Williams, Winton, and Young-Seigler voting in favor of the motion. The motion carried by roll call vote. The meeting was adjourned at 7:03 p.m. (Central).

**Meeting of the Tennessee State University Board of Trustees  
Finance Committee  
May 29, 2024  
Tennessee State University – Electronic (via Zoom)**

**MINUTES**

**Committee Members Present:** Dwayne Tucker (Committee Chair), Jeffery Norfleet, and Charles Traugher. Other Board members present: Kevin Williams, Marquita Qualls, Artenzia Young-Seigler, Terica Smith, Trevia Chatman, Dakasha Winton, and Terica Smith

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Douglas Allen, Vice President of Business and Finance; Will Radford, Assistant Vice President of University Design & Construction; Dr. Curtis Johnson, Vice President of Administration; Dr. Robbie Melton, Interim Provost and Vice President of Academic Affairs; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Greg Robinson, Chief of Police; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; LoLita Toney, Executive Director of Development

**Others Present:** Leah Louallen, Kristyn Ogletree, and Peter Abernathy of the Tennessee Higher Education Commission

**I. CALL TO ORDER**

Committee chair Tucker called the meeting to order at 4:00 p.m. on May 29, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Tucker welcomed the attendees, including representatives from the Tennessee Higher Education Commission, TSU administrators, and other members of the Board of Trustees.

Trustee Tucker made certain findings on the record regarding the necessity for conducting the day's meeting by electronic participation without a physical quorum present. Trustee Tucker stated that the committee was scheduled to take up important matters, which required timely action by the committee, including, but not limited to, a Tennessee Higher Education Commission/Tennessee Student Assistance Corporation program review and funding update, a discussion about the Deferred Maintenance Plan and a discussion about the FY 24-25 budget discussion. Trustee Tucker moved that the committee find that participation by a quorum of the board members by electronic means of communication was necessary. The motion was seconded by Trustee Traugher. Trustees Tucker, Norfleet, and Traugher voted in favor of the motion, and the motion carried.

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

Trustee Tucker next conducted the roll call. Trustee Tucker asked the committee members to state if any of the committee members could not hear or speak with each other. He further 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.

Board Secretary Pendleton called the roll at the committee chair's request. The following committee members were present during roll call: Trustees Tucker, Norfleet, and Traugher. Board Secretary Pendleton announced the presence of a quorum.

#### **IV. THEC/TSAC PROGRAM REVIEW AND FUNDING UPDATE**

The first item on the agenda was a THEC/TSAC program review and funding update. Trustee Tucker stated that he had asked participants to prepare an executive summary and timeline for the committee in advance of the meeting.

Vice President Allen provided the program review and funding update. VP Allen noted that there were 24 deficiencies in a compliance review conducted by the Tennessee Student Assistance Corporation (TSAC) when it reviewed a random sample of student records of the institution's financial aid recipients for the 2022-2023 academic year. Upon receiving the compliance report TSU administration and staff created a task force to address the deficiencies. The first meeting of the task force was held on October 11, 2023, and continued to meet internally and externally with TSAC officials. VP Allen reviewed a timeline of meetings and activities conducted by TSU.

VP Allen reviewed the TSAC Executive Summary and Compliance Review Timeline, as contained in the Board materials for the May 29, 2024, meeting. As of May 29, 2024, TSAC has cleared 16/24 deficiencies, and 2/24 items are under review by TSAC. TSU has received feedback from TSAC for 6 other items. Documentation was submitted to TSAC on May 23, 2024, for certain items.

VP Allen discussed Item Nos. 7, 17, and 24. Item No.7 was in process. For Item No. 7, IT is compiling a report that will be submitted to THEC for its review and feedback. Item No. 17 is an ongoing item.

VP Allen discussed issues the University encountered in its software, that it has hired a Banner/Ellucian consultant to assist it with its Banner system, and to make necessary corrections in that system. VP Allen said that June 15, 2024, is the date they hope to close items out. There are some items that will continue. Such as Coursework Program of Student (CPOS) verification and Item No. 24 related to the maintenance of accounts.

VP Allen stated that THEC and TSU have been working hard on this matter, and he views this as a collaborative approach. TSAC is releasing funds as they become certified. TSAC also provided an engagement letter. They will be onsite in July 2024. They will also be onsite next week. TSU welcomes them on campus and has provided TSAC full access to its systems.

Trustee Tucker asked about VP Allen's confidence in completing the outstanding 9 items by the middle of June. VP Allen thinks they will be substantially completed by mid-June but will notify the Board if he thinks they will not be completed in time.

Trustee Tucker asked what other resources are needed to get these items completed in a timely manner. VP Allen explained that additional training for internal staff is on the horizon. He stated that the process is time consuming and there are some complexities to it.

Dr. Glover gave some additional information regarding the University's response and process.

Trustee Norfleet asked about what process or steps are being taken to be proactive with respect to CPOS. VP Allen stated that they are not making short-term changes. There are changes being made to make sure that the issues do not happen again. The University is fixing items as they encounter them.

Trustee Traugher asked about the current financial impact of this matter if not corrected by June 15, 2024. VP Allen said that if every student is certified, it is equal to about \$10 million operating dollars on an annual basis. The financial impact could range between \$7,500-\$8,000 in loss revenues per student. There is more than one source of funding tied to this. This does have a financial implication, but TSU's goal is to get every student properly certified.

Trustee Williams inquired about whether a "root cause analysis" has been done to assess this problem and will prevent these mistakes. VP Allen said that the root cause was identified by TSAC. There are numerous teams that came together on a task force to address these items. He further stated that the controls, policies, and procedures have been put in place to address the findings in the report and make sure that this does not happen again.

Trustee Tucker next invited THEC to provide any additional information to the committee. He asked whether the items identified have been remediated. Leah Louallen, Director of Compliance with THEC, shared a presentation on the Tennessee Student Assistance Corporation. Kristyn Ogletree, Senior Compliance Officer, and Peter Abernathy, Chief of Student Aid and Compliance, from THEC were also present.

Ms. Louallen gave a presentation on TSAC's program review and TSU's status. She said that 100 schools across the state are under review. On July 1, 2022, the methodology for how reviews are conducted changed. The sample size was increased. Her team ensures that each student receives the right funding at the right time. Every third academic year, 1/3 of the 100 schools receive a program review that lasts about 1 week. After they conduct reviews, follow-up meetings are conducted to review discrepancies with the institution. The institution has 30 days to remedy discrepancies.

At the close of the review, July 10-13, 2023, TSAC was on campus at TSU and determined it would be necessary to come back another week and expand the sample of students. That was done on the week of July 24-28, 2023. The discoveries were shared with TSU on October 11, 2023. This included 24 discrepancies, including 2 observations, 8 warnings and 14 findings. All of the attendees were given a full report. TSU requested an extension to the 30-day deadline to respond. An extension was granted to TSU to December 10, 2023. TSU's response was received on December 20, 2023. On January 12, 2024, TSAC responded to TSU. On February 9, 2024, TSAC started sending weekly emails to TSU to give them status updates on each item. On February 29,

2024, TSAC created a spreadsheet with all 24 findings that tells TSU what TSU needs to do to complete each item.

On May 7, 2024, TSAC and TSU entered into a MOU to allow TSAC to work directly on campus to address issues at a foundational level. Her slides show the warning and outstanding findings with high level information on what is needed to complete each item.

Ms. Louallen explained that for state financial aid programs, schools must complete a certification process in their data system. It is essentially an invoice that tells TSAC what students are enrolled at TSU and what specific award amounts for what specific programs they will be requesting. TSAC must have the invoice to know how much money to request. On May 22, 2024, THEC Executive Director Dr. Steven Gentile authorized the release of grant and scholarship payments in the amount of about \$1.1 million. Since May 22, 2024, only \$2,152.00 in Dual Enrollment Grant funds have been certified. TSAC anticipates that TSU will request approximately \$5,723,999 in additional funds based on awards offered to students in its Banner system. They do not expect this number to rise significantly. Certifications must be submitted by TSU by June 15, 2024, in order to receive payment. TSAC will be on campus with TSU next week.

Trustee Tucker asked about the certification amount. Ms. Louallen stated that from what they can see, they expected \$6.8 million to be certified. Trustee Tucker asked about Ms. Louallen's degree of confidence about the items being resolved by June 15, 2024. She said that two items are more complex and will take work beyond June 15. Some items have small work remaining. The Coursework for Program of Study is one of the two more complex items. The final finding (Item No. 24) dealing with account balances will be the most difficult item to correct.

Trustee Norfleet asked how many MOUs are needed to help a campus to resolve findings. Ms. Louallen said that since they changed their methodology in 2022, TSAC hired two people to help. They have been at one other campus and entered into an MOU with that school. TSAC is here to help. They have only had one other school experience this.

Trustee Traughber asked about the matters that are resolved, what is THEC's confidence that these items have been resolved. Ms. Louallen said they will know if the items are fixed permanently in July when they review 23-24 academic year. They can report back to the committee at that time.

Trustee Traughber asked Dr. Glover and VP Allen about the processes that have been put in place to make sure that this does not happen again. VP Allen explained that they are documenting where issues have taken place as an ongoing process. He said that this takes time; there may be some items that are repeated. He feels comfortable that they are putting procedures in place to address these matters. Dr. Glover added that this audit is a good thing for the University and will make the University better. It will help to make sure that there are standing approaches. Dr. Glover mentioned that TSU was the first university to go through THEC's more rigorous review process. She said that TSU is testing and retesting its policies to make sure there are no repeat errors.

Trustee Tucker took questions from other trustees attending.

Chair Winton asked what will happen in 2024 and the upcoming semester if the findings are not addressed, noting that the additional \$5.7 million was for 2023. Ms. Louallen explained \$1.1 million in funds will be released regardless of program review status. This was communicated in a letter from Mr. Gentile to Dr. Glover. The additional \$5 plus million funds will continue to be held, including 2024 funds, until there is resolution of all 24 items. She hopes that their work on campus will help TSU move the needle on the outstanding items. They will have very good view of this after their next on-campus meeting with the entire team in July.

A discussion took place about efforts moving forward.

Trustee Chatman asked what the potential financial implications can be for 2024 if funds are withheld. Ms. Louallen did not have a dollar amount. She noted that the 2024-2025 FAFSA process has been very interesting at every institution due to drastic changes at the federal level. They have loaded new student FAFSAs and communicated eligible students to institutions, but the number will fluctuate. By the July meeting, they may be closer to knowing what the dollar amount will be.

VP Allen stated that he thinks TSU can recognize more funds if all students are certified. A discussion took place regarding the amount of funds that they should be estimating and budgeting around.

Trustee Young-Seigler asked when the next review will be with the same standards. Ms. Louallen explained that the review is typically done every 3 years, but for institutions that that have some additional discoveries, TSAC may decide to go back and do an annual review. This will be their review in July. They will do an annual review. Depending on the discoveries in the July review concerning the 2023-2024 academic year, they will determine whether it's necessary to come back the following July. This will be determined based on what is discovered during the review. It depends on the depth of issues identified.

Trustee Tucker asked about where money is coming from while we are waiting for funding to come through from TSAC. VP Allen stated that no student has been harmed in this process. Operational funds have been used to cover expenses while these funds are held up, with the expectation that the operational funds would be reimbursed. In 2022-2023, there was close to \$10 million received. Auxiliary funds were pulled to satisfy the University's current obligations.

## **V. DEFERRED MAINTENANCE UPDATE AND DISCUSSION**

Trustee Tucker asked Will Radford, Assistant Vice President of University Design & Construction, to present on the next agenda item, an update and discussion on Deferred Maintenance.

Mr. Radford provided a presentation to the committee. He shared a timeline of actions associated with the State Strategic Funds \$250 million. He reviewed items that were previously approved by the SBC— one for the Master Plan and one for the Davis Humanities and Boswell Hall buildings. Between April and November 2023, four additional projects were approved by the SBC. In April



2024, the TBR and THEC met with TSU to discuss the Deferred Maintenance portion of the Master Plan. TSU developed a plan focusing on deferred maintenance and infrastructure needs.

TSU worked with Woolpert, a consultant, that went through TSU's buildings and put together a comprehensive assessment report. The cost estimate was based on national prices, not local prices; however, the plans went forward. Mr. Radford discussed the scope of the assessment. A sample of all buildings on campus (28 of 69 buildings) were assessed. Mr. Radford showed how TSU is using this data dynamically.

Fabien Jolivette, Assistant Director of Planning and Design, shared information on TSU's State of Facilities. Mr. Jolivette shared that there are 5 replacement candidates and several buildings that are in poor condition. He reviewed TSU's current and future Deferred Maintenance projections.

Mr. Radford discussed the State Strategic Deferred Maintenance Plan. He reviewed projects approved by the SBC and under contract, Deferred Maintenance Projects for submissions to the SBC, and projects proposed for submission to the SBC. He reviewed proposals for the Queen Washington Building, Tom Jackson Industrial Arts Building, Robert E. Clay Education building, Humphries Hall, the Brown-Daniel Library, and Janie Elliot Hall.

Mr. Radford next discussed proposed projects and considerations, such as the Electrical Masterplan; utility tunnel, metering and power plan upgrades; enrollment and space analysis; campus migration implementation; and demolition and removal implementation.

A discussion took place regarding the Master Plan approval, the Deferred Maintenance plan, and next steps moving forward. Chair Winton raised her concern about not moving forward with the Deferred Maintenance Plan and spending the \$250 million in state allocated funding. Mr. Radford discussed SBC meetings and timeframes.

Trustee Norfleet said that he would like status updates to be provided to the Board to let the Board know where the University is in the process of projects. Mr. Radford said that this information will be provided for active projects. Trustee Norfleet asked whether the Master Plan was ready to be submitted to the Board for approval at its June 2024 meeting. Mr. Radford said that he would recommend its approval from a short-term perspective, and the Board can determine at a later date whether it wants to have a long-term plan.

Additional discussion took place regarding the University's path forward. Trustee Tucker mentioned his desire to simplify the approval process to make the process quicker. He hopes they will have more clarity around the process for the June Board meetings.

## **VI. BUDGET DISCUSSION**

Trustee Tucker invited VP Allen to present the next agenda item, a discussion regarding the University's budget.

VP Allen discussed the University's process and what drives key revenues and expenditures. Tuition and fees account for 48.61% of total revenues. The numbers he referred to were based on

the Board approving a 5.5% tuition and mandatory fees increase. He said that 22.5% is food service, bookstore, and housing revenues. All other revenue fees equal 4.58% of the University's revenues.

VP Allen said that for FY 23-24, revenue generated is \$291 per credit hour, and with the proposed increase, the University would receive \$307 per credit hour. VP Allen referred the committee members to tuition fees data from the past five years, located in the Board materials.

He discussed a proposed 5.5% tuition and mandatory fees increase. He stated that other institutions have also gone to the maximum end of the scale [recommended by THEC]. He said that TSU has trended lower than its sister institutions in past years but is staying in line with other institutions this year. TSU is still the most affordable public institution in the state.

