

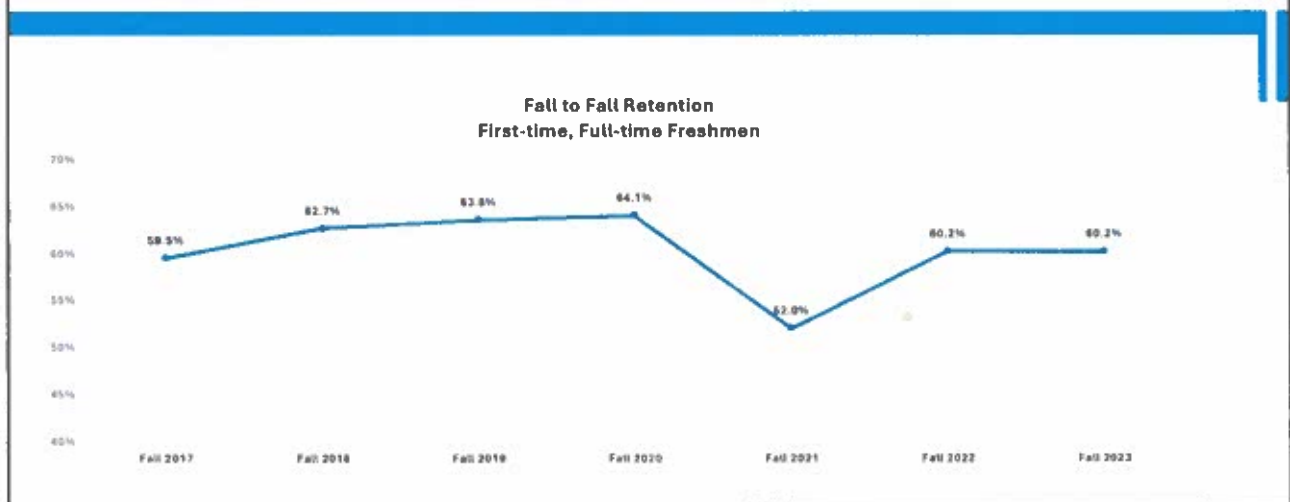
Collaboration: **Office of Academic Affairs & Student Affairs**

# TSU RETENTION & PROGRESSION



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## Overall Retention Rate 1<sup>st</sup> Freshmen (5 Years Trend)



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## RETENTION VS. PROGRESSION

### RETENTION

- 1<sup>ST</sup> FRESHMEN THAT RETURNED TO TSU

\*Fall Cohort 2022

60%

### PROGRESSION

ACHIEVEMENT OF Fall 2024

- 30 CREDIT HOURS (38.5%)
- 60 CREDIT HOURS
- 90 CREDIT HOURS
- 120 CREDIT HOURS

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## Summer 2024 Student Survey (N=928)

- FIX Financial Aid
- IMPROVE Customer Service & Communication
- ENHANCE Sense of Belonging

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## Summer 2024 Student Survey (N=928)

- **FIX** Financial Aid
- **IMPROVE** Customer Service & Communication
- **ENHANCE** Sense of Belonging

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## GOALS:

- 1. To increase 1<sup>st</sup> time 2024 freshmen **Retention** (returning to TSU) by 5% for Spring 2025.
- 2. To increase the **Progression** of 1st time Freshmen by 5% (30 credit hours) by the end of Summer 2025
- 3. Increase **Graduation Rate** by 10% by 2026

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# ACTION PLAN

## Academic Affairs & Student Affairs

- **Reorganization** of 1<sup>st</sup> Year Advisement Unit to Academic Affairs
  - Advisors Training in collaboration with Colleges/Departments
  - Degree Works/CPOS
  - Touch Point within 3 weeks start of classes/ Midterm / 8 weeks
  - Training as Mentors
- **Revise UNIV 1000** (Required Freshmen Orientation)
  - Required Training of UNIV 1000 Instructors (Mentoring Students)
  - 1<sup>st</sup> Assignment Evaluation Support within 3 weeks
  - EAB Early Alert System (3<sup>rd</sup> Week)
  - Degree Works & CPOS (tracking/monitoring)
  - Academic Career Profile
  - Student Activities