VP Allen reviewed the Summary of Unrestricted Current Funds Available and Applied document in the meeting materials. He reviewed the types of revenues and expenditures. The State does not provide funding for auxiliary expenses, such as housing, the bookstore, and food service.

VP Allen said that when looking at tuition and fees, he reviews the Estimated Budget as a baseline. We had \$99.2 million in the Estimated Budget. He is proposing \$105-\$106 million for tuition and maintenance, with a 5.5% increase for tuition and mandatory fees.

VP Allen reviewed various line items in the budget and what each entailed. He said that under Revenues, State Appropriations increased a bit, and the number included our performance funding model. The State provided additional resources for a 3% pool for salary increases, directly out of the Governor's budget. State Appropriations come in every month. The largest portion of our fees come in during September and February.

Trustee Qualls asked about performance metrics, which Dr. Glover described to include degree completion and retention rates. VP Allen stated that if performance improves, the appropriation could go up. Further discussion took place regarding performance metrics and budgeting. Trustee Tucker asked about metrics for the Board to review. Dr. Melton provided information regarding retention rates. Dr. Glover said that COO Evans can provide, and does provide, enrollment data, and this would be provided to the Board.

Trustee Chatman said that she would like to see more financial information underlying the budget. VP Allen stated that he provides the summary and that the budget is over 300 pages long and includes line-by-line information. He said that he can provide line-by-line item details. Trustee Chatman also asked to see financials. VP Allen stated the FY 23 financials will not be put out until the audit is completed; the audited financial statements are on the University's website. Trustee Chatman said that she would like to see a balance sheet or other information showing the financial stability of the institution and what is driving information about what the institution should charge. She wants to see cash on hand, cash flow to the institutions, assets, etc. Trustee Tucker agreed that he would like to see the balance sheet and to see the impact on the business. Trustee Chatman said she wants full financial information to make better decision-making. VP Allen said that he has this information and has no problem sharing it. Trustee Tucker said that this was a very reasonable request. He said that one of the purposes of the day's meeting was to

determine what information the trustees want to see at their June Board meeting to approve the budget.

Chair Winton asked whether we are utilizing any FAFSA consultants. VP Allen said that we are utilizing those consultants, who are offered through the Department of Education.

Chair Winton stressed that the new Board is asking for information in full context and in a timely manner, with time to review the information. Trustee Tucker stated that he was part of a 2-3 day delay in getting the information out because he wanted to make sure that the information was meeting the minimum expectations for the meeting. He said he did not expect a hold-up getting information out in the future. Trustee Chatman stated that she expected the information requested to already have been made available. She wants the Board to be a support to the University, but also wants complete transparency from the University so that the Board knows how to support the University. She hopes that trust will build. VP Allen said he is happy to comply with the requests made.

Trustee Trucker asked whether there were any other items or questions to be addressed. Chair Winton asked for additional information on tuition and fees before the meeting taking place the next week, including any additional documentation that shows how the University arrived at its position. VP Allen said that he would provide that information.

## **VII. ADJOURNMENT**

Trustee Tucker moved to adjourn the meeting, and the motion seconded by Trustee Traugber. The motion carried unanimously by roll call vote. The meeting was adjourned at 6:30 p.m.

**Tennessee State University Board of Trustees  
Audit Committee Meeting  
June 6, 2024  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Kevin Williams (Committee Chair), Marquita Qualls, Charles Traughber

**Board Members Present:** Trustees Trevia Chatman, Jeffery Norfleet, Terica Smith, Dwayne Tucker, Dakasha Winton (Board Chair), Artenzia Young-Seigler, Tyler Vazquez (Student Trustee)

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**I. CALL TO ORDER**

Trustee Williams called the meeting to order at 3:19 p.m. (CT) on June 6, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Williams welcomed meeting attendees.

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

Trustee Williams proceeded with the roll call vote. Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Williams, Qualls and Traughber were present. Secretary Pendleton announced the presence of a quorum.

**IV. APPROVAL OF AUDIT COMMITTEE CHARTER**

Trustee Williams asked President Glover to present information on this item, the approval of the Audit Committee Charter. President Glover asked Dr. Renée Forbes-Williams, the Director of Internal Audits, to present information pertaining to this item to the committee.

Dr. Forbes-Williams explained that pursuant to T.C.A. 4-35-103, the Audit Committee must develop an Audit Committee Charter, and the Board must approve the Audit Committee Charter. The charter sets forth the purpose, mission, and authority of the Audit Committee. Dr. Forbes-Williams reported that a copy of the proposed Audit Committee Charter was in the Board materials for the June 7, 2024, Board meeting.

Trustee Williams moved to recommend to the full Board the approval of the Audit Committee Charter in its entirety, as contained in the Board materials for the Board's June 7, 2024, meeting. Trustee Young-Seigler seconded the motion. Trustee Williams asked Secretary Pendelton to conduct a roll call vote on the motion. Trustees Williams, Qualls, and Traugher each voted in favor of the motion, which was approved.

## **V. ANNUAL REPORT ON THE AUDIT OFFICE'S AUDIT ACTIVITIES**

The next item on the agenda was the Annual Report on the Audit Office's Audit Activities. Dr. Forbes-Williams presented the report and directed the committee to page 42 of the Board materials. Dr. Forbes-Williams reviewed the annual report for the 2023-2024 fiscal year.

Dr. Forbes-Williams noted an audit of the National Collegiate Athletic Association Student Assistance Fund for the fiscal year ended June 30, 2023, resulted in no findings.

She further reported that a review of the Endowment for Educational Excellence at the Tennessee State University Foundation for the year ended June 30, 2021, resulted in no findings.

An audit of the President's expenses for the Fiscal Year Ended June 30, 2023, resulted in no findings.

For a Compilation of the Conflict-of-Interest Forms, reported dated February 13, 2024, there was a submission rate of 69.4% reported.

An Internal Audit finding follow-up with the Department of Human, in a report dated February 19, 2024, showed that 10% were not in compliance with Form I-9, 64% was non-compliant in terms of employee performance evaluations for non-faculty personnel, and a confidential pre-employment screening item was deemed confidential under state law.

A Quality Assessment Review-Internal, report dated May 20, 2024, two items were partially conformed, and others generally conformed. More information would be provided later in the Board notes.

Dr. Forbes-Williams further reported that there was a follow-up to a Tennessee Division of State Audit 2022 Single Audit.

Also, a state audit on Hotline Allegations Investigations showed a total of 13 allegations were received from the state. Four claims were found to be without merit, 7 were closed, and 2 remain open.

The Department of Internal Audit conducted 4 university internal investigations. An additional one was submitted, Dr. Forbes-Williams reported. She stated that they closed 5 and have 3 open.

Trustee Qualls asked about the Compilation of the Conflict-of-Interest Forms and whether there is an update on the number. Dr. Forbes-Williams said that this is something that is done once and year. There has been an increase, based on that number, because there have been 14 for this past year.

Trustee Traugher asked about item 8, the Hotline Allegations Investigations. He wanted to know the covered period and how many cases are typical. Dr. Forbes-Williams said that the prior auditor said she had about 1 per year. Trustee Tucker asked about whether more details would be provided to the committee as to each hotline allegation. Dr. Forbes-Williams said that these are discussed more fully in the executive session.

Next, a discussion took place regarding the Conflict-of-Interest forms. Trustee Young-Seigler asked about increasing the compliance rate and steps that will be taken to address this. Dr. Forbes-Williams said that this was a matter discussed at-length by the prior Board. She discussed her desire to automate the system. Quotes have been received from 3 vendors. One vendor quoted \$40,000 to install plus about \$20,000 annually. There was a discussion about available systems, evaluating systems that we currently have to see whether they can provide the desired functionality and/or that our systems will work together. Trustee Young-Seigler asked about what other universities do (best practices) and what they use to ensure compliance. Dr. Forbes-Williams stated that the key is to automate systems.

Secretary Pendleton mentioned a newly established Risk Management Committee. He said that one of the items that the committee is working on is to examine a number of systems to see what they are capable of performing, such as conflict-of-interest forms and performance evaluations, to make sure that people are aware of available systems, and to make sure that people are held accountable for failures to comply. Trustee Qualls asked who was on the committee. Secretary Pendleton said that several vice presidents are on the committee, including Dr. Forbes-Williams, Dr. Doug Allen, General Jason Evans, Dr. Curtis Johnson, Cynthia Howell, and himself. The first meeting occurred about 2 weeks ago. President Glover discussed some ideas that were discussed to ensure greater compliance.

Trustee Young-Seigler stated that she would like us to look at what systems we have in place before purchasing additional systems. Dr. Forbes-Williams said that Ms. Howell has been researching this issue, and they have been working on it for quite a few months.

## **VI. REPORT ON INTERNAL AND EXTERNAL ITEMS**

The next item on the agenda was a Report on Internal and External Audit Items. Dr. Forbes-Williams presented information on this agenda item. She stated that five audits have been completed since the last report. She reviewed information provided beginning at page 45 of the Board materials.

Dr. Forbes-Williams reported that there were no audit findings with respect to the EEE audit report released on March 28, 2024.

For the TSU Financial Audit for Year Ended June 30, 2022, audit, a Corrective Action Plan was submitted and revised. A Report of Action is due September 27, 2024.

The 2023 TSU Single Audit Report noted six audit findings. A Corrective Action Plan was submitted on April 29, 2024. A Report of Action is due September 27, 2024.

The TSU Forensic Audit by the State of Tennessee Comptroller was completed March 27, 2024. There was no finding of fraud or malfeasance. There were 56 observations and 60 recommendations made. President Glover added that this audit was done to determine whether there was any fraud or malfeasance, and nothing was found. She wanted this to be part of the record.

Dr. Forbes-Williams said that the TSAC Audit was discussed during the Finance Committee meeting on May 29, 2024.

## **VII. DISCUSSION OF THE AUDIT OFFICE'S INTERNAL QUALITY ASSESSEMENT**

The next item on the agenda was the Discussion of the Audit Office's Internal Quality Assessment Review. Dr. Forbes-Williams provided information on this item at President Glover's direction.

Dr. Forbes-Williams stated that the purpose of this report was for the Audit Office to conduct a self-assessment and determine whether internal audit activities conform to international standards. A report was submitted to Dr. Glover and Committee Chair Williams on May 22, 2024. The assessment indicated that the office generally conforms to the International Standards for the Professional Practice of internal Auditing Standards and the Code of Ethics. The report was included in the Board materials, beginning at page 66. The process requires a third party to audit the Audit Office's findings. Dr. Forbes-Williams stated that this audit is running behind schedule and cited staffing issues in her office.

Trustee Chatman asked about staffing and capacity issues. President Glover noted changes in staffing and corrective measure that have been taken to date.

Trustee Traugher asked about whether past issues have been addressed and corrective action plans. President Glover said issues that the University was told about last year have been corrected for the most part. She noted unfairness in the auditing process with respect to TSU. Trustee Williams stated that he wants a comprehensive review of audits and to make sure that the correct processes are in place to get the University to a place of greatness.

Trustee Qualls asked what needs to be done to get TSU back on schedule with respect to its audits. Dr. Forbes-Williams said that is up to the State. President Glover said she thinks it will take the members of the Audit Committee to reach out to the Comptroller or a committee to get back on schedule. She said we are ready. She said other schools have started and are almost done.

Trustee Tucker talked about the need to repair relationships. President Glover said the chair of the Finance Committee or Audit Committee or of the Board of Trustees should have that conversation at a different level. Trustee Tucker said he would volunteer to do so.

Trustee Qualls asked about staffing. Dr. Forbes-Williams said we need a senior auditor. She discussed a lack of qualified candidates that meet the University's needs. Meharry has three senior auditors and is looking for two more. Trustee Chatman would like to make hiring in this department a top priority. Chair Winton discussed her desire to figure out how to address reoccurring findings and repair relationships. Further discussion took place regarding next steps.

Trustee Young-Seigler asked what resources she would like to have. Dr. Forbes-Williams said more staff is needed. She said she will continue to network and post the positions and recruit. Trustee Chatman asked about internal recruitment support. Trustee Williams said he would like to put together a process for what is needed and come back to the Board.

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

Dr. Forbes-Williams presented information for the next agenda item. She referred the committee to page 77 of the Board materials and reviewed upcoming internal and external audits and projected timelines for each.

### **IX. APPROVAL OF THE FISCAL YEAR 2024-2025 AUDIT PLAN**

Trustee Williams introduced the next item on the agenda, the approval of the Fiscal Year 2024 – 2025 Audit Plan. Dr. Forbes-Williams presented information pertaining to this item. She directed the committee to page 82 of the Board materials and reviewed the audit plan. Items in red must be completed.

Trustee Traughber asked about internal investigations, and a discussion took place regarding this.

Trustee Traughber moved to recommend to the full Board the approval of the Fiscal Year 2024 – 2025 Audit Plan. Trustee Qualls seconded the motion. A voice vote was taken, and the motion passed unanimously.

### **X. EXECUTIV SESSION – DISCUSSION OF ITEMS DEEMED CONFIDENTIAL UNDER STATE LAW**

Trustee Traughber moved for the Audit committee to go into Executive Session to discuss items deemed confidential under State law. Trustee Qualls seconded the motion, which carried unanimously by voice vote. The committee then transitioned into the Executive Session.

### **XI. ADJOURNMENT**

The meeting was adjourned at 4:45 p.m.



**Tennessee State University Board of Trustees  
Ad Hoc Presidential Search Committee Meeting  
June 6, 2024  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Marquita Qualls (Committee Chair), Terica Smith, and Dakasha Winton

**Board Members Present:** Trustees Trevia Chatman, Jeffery Norfleet, Charles Traugher, Dwayne Tucker, Kevin Williams, Artenzia Young-Seigler

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**Others Present:** Maria Thompson, John Garland, and Amy Bonsiero of Academic Search

**I. CALL TO ORDER**

Trustee Qualls called the meeting to order at 1:02 p.m. (CT) on June 6, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Qualls thanked the meeting attendees, including Maria Thompson, John Garland, and Amy Bonsiero of Academic Search, who were attending the meeting virtually. She also thanked those members of the Board who were present at the meeting.

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

Trustee Qualls proceeded with the roll call vote. Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Qualls, Smith, and Winton were present. Secretary Pendleton announced the presence of a quorum.

**IV. REPORT ON STATUS OF PRESIDENTIAL SEARCH COMMITTEE**

Trustee Qualls presented a written statement on the presidential search process. She recognized

Dr. Glenda Glover's tenure as president and commitment to TSU. Trustee Qualls explained that following Dr. Glover's retirement, this would be the first time in the institution's history that the independent governing body would select a president.

She summarized the presidential search process to date, which included the selection of three finalist candidates. The search process was stalled due to the legislative actions of the General Assembly. The search was eventually paused until a strategy to move forward was undertaken by the newly appointment Board. Trustee Qualls thanked the three candidates.

Trustee Qualls recommended ending the current search and initiating a new search process effective immediately. She said it would be a step to ensure that the new Board was exploring all potential candidates comprehensively. She also recommended the appointment of an interim president to begin serving July 1, 2024, to oversee University operations during the transitional period. A new search would begin during the summer of 2024, and a permanent president would be named before the end of the spring 2025 semester, with an official start date of July 1, 2025.

Trustee Qualls opened the floor up to the Committee for discussion. Trustee Winton thanked Trustee Qualls for her leadership and efforts to make this process transparent and that all factors are taken into account as they continue in this process.

Trustee Winton moved to approve Trustee Qualls' recommendations. Trustee Smith seconded the motion.

Trustee Qualls asked other Board members for any comments. A discussion took place.

Trustee Qualls asked Secretary Pendleton to proceed with a vote on the motion to recommend to the full Board the Presidential Search Committee's recommendations to end the current search, initiate a new search process effective immediately, to appoint an interim president to begin serving July 1, 2024, to oversee University operations during the transitional period, and to name a permanent president before the end of the spring 2025. A voice vote was taken, with the majority of the Committee voting in favor of the motion. No objections or abstentions were noted. The motion carried.

## **V. ADJOURNMENT**

Trustee Qualls asked if there was any additional business. There was none. Chair Winton moved to adjourn the meeting, and the motion was seconded by Trustee Smith. A voice vote was taken, and the motion carried unanimously. The meeting was adjourned at 1:15 p.m.

**Tennessee State University Board of Trustees  
Student and Academic Affairs Committee Meeting  
June 6, 2024  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Jeffery Norfleet (Committee Chair), Terica Smith, and Artenzia Young-Seigler

**Board Members Present:** Trustees Trevia Chatman, Marquita Qualls, Charles Traughber, Dwayne Tucker, Kevin Williams, Dakasha Winton (Board Chair), Tyler Vazquez (Student Trustee)

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**I. CALL TO ORDER**

Trustee Norfleet called the meeting to order at 1:16 p.m. (CT) on June 6, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Norfleet welcomed meeting attendees.

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

Trustee Norfleet proceeded with the roll call vote. Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Norfleet, Smith, and Young Seigler were present. Secretary Pendleton announced the presence of a quorum.

**IV. APPROVAL OF 2024-2025 TENURE AND PROMOTION RECOMMENDATIONS**

Trustee Norfleet announced the next agenda item as an approval of tenure and promotion recommendation for the 2024-2025 academic year. Trustee Norfleet asked Dr. Glover or her designee to provide pertinent information related to this agenda item. President Glover designated Dr. Cheryl Seay, TSU's Associate Vice President for Academic Affairs, to provide pertinent

information related to this agenda item. The materials for this agenda item were contained in the Board materials for June 7, 2024.

Dr. Seay presented the lists of individuals recommended for tenure and promotion. Dr. Seay reviewed the policy for tenure recommendation. Dr. Seay requested the approval of the award of tenure for 16 faculty members, as recommended by the President, with a proposed implementation date of August 2024.

Trustee Norfleet moved to recommend to the full Board the approval of academic year 2024-2025 tenure and promotion recommendations, as contained in the Board materials for the June 7, 2024, Board meeting. Trustee Young-Seigler seconded the motion, and the motion carried unanimously by voice vote.

#### **V. APPROVAL OF NEW ACADEMIC PROGRAM – GRADUATE CERTIFICATE IN HIGHER EDUCATION**

Trustee Norfleet presented the next item on the agenda, the approval of a new academic program – a Graduate certificate in Higher Education. Trustee Norfleet asked President Glover or her designee to provide pertinent information related to this agenda item.

Dr. Seay, with the College of Education, requested approval of this new academic program. Details about the program were contained in the Board materials for June 7, 2024.

Seeing no discussion on this item, Trustee Norfleet moved to recommend to the full Board the approval of a new academic program, a Graduate Certificate in Higher Education. Trustee Young-Seigler seconded the motion, and the motion carried unanimously by voice vote.

#### **VI. NOTIFICATION OF NEW ACADEMIC PROGRAM APPROVALS BY THE TENNESSEE HIGHER EDUCATION COMMISSION (THEC) – PH.D. IN PUBLIC HEALTH PROGRAM AND M.S. IN BUSINESS DATA ANALYTICS PROGRAM**

Trustee Norfleet presented the next item on the agenda, the approval of new academic program approvals by the Tennessee Higher Education Commission (THEC) for the Ph.D. in the Public Health program and the M.S. in Business Data Analytics program. Details about the programs were contained in the Board materials for June 7, 2024.

Dr. Seay reported that on May 16, 2024, THEC approved the Doctor of Philosophy in Public Health and Master of Science in Business Data Analytics. The SACSCOC must now approve the implementation of these new programs as the academic programs modification are considered a substantive change under the SACSCOC Substantive Change Policy.

Norfleet asked Dr. Seay to provide them with information regarding the percentage of full-time faculty that is tenured.

#### **VII. REPORT ON SACSCOC ACCREDITATION MATTERS – FIFTH-YEAR INTERIM REPORT**

Trustee Norfleet announced the next agenda item, a report on SACSCOC Accreditation Matters-Fifth-Year Interim Report. Dr. Seay presented this report at Dr. Glover's request. Dr. Seay stated that on from October 2023 to February 2024, SACSCOC audit team conducted a readiness audit. Dr. Seay reported that periodic readiness audit reports had been provided to Dr. Glover. In March 2026, the Fifth-Year Interim Report and QEP Impact Report will be submitted.

Trustee Young-Seigler asked whether TSU is in good standing with SACSCOC. Dr. Seay said that we are in good standing with no findings with SACSCOC. Further discussion took place regarding SACSCOC compliance and readiness. Dr. Seay said that there is work being done and we are well positioned to submit a report that is compliant for 2026. Dr. Glover added that TSU has a consultant that assists it and is in contact with the Provost.

### **VIII. ACADEMIC AFFAIRS REPORT**

Trustee Norfleet announced the next agenda item as the Academic Affairs Report. Information regarding this agenda item was included in the Board materials dated June 7, 2024. Trustee Norfleet asked President Glover or her designee to provide pertinent information related to this agenda item. Dr. Johnnie Smith from Academic Affairs to make the report.

Dr. Smith directed the Committee to the report contained in the Board materials, which detailed improvements, goals, accomplishments, and challenges overcome in Academic Affairs. She also shared the Academic Affairs calendar for the upcoming year. Dr. Smith shared that the AI For All Summit was taking place on campus and invited Board members to come to the summit.

A discussion took place regarding how the academic calendar is developed.

Trustee Norfleet asked about interim dean positions opened within the department. Dr. Glover shared the decision to wait for the new president to hire dean and certain other positions.

### **IX. ENROLLMENT UPDATE REPORT**

Trustee Norfleet announced the next agenda item, an Enrollment Update. Dr. Glover asked COO Jason Evans to provide a report on Enrollment. COO Evans directed the Committee to pages 176 and 177 of the Board materials for the June 7, 2024, Board meeting. COO Evans reviewed enrollment data, including year or year data, and provided pertinent updates to the Committee, such as delays with the Free Application for Federal Student Aid (FAFSA) process and student balances.

A discussion took place regarding changes to the FAFSA process and mitigating actions that the University has taken in response to FAFSA challenges this year, University software or hardware needs; retention rates, support/wrap-around services, enrollment strategies, and scholarship rates. Holds on student accounts were also discussed.

Other matters were also discussed, including transfer partnerships with community colleges, enrollment capacity, and branding.

Dr. Qualls asked whether the University has considered raising the standards so we have better academically prepared students, which should help with progressing students along. COO Evans directed her attention to p. 179 of the Board materials, which showed the average GPAs are up for FTF and Intent-to-Enroll students, although test scores are flat year over year. Dr. Glover said that it may be time to revisit standards.

Further discussion took place regarding enrollment, retention, and scholarship tiers.

## **X. INSTITUTIONAL MERIT SCHOLARSHIP UPDATE**

Trustee Norfleet announced the next agenda item, an Institutional Merit Scholarship update. COO Evans presented this update at Dr. Glover's request. COO Evans discussed scholarship tiers and directed the Committee to page 182 of the Board materials. He reviewed the current status of TSU. A discussion took place regarding merit scholarships, the redistribution of funds, and working with charter schools.

## **XI. STUDENT AFFAIRS REPORT**

Trustee Norfleet announced the next agenda item, the Student Affairs Report. Dean Frank Stevenson presented this report at Dr. Glover's request.

Dean Stevenson discussed the University Counseling Center. Two fully licensed counselors were hired. He talked about taking advantage of TSU's doctorate level students. He said that a new recordkeeping program was put in place. He discussed the challenging placement of the Counseling Center. They are close to receiving accreditation for their counseling space. Dean Stevenson discussed student mental health needs and continuing updates in this space.

Dean Stevenson discussed housing next. He talked about enrollment growth, the need to seek off-campus housing, and the need to increase student opportunity. He talked about graduate housing needs. A discussion took place regarding future housing needs.

Trustee Chatman asked about post-graduation employment data.

Trustee Young-Seigler congratulated Dean Stevenson for providing graduate housing for the first time and noted it will make a big difference for their programs. Further discussion took place regarding housing plans.

## **XII. ADJOURNMENT**

Trustee Norfleet asked if there was any additional business. There was none. Trustee Smith moved to adjourn the meeting, and the motion was seconded by Trustee Young-Seigler. A voice vote was taken, and the motion carried. The meeting was adjourned at 3:04 p.m.

**Tennessee State University Board of Trustees**  
**Finance Committee Meeting**  
**June 6, 2024**  
**Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Dwayne Tucker (Committee Chair), Jeffrey Norfleet, and Charles Traughber

**Board Members Present:** Trustees Trevia Chatman, Marquita Qualls, Terica Smith, Kevin Williams, Dakasha Winton (Board Chair), Artenzia Young-Seigler, Tyler Vazquez (Student Trustee)

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**I. CALL TO ORDER**

Trustee Tucker called the meeting to order at 6:08 p.m. (CT) on June 6, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Tucker welcomed meeting attendees.

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

Trustee Tucker proceeded with the roll call vote. Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Tucker, Norfleet, and Traughber were present. Secretary Pendleton announced the presence of a quorum.

**IV. APPROVAL OF FISCAL YEAR 2024-2025 TUITION AND MANDATORY FEE INCREASE**

Trustee Tucker introduced the next agenda item, the Approval of Fiscal Year 2024-2025 Tuition and Mandatory Fees Increase. Trustee Tucker asked VP Doug Allen to present information pertaining to this item. VP Allen directed the committee to page 88 of the Board materials. He

also referred members to Appendices A and B. Appendix B was a tuition and fee increase percentages sensitivity analysis. VP Allen proposed a 5.5% increase in tuition and mandatory fees. His numbers reflected that this would yield a \$5.1 million increase.

VP next directed committee members to Appendix A, a Tennessee Higher Education Commission report which showed Undergraduate Total Maintenance and Mandatory Fees. In 1985 and 1986, TSU was in the middle of tuition affordability in Tennessee, VP Allen stated. The University of Memphis has been the most expensive LGI historically since 1985-1986. Tennessee Tech was the most expensive in one year, but that dropped down in 2023-2024. VP Allen said that since 2005-2006, TSU has been the most affordable public higher education institution in Tennessee. He discussed keeping TSU affordable but also the need for operational expenditures.

A discussion took place regarding the proposed increase. Trustee Norfleet commented about negative perceptions of tuition increases.

Trustee Tucker asked VP Allen to speak to what a 5.5% increase would provide for students. VP Allen said the increase funds would allow the University to hire additional counselors and advisors. VP Allen also said that the University needs more funding to keep up with inflation. He further said that the funds would be used to assist with the cost of maintaining older buildings and overall operations. President Glover added that certain student activities and programs that are non-academic but provide additional services, supports, and experiences for students.

Trustee Qualls asked whether tuition and fees cover items outside of academic instruction. VP Allen said yes. He said that the State appropriates about .24 cents on the dollar, which cannot cover operating costs alone. VP Allen stated that 68% of the University's budget is for salaries and benefits, and the remainder is for operating expenses. VP Allen said that the University has cut as much as it can. The University may need to look at a reduction in staffing. President Glover said that cutting staff would be the last thing to be cut, but we have to continue to operate.

Trustee Chatman asked about student balance payments and the projected impact on current students. VP Allen said that 1,015 students have balance holds that equaled \$7.1 million. The average balance owed is \$7,005. VP Allen explained that some students have more financial need than others. Some students do not want to accept student loans. Some students have been told that student loans are a bad thing. VP Allen said the expectation that TSU should be paying for a student's education is a systemic problem. Trustee Chatman asked about the percentage of students who are not accepting loans. VP Allen said he can get this number, and the number is pretty substantial. Trustee Chatman discussed the impact of a tuition and fee increase on students who are already having trouble funding their education. VP Allen said that it hurts him to see students unable to complete their education due to financial reasons, but as the CFO, he has to look at the University as a whole. He said that students will often find ways to continue on with their education. Trustee Chatman asked about fundraising to meet financial gaps. VP Allen referred Trustee Chatman to Ms. LoLita Toney, who fundraises.

Chair Winton asked VP Allen about the nine criteria TSU used to arrive at the proposed 5.5% increase. She also asked about how the 5.5% increase is reflected in the financials and where the impact will be seen if the 5.5% increase is not approved. VP Allen directed the trustees to page



96 of the Board materials; the tuition and fees, if approved, are reflected in “Tuition and Fees” line item. Chair Winton asked for clarification on how the proposed increase would be used. VP Allen said that the amount is spread out across the budget. President Glover explained that the University went through several models to analyze the percentage increase. Chair Winton said that it is not clear to her how the University got to its decision. She wants additional information on the nine criteria evaluated, how the University got to its decision, and how the proposed increase is going to enhance the student experience moving forward. VP Allen said that the increase will benefit students through an increase in faculty, renovations to residence halls, and classroom equipment.

Trustee Chatman about the “Instruction” line item. VP Allen explained that “Education and General” covers faculty salaries, benefits, and operation costs as they related to instruction, such as accreditation costs and conferences. Trustee Chatman asked whether there would be an increase in faculty. VP Allen said there could be an increase in faculty or other costs associated with instruction.

Trustee Smith said that she thinks they need additional information before they can vote on this item. President Glover asked VP Allen to share the criteria the University considered in making this recommendation with the Board. Trustee Tucker announced that this item would be continued until the next day’s meeting to allow VP Allen time to send the requested information to the Board.

## **V. REPORT ON INSTITUTIONAL ADVANCEMENT**

Trustee Tucker decided to proceed with the Report on Institutional Advancement and reserve the other items for committee approval until the next day’s meeting.

LoLita Toney, Executive Director of Development, was asked to present the Report on Institutional Advancement. Ms. Toney said that for Fiscal Year 2024, the Office of Institutional Advancement has fundraised \$11,416,985. She announced that we are ahead of schedule for the year, in large part due to a planned gift from an alum. Year-end giving increased. Ms. Toney further reported that entities such as Boeing, Google, Fifth Third Bank, Well Point, and Apple are supporting TSU.

Ms. Toney further said that they have implemented a new daily gift log system. She advised the committee of other developments and processes in her office. She gave further updates to the committee, including advising them of ways that the University is growing its donor relationships.

Ms. Toney talked about increased engagement through contacts with new graduates, reunions, a “Top 30 Under 30” initiative, legacy recruitment, and meetings with alumni groups.

Ms. Toney said she would like to have more staff and to have a digital donor wall in Goodwill Manor. She would also like to renew subscriptions that her office uses. They would like to purchase fundraising software down the line.

A discussion took place regarding money received and the alumni giving rate. The alumni giving rate is down 19%. We had more gifts at year end. The amount received is tracking with the prior year. Ms. Toney said that her team is very new, since July of last year. Trustee Chatman asked

whether we've lost any corporate givers. Ms. Toney said that they have gained corporate givers, but the biggest difference in the amount reported is the Apple gift. Ms. Toney said people still want to support TSU.

## **VI. ADJOURNMENT**

Trustee Tucker announced his desire to adjourn the meeting for the evening and reconvene the next morning at 8:00 a.m. Trustee Traugher motioned to adjourn the Finance Committee meeting to 8:00 a.m. the next day, July 7, 2024. Trustee Norfleet seconded the motion. Trustees Traugher, Norfleet and Tucker voted in favor of the motion. The meeting was adjourned at 7:04 p.m.

**Tennessee State University Board of Trustees  
Finance Committee Meeting  
June 7, 2024 (continued from June 6, 2024)  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Dwayne Tucker (Committee Chair), Jeffrey Norfleet, and Charles Traughber

**Board Members Present:** Trustees Trevia Chatman, Marquita Qualls, Terica Smith, Kevin Williams, Dakasha Winton (Board Chair), Artenzia Young-Seigler, Tyler Vazquez (Student Trustee)

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Will Radford, Assistant Vice President of Planning, Design & Construction and Campus Operations; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**I. CALL TO ORDER**

Trustee Tucker requested a motion to resume the Finance Committee meeting from the prior day. Trustee Norfleet made the motion, which Trustee Traughber seconded. A roll call vote was taken. Trustees Norfleet, Traughber, and Tucker voted in favor of the motion. Trustee Traughber joined the meeting electronically for the first part of the meeting and joined the meeting in-person. The meeting was resumed at 8:08 a.m. (CT) on June 7, 2024.

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

Trustee Tucker proceeded with the roll call vote. Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Tucker, Norfleet, and Traughber were present. Secretary Pendleton announced the presence of a quorum.

No trustees attending the meeting virtually indicated that they could not hear or speak. Trustee Traughber indicated that a TSU employee was present with him from his location while he was enroute to the meeting location. He later joined the meeting in-person.

### **III. REPORT ON INSTITUTIONAL ADVANCEMENT**

Continuing with Ms. Toney's presentation on this agenda item, Trustee Tucker asked whether any trustees had additional questions for Ms. Toney. Seeing none, Trustee Tucker thanked Ms. Toney for her report.

### **IV. APPROVAL OF FISCAL YEAR 2024-2025 TUITION AND MANDATORY FEE INCREASE**

Trustee Tucker asked VP Allen to provide additional information to the Board regarding this continued agenda item. VP Allen directed the trustees to page 90 of the Board materials. He reviewed the eight factors the Board considers when setting tuition and mandatory fee increase: level of State support, total cost of attendance, efforts to mitigate the negative financial effect on students, THEC mandatory tuition and fee ranges, inflationary costs, tuition and fee levels at peer institutions and competing institutions, student demand, and other factors pertinent to the cost of the University's operations and programs of study.

VP Allen said the State support of the institution is the State appropriation, which is 24%. He reviewed tuition and fees costs if the 5.5% tuition and fee increase was approved. It would be \$27,113 for in-state, on-campus students. The efforts taken to mitigate negative financial effect on students included eliminating positions that had not been hired for within one year. The Cabinet looked at unnecessary contracts and determined which ones could be cut without negatively impacting students to reduce the budget. The THEC mandatory tuition and fee range was a range between 0%-5.5% for the year 2024-2025. Current inflation is 3.5% and was impacting the University. There is a \$1.9 million overall estimated budget increase just for inflation. VP Allen reviewed the proposed increases by other in-state LGIs. Austin Peay has proposed a 4.0% increase, ETSU has proposed a 3.8% increase, MTSU proposed 5.24%, TSU proposed a 5.5% increase, Tennessee Tech proposed a 5.05% increase, and the University of Memphis has proposed a 3.5% increase. VP Allen stated that TSU has been at the lowest end of college cost since 2005. Student demand included increased band scholarships and student support services. The cost of programs of study has increased, including new programs brought forward for approval by Academic Affairs. The faculty and staff salary pool has increased. The State has provided some funding toward this. Some faculty members are below market.

VP Allen further noted the significant expense of maintaining aging infrastructure.

Chair Winton thanked VP Allen for going through the factors so that the Board can think through the student experience and make sure that they have the best experience.

Trustee Tucker moved to recommend to the full Board the approval of the Fiscal Year 2024-2025 Tuition And Mandatory Fee Increase, as contained in the Board materials for the June 7, 2024, meeting. Trustee Norfleet seconded the motion. Trustee Tucker asked Secretary Pendleton to call the roll on the called question. Trustees Norfleet, Tucker, and Traugher voted in favor of the motion, and the motion passed.

## **V. APPROVAL OF FISCAL YEAR 2023-2024 ESTIMATED BUDGET**

Trustee Tucker announced the next item, the approval of the Fiscal Year 2023-2024 Estimated Budget. He asked VP Allen to provide highlights on this item. VP Allen said that a working meeting took place the prior week. He said the FY 23-24 Estimated Budget provides where we estimate we will be at the end of this fiscal year.

Trustee Tucker asked whether there were any questions on the FY 2023-2024 Estimated Budget. Seeing none, Trustee Tucker made a motion to approve the Fiscal Year 2023-2024 Estimated Budget. Trustee Norfleet seconded the motion. Trustee Tucker asked Secretary Pendleton to call the roll. Trustees Norfleet, Tucker, and Traugher voted in favor of the motion, and the motion passed.

## **VI. APPROVAL OF FISCAL YEAR 2024-2025 PROPOSED BUDGET**

Trustee Tucker announced the next item, the approval of the Fiscal Year 2024-2025 Proposed Budget. He asked VP Allen to provide pertinent information. VP Allen said that during their working meeting that morning, they went through the details of the FY 2024-2025 Proposed Budget. The major driver for the FY 24-25 budget was the request for the tuition and fees increase and the breakdown of the costs.

Trustee Tucker asked University management to find \$5-7 million in reduced operating costs to be implemented over the course of the year. He wants to see a plan to look to be more efficient and reduce expenses.

A discussion took place regarding enrollment numbers, budget impact, and how the University can reduce expenses. President Glover said that the University's target goal was to cut \$5 million. It is part-way there. They have looked at contracts and re-negotiated some contracts. She said that the University can go back and look for additional cost-savings.

Trustee Tucker asked whether there were any questions on the FY 2023-2024 Estimated Budget. Seeing none, Trustee Tucker made a motion to approve the Fiscal Year 2023-2024 Estimated Budget. Trustee Norfleet seconded the motion. Trustee Tucker asked Secretary Pendleton to call the roll. Trustees Norfleet, Tucker, and Traugher voted in favor of the motion, and the motion passed.

Trustee Traugher moved to recommend to the full Board the approval of the Fiscal Year 2024-2025 Proposed Budget. Trustee Norfleet seconded the motion. Secretary Pendleton took a voice vote. Trustees Norfleet, Tucker, and Traugher voted in favor of the motion, and the motion passed.

## **VII. DEFERRED MAINTENANCE PLAN UPDATE**

Trustee Tucker announced the next item, the Deferred Maintenance Plan Update. Trustee Tucker asked Will Radford, Assistant Vice President of Planning, Design & Construction and Campus Operations, to present information on this item. Mr. Radford directed the trustees to page 120 of

the Board materials. He reviewed the plan, rational and calendar for the Deferred Maintenance Update and Phasing Plan. He explained that “deferred maintenance” refers to major facility renewals and repairs that are delayed for budgetary reasons. Deferred maintenance includes components such as fire alarms, air conditioning, electrical, elevators, heating, plumbing, and roofing. The University’s present deferred maintenance backlog exceeds \$500M.

Mr. Radford said that he is proposing a comprehensive approach that models what is happening currently on campus. He walked the committee through several items in the Board materials, including the proposed plan, Year 3 (2024) projects, the Davis Humanities and Boswell Hall projects, the data informing the plan, and an example of documentation submitted to support project requests.

Trustee Tucker asked whether there have been any changes to the plan since Mr. Radford’s last presentation. He said that the fire alarm system has become more important. One of the buildings was removed and the fire alarm system need was moved forward. A further discussion took place regarding current projects. Trustee Tucker asked about how projects and progress to address some facilities issues have been communicated to the broader University community. Mr. Radford said that they do use campus communications, Board meetings help to disseminate information, and they do campus updates twice per year.

Chair Winton asked what Mr. Radford to talk about the make-up of his team and consulting firms with which his team works. Mr. Radford explained that he leads three divisions. For Planning, Design, and Construction, he has 2 permanent and 2 contract people for this department. They contract with consultants such as Moody Nolan, Bauer Askew, Kline Swinney, and I.C. Thomasson to provide support services and assist his team. Mr. Radford discussed his team’s high level of preparation and collaboration with others.

Chair Winton next asked about migration plans. Mr. Radford directed the trustees to page 120 of the Board materials. He discussed the migration plans, the electrical system, and the campus tunnel system.

Chair Winton asked about the Master Plan due in 2026 and preparation plans. Mr. Radford talked about determining what future planning needs to be done with academic spaces. Much of what they are doing takes into consideration what was done in previous master plans in preparation and anticipation of future needs, and not taking risks with things that could be changed in the new master plan. They have taken into account concerns by the SBC last year and made adjustments accordingly.

## **VIII. TSAC PROGRAM REVIEW UPDATE**

Trustee Tucker announced the next agenda item, the TSAC Program Review Update. VP Allen presented information for this item. He referred the trustees to page 135 of the Board materials. He spoke with TSAC the day before; they are going to clear items no. 11 (failure to verify HOPE Scholarship eligibility) and 15 (lack of enrollment monitoring). TSU had to send back some funds. That will clear 18 out of 24 items.

TSAC was on-campus. They are primarily focused on item no. 17, Coursework Program of Student (CPOS) verifications. Testing has been completed for item no. 24. We are working on implementation pieces based on TSAC's findings.

Trustee Traugher asked where we are with respect to the June 15, 2024, date by which TSAC said all items should be cleared. VP Allen said that all hands are on-deck, and the goal is to complete it next week. President Glover said that she has been in contact with Steven Gentile with THEC. They are still allowing TSU to receive payments. VP Allen said that TSAC will allow us to bill in July for the remaining 2022-2023 fiscal year. This will be a one-time exception for TSU. Other institutions have been given such an exception before, VP Allen said. COO Evans reported that 230 transcripts are still missing. Information has been sought.

Chair Winton asked how much has been certified. VP Allen said that nothing else has been certified at this time as they are waiting to get through June 15th.

## **IX. BUSINESS AND FINANCE UPDATE**

Trustee Tucker asked VP Allen to present information on the next item, the Business and Finance Update. VP Allen directed the trustees to page 138 of the Board materials, which was an unaudited Statement of Net Position.

Trustee Tucker said that he would like to have some parameters in place for Board-level approval levels, such as waiving student fees, the transfer of funds from reserves, and contracts over a certain, material threshold.

## **X. ADJOURNMENT**

Trustee Traugher moved to adjourn the meeting, and the motion was seconded by Trustee Norfleet. Secretary Pendleton took a voice vote on the motion. Trustees Norfleet, Tucker, and Traugher voted in favor of the motion, and the motion carried. The meeting was adjourned at 9:20 a.m.

**Tennessee State University Board of Trustees  
Government and Governmental Affairs Committee Meeting  
June 7, 2024  
Tennessee State University – Hankal Hall**

**MINUTES**

**Committee Members Present:** Trustees Trevia Chatman, Dakasha Winton, and Terica Smith (Committee Chair)

**Board Members Present:** Trustees Jeffery Norfleet, Marquita Qualls, Charles Traugher, Dwayne Tucker, Kevin Williams, Dakasha Winton (Board Chair), Artenzia Young-Seigler, Tyler Vazquez (Student Trustee)

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**I. CALL TO ORDER**

Trustee Smith called the meeting to order at 9:20 a.m. (CT) on June 7, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Smith welcomed meeting attendees.

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

Trustee Smith proceeded with the roll call vote. Board Secretary Pendleton called the roll at the Committee Chair's request. Trustees Smith, Chatman and Winton were present. Secretary Pendleton announced the presence of a quorum.

**IV. BOARD ORIENTATION – ASSOCIATION OF GOVERNING BOARDS  
PRESENTATION BY RICK LEGION**

Trustee Smith welcomed Rick Legion from the Association of Governing Boards, who made a presentation regarding TSU Governance.



Mr. Legion discussed committee responsibilities and priorities. He discussed Board committee responsibilities such as overseeing performance of committee members, gaining Board approval of responsibilities/expectations, self-assessment, and conducting a comprehensive orientation program for members.

Mr. Legion further discussed the need for a governance committee to identify governance best practices and to oversee issues such as conflicts-of-interest, as well as setting suggested criteria for prospective new board members. He discussed developing a slate of board officers.

Mr. Legion stated that the governing board should learn the business of higher education and challenges facing TSU. He discussed responsibilities in selecting, supporting, and holding accountable the University president. He discussed the need for the Board to commit to ensuring that institutional management is delegated to the president. The Board should establish a set of mutual expectations. He talked about the need for the board to understand academic quality and ensure students reach graduation. He said that the board must ensure the quality and success of students are as they need to be to be competitive. Boards should look at long-term issues and take a long view.

Mr. Legion further discussed the need to meet fiduciary standards. He talked about the high bar for fiduciary responsibility. He referenced fiduciary responsibilities as required by accreditation standards.

Mr. Legion also discussed habits of effective boards.

Mr. Legion next led a discussion with the Board. Trustee Tucker asked about insurance for board members. The group discussed assessments and the policy for assessing the president's performance and for the Board's own self-assessment. Mr. Legion suggested a self-assessment every 2-3 years. They also discussed the possibility of a Board retreat. He suggested having an external facilitator to help develop the agenda.

## **V. ADJOURNMENT**

Trustee Smith asked if there was any additional business. There was none. Trustee Winton moved to adjourn the meeting, and the motion was seconded by Trustee Chatman. Trustees Chatman, Winton, and Smith voted in favor of the motion, and the motion carried. The meeting was adjourned at 10:01 a.m.

**Meeting of the Tennessee State University Board of Trustees  
June 7, 2024  
Tennessee State University – Hankal Hall**

**MINUTES**

**Board Members Present:** Trustees Dakasha Winton (Chair), Charles Traughber (Vice Chair) Trevia Chatman, Jeffery Norfleet, Marquita Qualls (virtual), Terica Smith, Dwayne Tucker, Artenzia Young-Seigler.

**University Staff Present:** President Glenda Glover; Laurence Pendleton, General Counsel and Board Secretary; Cheryl Seay, Assistant Vice President for Academic Affairs and Global Online; Johnnie Smith, Assistant Vice President for Academic Support & Dual Enrollment; Dean Frank Stevenson, Assoc. Vice President of Student Affairs; Douglas Allen, Vice President of Business and Finance; Jason Evans, Chief Operating Officer; Dr. Curtis Johnson, Vice President of Administration; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Associate General Counsel; Director of Internal Audits, Renée Forbes-Williams; Greg Robinson, Chief of Police; Will Radford, Assistant Vice President of Planning, Design & Construction and Campus Operations; Dr. Mikki Allen, Director of Athletics; Dr. Quincy Quick, Associate Vice President for Research and Sponsored Programs; Dean Chandra Reddy, College of Agriculture; Stephen Shanklin; Interim Dean of the College of Business; LoLita Toney, Executive Director of Development

**I. CALL TO ORDER**

Chair Winton called the meeting to order at 10:17 a.m. on Friday, June 7, 2024.

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

Board Secretary Pendleton called the roll at Chair Winton’s request. Trustees Chatman, Norfleet, Qualls, Smith, Tucker, Traughber, and Winton Young-Seigler were present. Secretary Pendleton announced the presence of a quorum.

No trustees attending the meeting virtually indicated that they could not hear or speak to the other trustees or that others were in the location from which they were participating.

**III. ACTION ITEMS**

**A. APPROVAL OF APRIL 26, 2024, BOARD MEETING MINUTES**

Chair Winton announced the next agenda item, the approval of the April 26, 2024, Board meeting minutes, as contained in the Board materials for the June 7, 2025, Board meeting. There was no discussion on the minutes. Chair Winton moved for the Board to approve the meeting minutes. Trustee Young-Seigler seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

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

Chair Winton addressed the next item on the agenda, the appointment of the student trustee. She informed the Board that pursuant to the FOCUS Act, a Tennessee State University student shall serve as a non-voting student member of the Board. The Board shall appoint the non-voting student member to serve a term of one (1) year. At the April 26, 2024, Board meeting, the Board adopted the Student Trustee recommendation process for the Board's appointment of the Student Trustee for the 2024-2025 school year. President Glover recommended the appointment of Tyler Vazquez, a Dr. Levi Watkins, Jr. Scholar at TSU, as the Student Trustee.

Chair Winton made a motion to appoint Mr. Tyler Vazquez to serve a one-year term as Student Trustee on the TSU Board of Trustees. Trustee Norfleet seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

Student Trustee Vazquez thanked the Board, Mr. Pendleton, Dean Stevenson, the Office of Student Activities, and former Student Trustee Shaun Wimberly.

## **C. APPROVAL OF ADDITIONAL EXECUTIVE COMMITTEE MEETINGS**

Chair Winton proceeded with the appointment of the additional Executive Committee members. She stated that pursuant to the Board's Committees of the Board Policy, the Executive Committee is composed of the Chair and Vice Chair of the Board, and at least one other at-large voting member elected by the Board. The Chair of the Board is the chair of this committee. As Board Chair and Vice Chair, Trustees Winton and Traughber, respectively, are deemed members of the Executive Committee. To ensure compliance with Board policy, the Board must approve the additional Executive Committee members.

Chair Winton proposed the addition of Trustees Smith and Chatman to serve as Executive Committee members. Trustee Traughber moved to appoint Trustees Smith and Chatman to serve as Executive Committee members. Trustee Norfleet seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Winton and Young-Seigler voted in favor of the motion, which passed.

## **D. APPROVAL OF AUDIT COMMITTEE CHARTER**

Chair Winton asked Trustee Traughber to present the next agenda item, the approval of the Audit Committee charter. On behalf of the Audit Committee, Trustee Traughber moved to approve the Audit Committee Charter, as contained in the Board materials for the June 7, 2024, Board meeting materials. Trustee Smith seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

#### **E. APPROVAL OF BOARD AUDIT COMMITTEE**

Chair Winton stated that pursuant to state law, the Board must establish an Audit Committee, and pursuant to the Audit Committee Charter, the Board must approve the Audit Committee members and the Chair of the Audit Committee. She further stated that pursuant to the Committees of the Board Policy, the Board Chair appoints members of the Audit Committee, subject to Board approval, in accordance with the Audit Committee Charter. The Audit Committee members serve a two (2) year term. As Board Chair, she has appointed Trustees Williams, Qualls, and Traugher to serve a two-year term on the Audit Committee.

Trustee Smith moved to approve the appointment of Trustees Williams, Qualls, and Traugher to serve a two-year term on the Audit Committee. Trustee Qualls seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

#### **F. APPROVAL OF AUDIT COMMITTEE CHAIR**

Next, Chair Winton stated that, pursuant to the Committees of the Board Policy, the Board chair is to appoint the Audit Committee chair, subject to Board approval, in accordance with the Audit Committee Charter. Chair Winton appointed Trustee Williams to serve as Chair of the Audit Committee.

Trustee Traugher moved to approve the appointment of Trustee Williams as chair of the Audit Committee to serve a one-year term on the chair. Trustee Norfleet seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

#### **G. AUDIT COMMITTEE REPORT**

Trustee Traugher provided a report on behalf of the Audit Committee and Committee Chair Williams, who could not attend the meeting. Trustee Traugher informed the Board that the Audit Committee met to approve the Audit Committee Charter, discussed that Annual Report on the Audit Office's Audit Activities, received a report on Internal and External Audit Items, discussed the Audit Office's Internal Quality Assessment Review of Outstanding Audit Issues, approved the Fiscal Year 2024-2025 Audit Plan, and went into Executive Session to discuss items deemed confidential under State law.

Trustee Chatman made a motion for the full Board to approve the Fiscal Year 2024-2025 Audit Plan. Trustee Smith seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

#### **H. FINANCE COMMITTEE REPORT**

Chair Winton recognized Finance Committee Chair Tucker, who provided the Finance Committee Report. Trustee Tucker reported that the Finance Committee received reports on Institutional

Advancement, Deferred Maintenance, a TSAC Program Review update, and a Business and Finance update. There were three items that the Finance Committee recommended to the full Board for approval: the Fiscal Year 2024-2025 Tuition and Mandatory Fees Increase, the Fiscal Year 2023-2024 Estimated Budget, and the Fiscal Year 2024-2025 Proposed Budget.

Trustee Tucker made a motion for the full Board to approve the F Fiscal Year 2024-2025 Tuition and Mandatory Fees Increase. Chair Winton seconded the motion. Trustee Qualls asked about the rate of collection of tuition on student accounts. VP Allen said this is about 75%-80%. Secretary Pendleton took a roll call vote on the motion. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

Trustee Tucker made a motion for the full Board to approve the Fiscal Year 2023-2024 Estimated Budget. Trustee Smith seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

Trustee Tucker made a motion for the full Board to approve the Fiscal Year 2024-2025 Proposed Budget. Trustee Smith seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

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

Chair Winton recognized Trustee Norfleet, Chair of the Student and Academic Affairs Committee. Trustee Norfleet provided a Student Academic Affairs Committee Report. He reported that the Committee met to act on two items and receive reports on six items. The committee received notification of new academic program approvals by the Tennessee Higher Education Commission – the Ph.D. in Public Health Program and M.S. in Business Data Analytics Program. It also received reports on SACSCOC accreditation matters, including the Fifth-Year Interim Report, Academic Affairs Report, Enrollment Update, Institutional Merit Scholarship Update, and a Student Affairs Report.

The committee voted on two action items. First, the committee voted to approve the 2024-2025 Tenure and Promotion Recommendations. Trustee Norfleet voted to recommend to the full Board the approval of the 2024-2025 Tenure and Promotion Recommendations. Chair Winton seconded the motion. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

Next, the committee voted to recommend to the full Board the approval of a new academic program, a graduate certificate in Higher Education, as contained in the June 7, 2024, Board materials. Trustee Norfleet moved to approve the new academic program, a graduate certificate in Higher Education. Trustee Young-Seigler seconded the motion. Secretary Pendleton to take a roll call vote. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

## **J. GOVERNANCE AND GOVERNMENTAL AFFAIRS COMMITTEE REPORT**

Chair Winton recognized Trustee Smith, Governance and Governmental Affairs Committee chair, to provide a committee report. She reported that the committee met and received a presentation by Rick Legion of the Association of Governing Boards regarding the clarifying committee responsibilities and priorities. This was informational training, and there was no further action by the committee.

## **K. AD HOC PRESIDENTIAL SEARCH COMMITTEE REPORT**

Chair Winton recognized Trustee Qualls, chair of the Ad Hoc Presidential Search Committee, to provide a committee report. Trustee Qualls reported recommendations made by the committee to the Board, which include to appoint an interim president by July 1, 2024, initiate a new search with Academic Search and end the current search effective immediately upon adoption by the Board. Trustee Qualls sought a motion to approve these recommendations by the Ad Hoc Presidential Search Committee. Chair Winton made the motion, which was seconded by Trustee Traugher. Secretary Pendleton to take a roll call vote. Secretary Pendleton took a roll call vote. Trustees Chatman, Norfleet, Qualls, Smith, Traugher, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed.

## **IV. REPORT ON TSU ATHLETICS**

Chair Winton asked President Glover and Athletic Director Mikki Allen to provide the Report on TSU Athletics. AD Allen reported on academic and athletic success in Spring 2024. A third-year coach, Genee McRath, who led Softball to a third-place finish in OVC competition and reached the quarter finals in the OVC championship. TSU Women's Tennis advanced to the second round in the OVC tournament. In Women's Golf, a student athlete was named to the All-OVC Women's Golf Team. AD Allen reported on several other accomplishments by TSU teams and student athletes.

Athletics recognized 25 former players in a Tennessee State Sports Hall of Fame event.

For academics, there were 44 graduates in the Spring class. There were 60 graduates for the year. There were 9 graduate level students from the spring graduating class. They expect more graduates with the Transfer Portal.

Candice Dupree was hired as the new Women's Basketball coach. She played for Dawn Staley. She is a player development coach and worked under Gregg Popovich with the San Antonio Spurs.

Duanté Abercrombie was hired as the new Hockey team coach. They anticipate being a Division I Independent program by the fall of 2025. This will be contingent on TSU's ability to recruit high-level athletes and fundraising.

AD Allen continued to discuss planned events, such as the John Merritt Classic, and some events planned with Nashville Public Schools, and a Home and Home Series that will be played with

Howard. They will play Howard for homecoming in 2025 and are trying to set up games with other HBCUs.

AD Allen responded to questions regarding Hockey. Trustee Tucker asked AD Allen how Athletics was doing in terms of balancing its budget. AD Allen said that across the country, most schools in our conferences are subsidized. He said that they do corporate fundraising. AD Allen said his desire is to have revenue generating facilities, such as our own campus stadium and the resurfaced Ed Temple track. AD Allen said that we are operating in the red, like every school in our conference.

Trustee Qualls asked about NIL opportunities for our students. AD Allen said that we have an NIL policy and student athletes that benefit from NIL. We have a third-party collective that assists with this. Athletics tracks this information. They also provide support mechanisms and education for athletes on NIL. There were 15 of the Men's Basketball, eight Football, and three volleyball athletes who benefitted from NIL deals. Trustee Qualls also asked about APR rankings. AD Allen provided some data on this and said that we are trending in the right direction. Athletics does work with Academic Affairs and provides resources, such as tutoring, to its athletes. AD Allen talked about the need for better housing for its athletes and facilities need updating.

## **V. REPORT ON RESEARCH AND SPONSORED PROGRAMS**

Chair Winton recognized President Glover and Dr. Quincy Quick to provide information on the next agenda item, a Report on Research and Sponsored Programs. Dr. Quick shared that TSU has had a historic run in its research funding. This year, the University is at \$86,156,000 in research funding. In a year-over-year comparison, the number of grants increased in 2024 over 2023. There was reduction in the number of grant submissions in 2024 (192) and 2023 (199). 2024 highlights include a \$4.6 million grant to Dr. Emmanuel Omandi to study a hemp project and climate change. Dr. Quick received a \$4.9 million grant to establish a Center for Biomedical Sciences. Dr. Amir Shirkhodaie \$1.9 million from the Office of Naval Research.

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

President Glover was asked by Chair Winton to present the President's Report. President Glover reported that TSU has been intentional about competitive salaries. Dr. Glover spoke about alumni. TSU remains competitive and in line with the top HBCUs. Dr. Glover talked about TSU's raised profile and relationships with the White House, Vice President Kamala Harris, Michelle Obama, and alum Oprah Winfrey.

President Glover next discussed people, programs, and progress at the University. She talked about students, faculty, staff, alumni, and the community. TSU is recruiting and retaining students. There is a focus on recruiting more in-state students. TSU continues to recruit top faculty and staff. TSU has increased alumni engagement.

Undergraduate education remains competitive. There has been significant growth at graduate level, President Glover said. She shared that TSU offers continuing education and workforce training, customized to assist companies that come here. Online learning is experiencing growth.

President Glover gave a timeline of TSU accomplishments. She became the eighth president of TSU in November 2012. President Glover talked about various events, partnerships, and milestones over the years.

President Glover discussed challenges the University has faced, such as challenges in managing growth in enrollments, managing student account balances, and the underfunding of the University. President Glover also discussed some of the benefits of TSU and times that TSU receive media coverage and accolades.

Finally, President Glover discussed the development of a transition plan for the next president. President Glover thanked everyone and expressed her great love for her alma mater, TSU.

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

Chair Winton asked whether there was any additional business. No additional business was raised.

## **VIII. ADJOURNMENT**

Chair Winton asked if there was a motion to adjourn. Trustee Tucker moved to adjourn the meeting, and the motion was seconded by Trustee Traughber. Secretary Pendleton to take a roll call vote. Secretary Pendleton took a roll call vote on the motion. Trustees Chatman, Norfleet, Qualls, Smith, Traughber, Tucker, Winton, and Young-Seigler voted in favor of the motion, which passed. The meeting was adjourned at 11:44 a.m.



**Tennessee State University Board of Trustees  
Special Called Meeting  
June 26, 2024  
Tennessee State University – Electronic (via Zoom)**

**MINUTES**

**Board Members Present:** Trustees Trevia Chatman, Jeffery Norfleet, Marquita Qualls, Terica Smith, Charles Traughber, Dakasha Winton (Chair), Artenzia Young-Seigler, Tyler Vazquez (Student Trustee)

**University Staff Present:** Laurence Pendleton, General Counsel and Board Secretary

**I. CALL TO ORDER**

Trustee Winton called the meeting to order at 7:00 p.m. (CT) on June 26, 2024.

**II. WELCOME AND INTRODUCTIONS**

Trustee Winton thanked those in attendance. Trustee Winton took a moment to acknowledge President Glover, whose tenure with the University was concluding.

Chair Winton moved to make certain findings on the record regarding the necessity for conducting the meeting electronically without a physical quorum present due to travel schedules of the Board members, importance of the matters to be discussed, and the need to take action on these matters in an expeditious fashion. She noted there was important action to be conducted by the Board, including receiving an update on the status of TSU's Interim President appointment; nominating and appointing a TSU Interim President; and delegating authority to the Board Chair to execute agreements governing the appointment and employment of the Interim President. Participation without the physical presence of a quorum by the Board was necessary to address these important items. Trustee Smith seconded, and the motion carried by roll call vote, with Trustees Winton, Chatman, Norfleet, Qualls, Smith, Traughber, and Young-Seigler voting in favor of it.

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

Chair Winton proceeded with the roll call vote. She instructed the Trustees to state if they could not hear or speak to the other Trustees when their name was called for roll and to identify any individuals who were present in the location from which the Trustees were participating.

Board Secretary Pendleton called the roll at the Chair's request. Trustees Winton, Chatman, Norfleet, Qualls, Smith, Traughber, Young-Seigler, and Vazquez were present. Secretary Pendleton announced the presence of a quorum.

No Trustees indicated that they could not hear or speak to the other Trustees or identified others present in their participation location.

#### **IV. UPDATE ON STATUS OF TSU INTERIM PRESIDENT APPOINTMENT AND NOMINATION AND APPOINTMENT OF TSU INTERIM PRESIDENT**

Chair Winton combined the next two items on the agenda, the update on the status of the TSU interim president appointment and the nomination and appointment of a TSU interim president.

On June 7, 2024, the Board approved the recommendation from the ad hoc Presidential Search Committee to end the presidential search, appoint an interim president by July 1, 2024, and to commence a new search during the summer of 2024 to appoint a permanent president by July 1, 2025. The Board followed Board Policy No. 04, section III(A)(3) regarding the appointment of an interim president. Chair Winton announced that the Board heard feedback from stakeholders and enlisted the services of The Registry, which provided six confidential candidates for the consideration of the ad hoc Presidential Search Committee. The ad hoc committee conducted interviews and selected a candidate, Dr. Ronald Johnson, to hold an informational session with the full Board. Chair Winton reviewed Dr. Johnson's qualifications and experience.

Chair Winton recommended to the full Board the appointment of Dr. Ronald Johnson to serve as the Interim President effective July 1, 2024. She opened up the floor for discussion. There was no further discussion.

Trustee Smith made a motion to appoint Dr. Ronald Johnson to serve as the Interim President effective July 1, 2024. The motion was seconded by Trustee Qualls. A roll call vote was taken by Secretary Pendleton, with Trustees Winton, Chatman, Norfleet, Qualls, Smith, Traughber, and Young-Seigler voting in favor of the motion. The motion carried.

#### **V. DELEGATION OF AUTHORITY TO BOARD CHAIR TO EXECUTE AGREEMENTS GOVERNING THE APPOINTMENT AND EMPLOYMENT OF THE INTERIM PRESIDENT**

In order to effectuate the hiring of Dr. Ronald Johnson, Chair Winton sought a delegation of authority to execute agreements governing the appointment and employment of the interim president. Trustee Chatman moved to delegate authority to Chair Winton to execute agreements governing the appointment and employment of the interim president. The motion was seconded by Trustee Norfleet. A roll call vote was taken by Secretary Pendleton, with Trustees Winton, Chatman, Norfleet, Qualls, Smith, Traughber, and Young-Seigler voting in favor of the motion. The motion carried.

#### **VI. OTHER BUSINESS OR UPDATES**

Chair Winton announced the retention of Ed Stanton and the firm Butler Snow and the firm Alvarez and Marsal to assist with a comprehensive review of the University. She stated that it was imperative for the Board to determine where the University is to move the University forward.

#### **VII. ADJOURNMENT**

Chair Winton asked if there was any additional business. Seeing none, Trustee Chatman moved to adjourn the meeting, and the motion was seconded by Trustee Smith. The motion carried unanimously by roll call vote. The meeting was adjourned at 7:14 p.m.

**Tennessee State University  
Board of Trustees**

**Approval of TSU Board  
of Trustees 2025  
Calendar Year Meeting  
Schedule**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2024

ITEM: Approval of the TSU Board of Trustees 2024 Meeting Calendar

RECOMMENDED ACTION: Approval

PRESENTED BY: Board Chair, Dakasha Winton

**Background/Facts:** Pursuant to State law and the Board Bylaws, the Board is required to hold, at a minimum, quarterly Board meetings.

The following dates are presented as the proposed Calendar Year 2025 Board of Trustees meeting schedule:

March 13 and 14, 2025  
June 12 and 13, 2025  
September 18 and 19, 2025  
November 20 and 21, 2025

**MOTION:** To approve the TSU Board of Trustees 2025 meeting dates, as contained in the Board materials for the September 20, 2024, meeting.

**Tennessee State University  
Board of Trustees**



**Approval of Appointment  
of Audit Committee  
Member**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2024

ITEM: Approval of Appointment of Audit Committee Member

RECOMMENDED ACTION: Approval

PRESENTED BY: Board Chair, Trustee Dakasha Winton

**Background/Facts:** Pursuant to state law, the Board must establish an Audit Committee, and pursuant to the Audit Committee Charter, the Board must approve the Audit Committee members and the Chair of the Audit Committee.

Pursuant to the Board's Committees of the Board Policy, the Board Chair selects the Audit Committee members, subject to Board approval, in accordance with the Audit Committee Charter. The Audit Committee members serve a two (2) year term.

Board Chair Winton has appointed Trustee Dimeta Smith Knight to serve a two-year term on the Audit Committee, subject to Board approval.

**MOTION:** To approve Trustee Dimeta Smith Knight to serve on the Audit Committee.

**Tennessee State University  
Board of Trustees**

**Approval of Appointment  
of Audit Committee  
Chair**





TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 20, 2024

ITEM: Approval of Appointment of Audit Committee Chair

RECOMMENDED ACTION: Approval

PRESENTED BY: Board Chair, Trustee Dakasha Winton

**Background/Facts:** Pursuant to state law, the Board must establish an Audit Committee, and pursuant to the Audit Committee Charter, the Board must approve the Audit Committee members and the Chair of the Audit Committee.

Pursuant to the Board's Committees of the Board Policy, the Board Chair selects the Audit Committee Chair, subject to Board approval, in accordance with the Audit Committee Charter.

The Audit Committee Chair serves a one-year term as chair.

Board Chair Winton has named Trustee Dimeta Smith Knight to serve as Chair of the Audit Committee. To ensure compliance with state law and the Board Audit Committee Charter, the Board must approve the Chair of the Audit Committee.

**MOTION:** To approve Trustee Dimeta Smith Knight to serve a one-year term as Chair of the Audit Committee.

**Tennessee State University  
Board of Trustees**



**Report on TSU's  
Financial Condition**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 20, 2024

ITEM: Report on TSU's Financial Condition

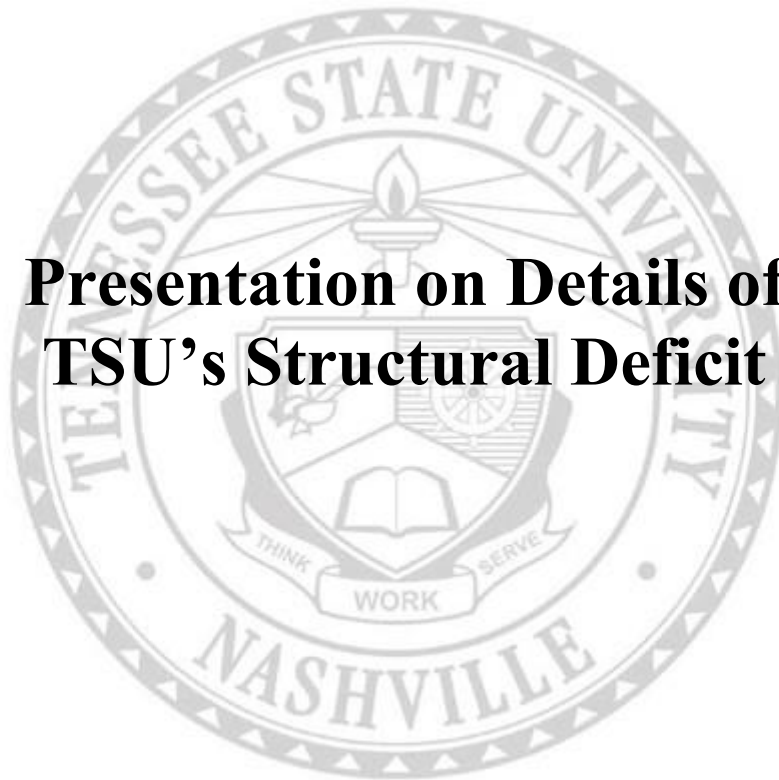
RECOMMENDED ACTION: None

PRESENTED BY: Dr. Ronald Johnson, Interim President

**Background/Facts:** The President and/or designees will report on matters related to this agenda item.

**Tennessee State University  
Board of Trustees**

**Presentation on Details of  
TSU's Structural Deficit**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 20, 2024

ITEM: Presentation on Details of TSU's Structural Deficit

RECOMMENDED ACTION: None

PRESENTED BY: Alvarez and Marsal

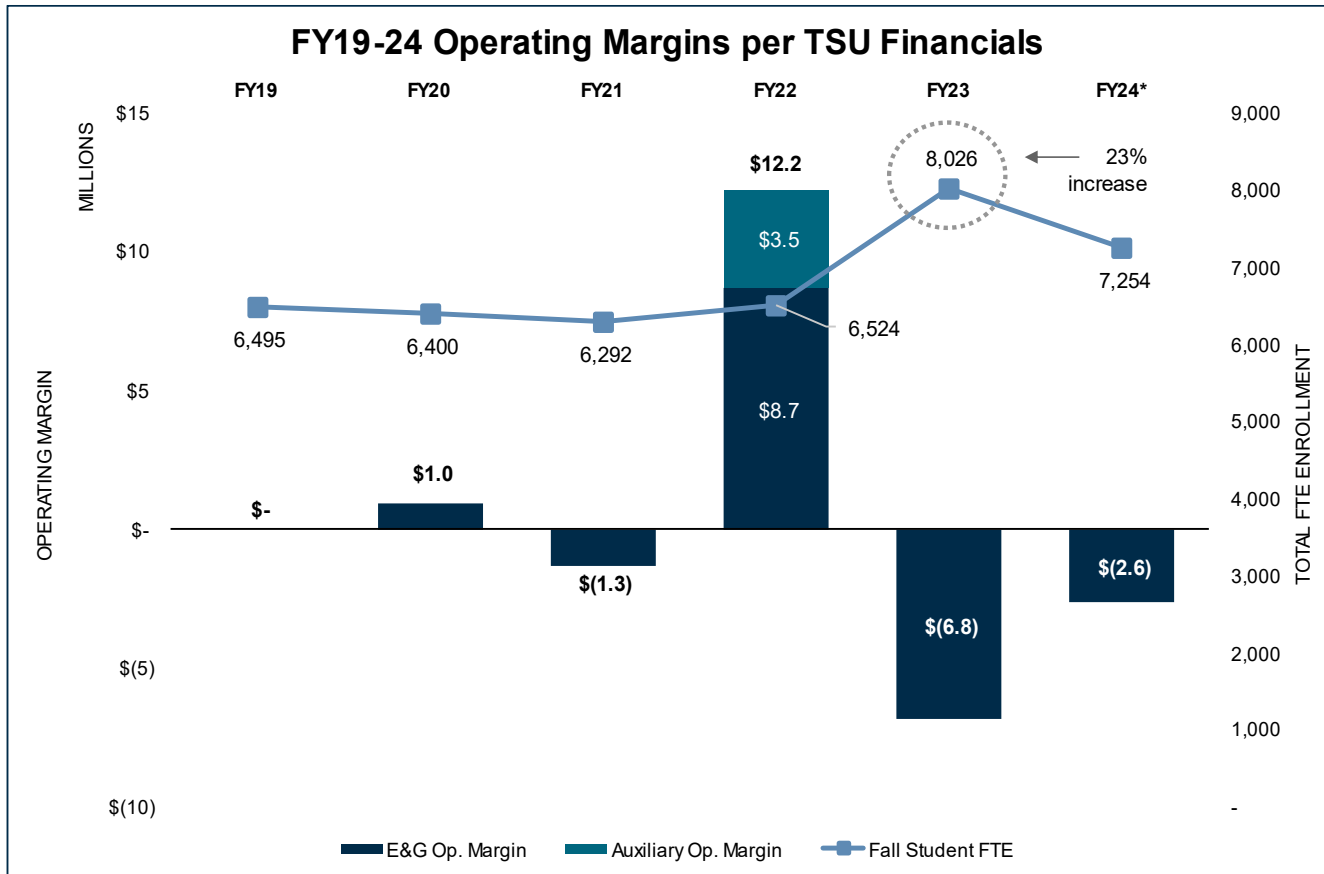
**Background/Facts:** The Alvarez and Marsal firm will provide a presentation for this agenda item. The materials associated with this agenda item are included in the Board materials document.

# **ROADMAP TO TSU'S CURRENT FINANCIAL SITUATION**

**Note:** This presentation includes preliminary analyses that are still under review and may be subject to further refinement. The information provided is based on data and insights available up to September 10, 2024.

# FY19-24 Enrollments & Operating Margins

TSU has experienced major enrollment and financial swings in the wake of COVID-19.



\*Note – FY24 reflects spring updated projection (75% year complete); not audited financials

## Enrollment Trends

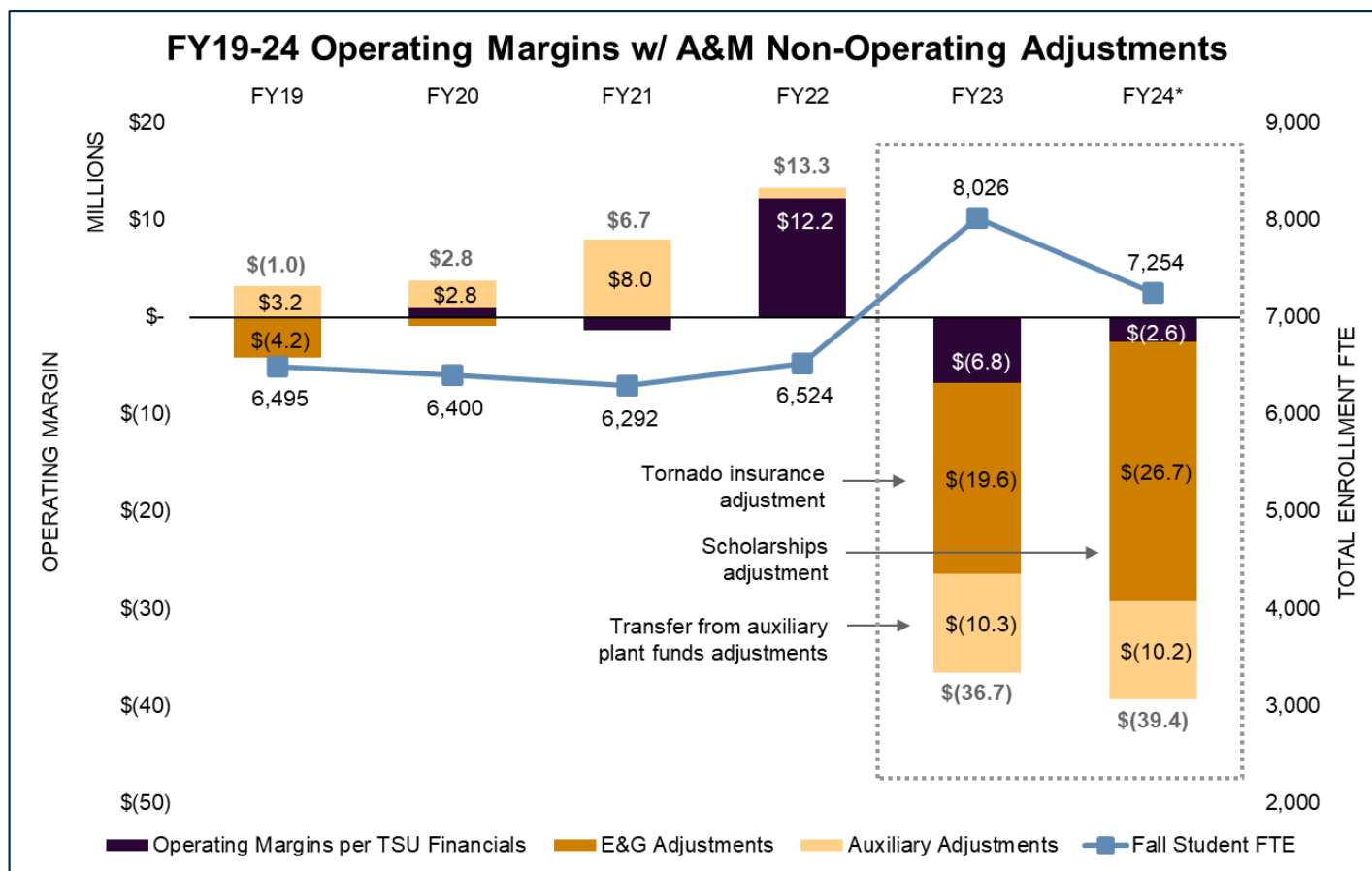
- Pre-FY23: Relatively stable enrollments, even after onset of COVID-19
- FY23+: Enrollment spike in Fall '22 followed by an immediate enrollment decline

## Financial Trends

- Pre-FY22: Relatively break-even margins before and during the onset of COVID-19
- FY22: E&G operating surplus that aligns with timing of peak HEERF funds
- Post-FY22: Operating deficits that appear to align with the timing of TSU's enrollment spike

# FY19-24 Operating Margins with Non-Operating Adjustments

Adjusting operating margins in TSU financials to remove non-operating impacts shows a more alarming recent financial trend.



\*Note – FY24 reflects spring updated projection (75% year complete); not audited financials

## Areas of Adjustment

- **Positive Adjustments:** Backing out transfers to plant funds that overstate operating expenses
- **Negative Adjustments:** Backing out transfers from plant funds & material non-operating income that overstate operating revenues

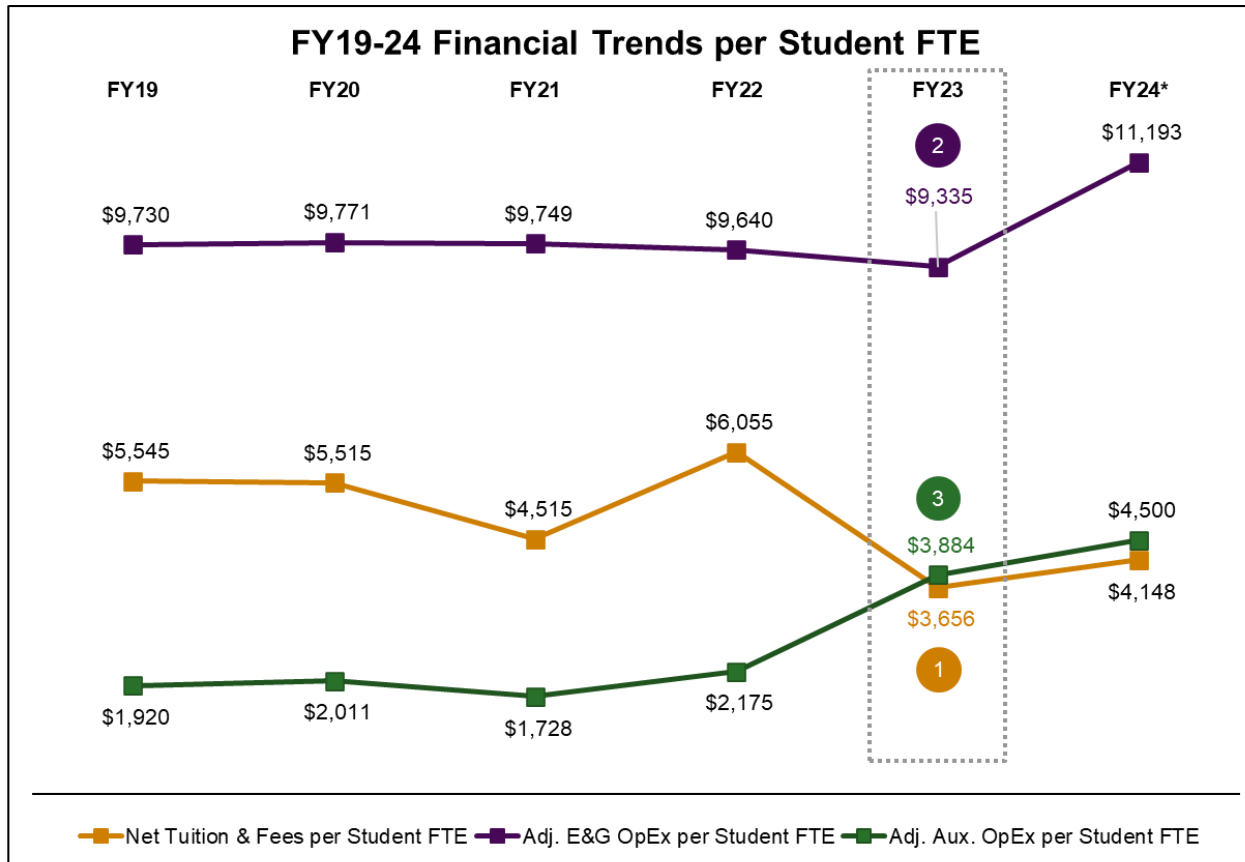
## Impact on Operating Margins

- **Pre-FY22:** More material operating surpluses, mostly driven by auxiliary operating adjustments.
- **Post-FY22:** Significant operating deficits (> 15%), driven by both E&G and auxiliary operating adjustments.



# Underlying Contributors

Recent operating margins are a result of trends related to 1) net tuition & fees revenues, 2) E&G operating costs, and 3) auxiliary operating costs



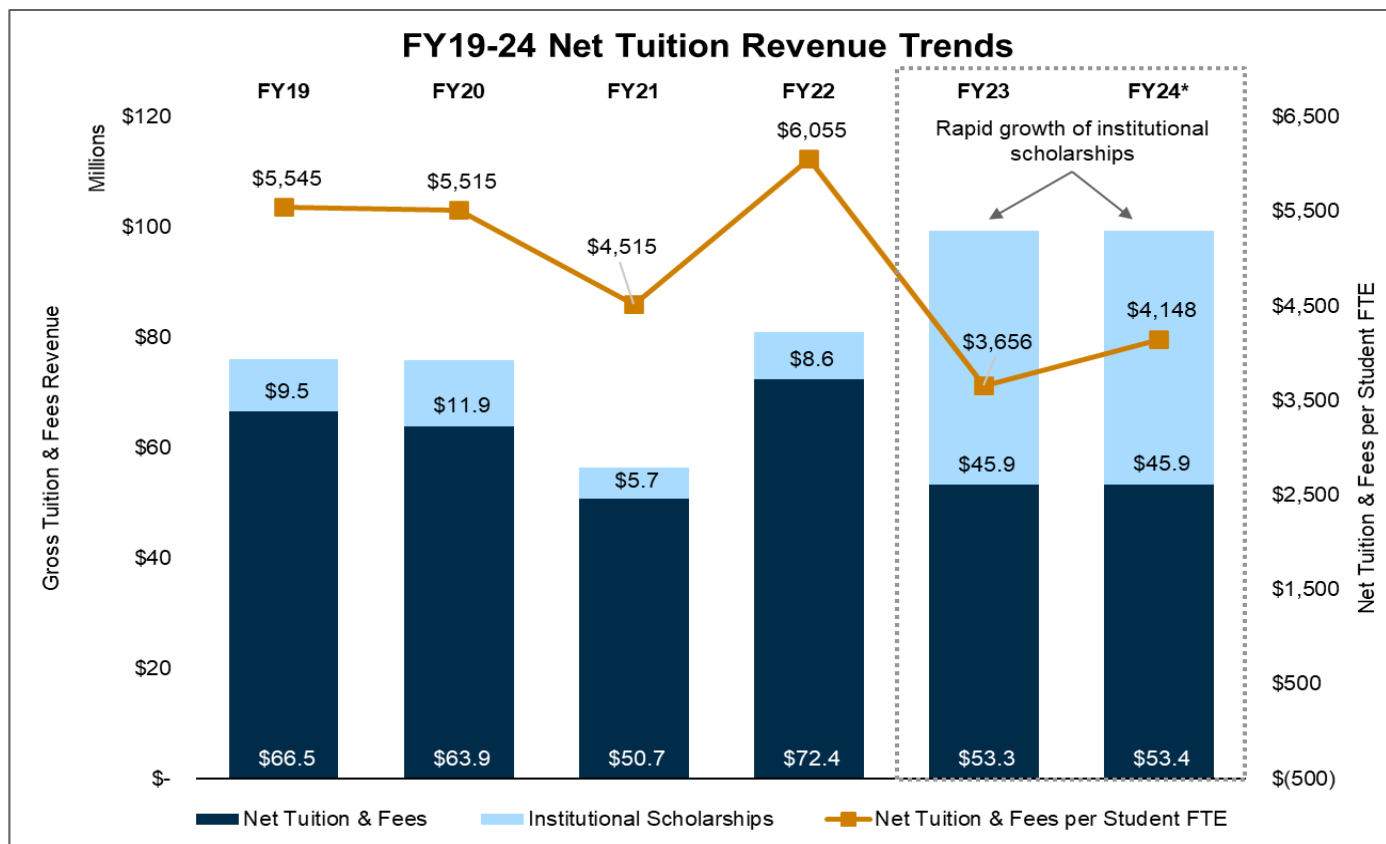
\*Note – FY24 reflects spring updated projection (75% year complete); not audited financials

## Simultaneous Trends During FY23 Enrollment Spike:

1. Net tuition & fees per student FTE **declined** due to rapid growth in institutional scholarship expenses.
2. E&G expenses per student FTE remained **relatively consistent**, reflecting reasonable expense growth to serve a suddenly larger student population.
3. Auxiliary operating expenses per student FTE **grew**, reflecting unusually high expense growth, even factoring in enrollment growth.

# Contributor 1: Scholarships Impact on Net Tuition & Fees Revenue

Despite the spike in enrollment in FY23, net tuition & fees revenue declined due to increased spend on institutional scholarships



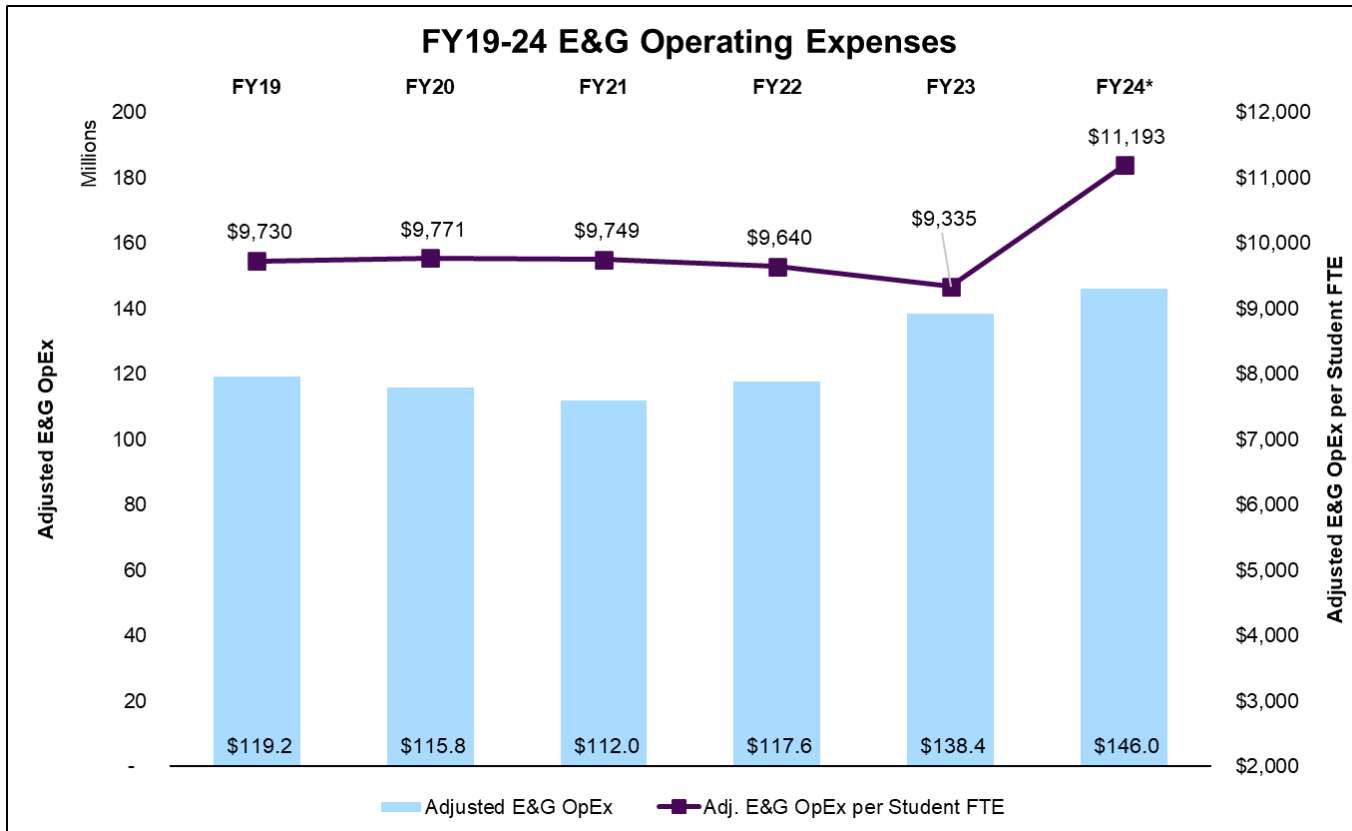
## Factors Affecting Net Tuition

- Lack of planning and/or financial control over scholarship awards
- Lack of “purge” for students with outstanding balances
- Policies / practices of waiving out-of-state student fees
- Poor enrollment management practices
- Low student retention

\*Note – FY24 reflects spring updated projection (75% year complete); not audited financials

## Contributor 2: E&G Non-Scholarship Operating Expenses

E&G non-scholarship operating expenses grew to support the enrollment growth, but without revenues to support them.



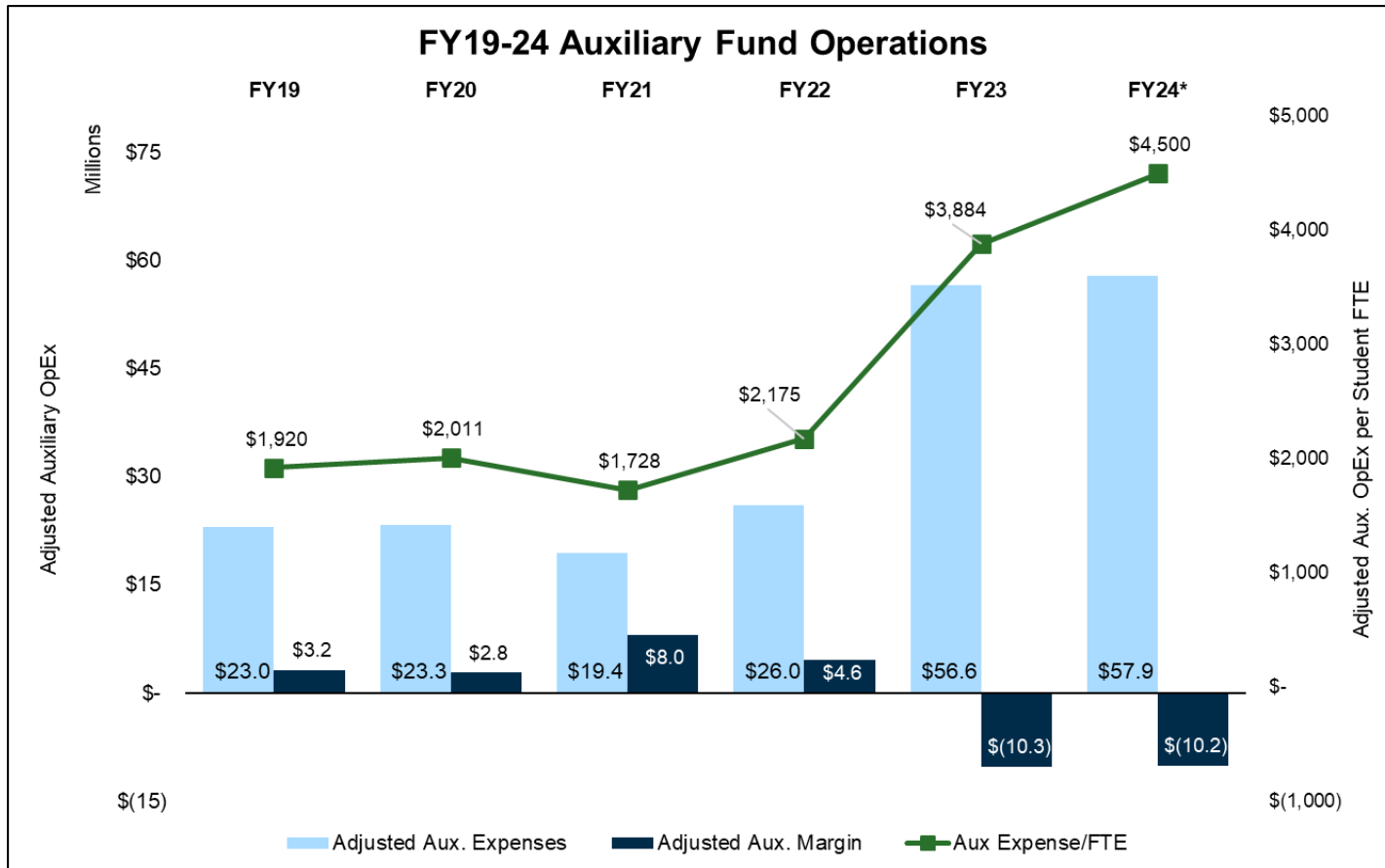
### Areas of E&G OpEx Growth

- Part-time faculty hires
- Across-the-board salary increases
- Administrative temporary support salaries
- Athletics operations
- Utilities costs

\*Note – FY24 reflects spring updated projection (75% year complete); not audited financials

# Contributor 3: Auxiliary Operations

Auxiliary operations became a drain on resources due to unforeseen operating costs.



**Areas of Auxiliary OpEx Growth**

- External student housing expenses
- Housing security
- Food service operations

\*Note – FY24 reflects spring updated projection (75% year complete); not audited financials

**Tennessee State University  
Board of Trustees**



**Report on Retention**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 20, 2024

ITEM: Report on Retention

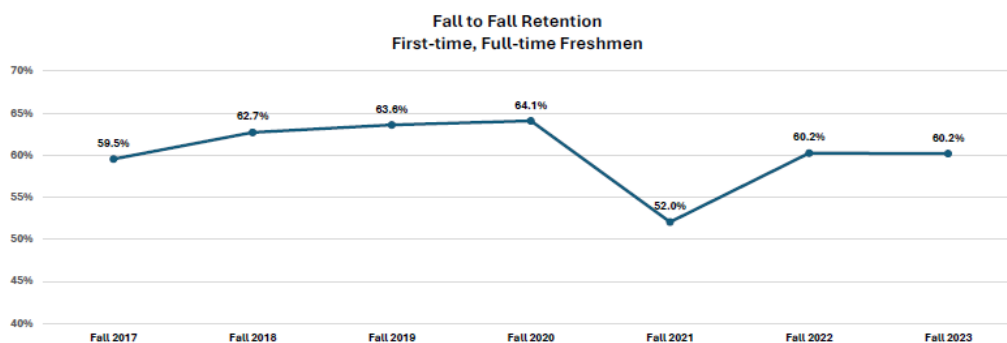
RECOMMENDED ACTION: None

PRESENTED BY: Dr. Robbie Melton, Interim Vice President for Academic  
Affairs and Provost

**Background/Facts:** Dr. Robbie Melton will report on this agenda item. Materials for this agenda item are contained in the Board materials document.

# Report on Retention

## Overall Retention Rates



**Tennessee State University  
Board of Trustees**



**Report on TSU's  
Financial Action Plan**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 20, 2024

ITEM: Report on TSU's Financial Action Plan

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Ronald Johnson, Interim President

**Background/Facts:** President Johnson will provide a report on this agenda item. Materials for this agenda item are contained in the Board materials document.

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES QUARTERLY MEETING  
SEPTEMBER 20, 2024

Campus-wide budget reduction action plan for education and general (E&G) expenditures include the following initiatives:

- Hiring freeze
- Spending freeze
- Strategic realignments

**Tennessee State University  
Board of Trustees**



**Report on the President's  
100 Day Plan and the  
TSU Trajectory Change  
Initiative**

TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES  
INFORMATION ITEM

DATE: September 20, 2024

ITEM: Report on the President's 100 Day Plan and the TSU  
Trajectory Change Initiative

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Ronald Johnson, Interim President

**Background/Facts:** President Johnson will report on matters related to this agenda item. Materials for this agenda item are contained in the Board materials document.



Tennessee State University Board of Trustees Meeting  
September 20, 2024

*TSU 100-Day Plan and Trajectory Change Initiative*

Ronald A. Johnson, PhD  
Interim President

## AGENDA

- TSU FY 2025 Expectations
- TSU 100-Day Action Plan
- TSU Trajectory Change Initiative (TCI)
- Questions



## TSU FY 2025 Expectations

On June 26, 2024, the Board of Trustees of Tennessee State University (TSU) established the following expectations for Interim President Ronald A. Johnson for FY 2025:

- **Resolve Audit Findings**—Review recent audit reports, identify all areas of concern, and develop a detailed action plan to address these issues.
- **Establish Financial Stability**—Develop a realistic financial plan with clear objectives and timelines to ensure long-term sustainability, operational efficiency, and growth.
- **Increase Overall Morale**—Foster a positive and inclusive campus culture that prioritizes students, supports faculty and staff, and encourages engagement in overall satisfaction.
- **Develop Enrollment Strategy**—Create a comprehensive enrollment strategy that attracts and retains a diverse and talented student body, focusing on enhancing recruitment and improving retention rates.



## What Drives My Approach to Leading TSU

**To be more, we must commit to doing more...**



## First 100-Day Action Plan: Introduction

- **The 100-Day Action Plan addresses immediate challenges and sets TSU on a path to long-term success.**
- **This plan, which commenced on July 8, 2024, focuses on stabilizing university operations, resolving critical issues, and aligning TSU with the strategic goals the Board of Trustees set.**
- **Central to this effort is the launch of the Trajectory Change Initiative (TCI), a year-long endeavor aimed at leadership transition, operational stabilization, and university transformation.**



## First 100-Day Action Plan

TSU Board FY 2025 Expectations	Key Success Drivers		
	Operational Leadership	Issues Assessment & Resolution	Strategic Alignment
• Resolve Audit Findings	✓	✓	✓
• Establish Financial Stability	✓	✓	✓
• Increase Overall Morale	✓	✓	✓
• Develop Enrollment Strategy	✓	✓	✓



## Operational Leadership Objective

- **Objective:** **Ensure effective management of TSU's daily operations.** (Continuing to work through an array of legacy challenges)
- **Actions:**
  - ✓ **Review and improve operational processes.**
  - ✓ **Implement best practices across departments.**
  - ✓ **Strengthen internal communications for greater transparency and collaboration.**



## Issues Assessment & Resolution Objective

- **Objective:** **Address and resolve critical issues impacting TSU's credibility and success.** (Ongoing)
- **Actions:**
  - ✓ **Resolve outstanding audit findings.**
  - ✓ **Develop a financial action plan.**
  - ✓ **Foster a positive and inclusive campus culture.**





## Strategic Alignment Objective

- **Objective: Align university activities with the Board's strategic goals to prepare for future leadership. (Ongoing)**
- **Actions:**
  - ✓ **Develop the framework for a comprehensive enrollment strategy focused on student readiness and retention.**
  - ✓ **Strengthen relationships with stakeholders.**
  - ✓ **Launch key projects aligned with the Board's vision for TSU's future.**



## First 100 Day Action Plan: Timeline

- **First 30 Days (July 8 - August 7, 2024)**
- **Next 30 Days (August 8 - September 7, 2024)**
- **Final 40 Days (September 8 - October 16, 2024)**



## First 30 Days (July 8 - August 7, 2024):

- **Operational Review:** Conduct a comprehensive review of university operations to identify areas for immediate improvement.



## Next 30 Days (August 8 - September 7, 2024):

- **Financial Stabilization:** Develop and implement ongoing strategies to address financial challenges and optimize resource allocation.
- **Cultural Initiatives:** Launch efforts to promote a positive and inclusive campus culture, including diversity and student well-being initiatives.
- **Strategic Projects:** Begin rolling out key projects that align with the Board's vision for TSU's future, ensuring all activities are strategically aligned with long-term goals.
- **Stakeholder Engagement Continuation:** Deepen stakeholder engagement, gathering feedback and adjusting strategies as needed.



## Final 40 Days (September 8 - October 16, 2024):

- **Operational Improvements:** Continue implementing operational improvements identified in the first 30 days.
- **TCI Progress:** Continue advancing the TCI, focusing on the university's transformation and preparing for new leadership.
- **Future-Ready Positioning:** Begin positioning TSU as a future-ready institution by implementing strategic changes and ensuring all initiatives align with long-term objectives.



## TSU Trajectory Change Initiative (TCI)

The **TSU Trajectory Change Initiative (TCI)** is a comprehensive endeavor to tackle the university's immediate issues and set a course for sustainable growth. The initiative focuses on restoring, realigning, and reigniting the university. The plan is underpinned by a commitment to transparency, efficiency, and sustaining a Future Ready TSU.





## TCI GOALS & OBJECTIVES

The TCI is structured around the following key goals:

1. **Restore** - Credibility & Stabilization: Rebuild trust and stabilize the university's financial and operational standing to ensure immediate and long-term stability.
2. **Realign** - Operations & Practices: Optimize university operations to enhance efficiency and effectiveness across all functions.
3. **Reignite** - Institutional Transformation: Drive comprehensive institutional change to foster growth, innovation, and renewed institutional purpose.



## The TCI Plan Elements

- Comprehensive Policy and Procedure Review
- Compensation and Benefits Guidelines
- Academic Program and Faculty Review
- Financial and Accounting Systems Overhaul
- Financial and Operational Improvements
- Student Success and Enrollment Management
- Leadership Structure Recommendations



## First 100 Days: Key TCI Deliverables

Rapid Risk Assessment

Enhance Cross-Functional Leadership

Improve TSU's Service Delivery Challenges

Engage Student Leadership in Addressing Longstanding Issues



## Consequences of Elevated Enterprise Risk



### Elevated enterprise risks:

- Compliance risks
- Financial and reporting transparency issues
- Hazard risks
- Operational performance risks
- Increased strategic uncertainties



## Enhance Cross-Functional Leadership

TSU is an organization where stubborn silos bog down execution, hamper innovation, and lead to poor decision-making, inevitable dysfunction, and underperformance.

- **For TSU to be Future Ready, leaders at the top of the organization must move beyond being and leading teams of professionals to understand and prioritize leading across the organization.**
- **Cross-functional leaders spend as much time leading across the organization as they do with their own teams.**
- **Cross-functional leaders effectively partner with leaders of different departments to further enterprise goals, while maintaining a focus on their own group's objectives.**



## Improve TSU's Service Delivery Channels

- **Understanding our students** — is the most important service design principle.
- **Aligning our service delivery channels with our value proposition** — involves communicating and delivering our value proposition effectively and consistently.
- **Designing our service delivery channels for simplicity and efficiency** — improves compliance.
- **Designing for consistency and coherence** — integrates our delivery channels to provide a seamless and coherent student experience across all touchpoints.
- **Designing for innovation and improvement** — keeps our service delivery channels updated and relevant to the changing needs and expectations of our students, as well as the evolving trends and technologies in higher education.
- **Design for empathy and emotion** — creates a positive and memorable emotional (**User Experience**) connection with our students, and to make them feel valued, respected, and appreciated.



# Engage Student Leadership in Addressing Longstanding Issues



Speak TSU is a student leadership initiative to enhance the student experience. The initiative provides a platform for students to share their concerns, challenges, and perspectives, ensuring that appropriate university offices promptly address all issues.



## Questions





**Tennessee State University  
Board of Trustees**



TENNESSEE STATE UNIVERSITY  
BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: September 20, 2024

ITEM: Executive Session. Discussion of Items Deemed Confidential under State Law

RECOMMENDED ACTION: None

PRESENTED BY: Trustee Dakasha Winton, Board Chair

The Board will go into Executive Session to discuss items deemed confidential under state law.

**Tennessee State University  
Board of Trustees**



**Adjournment**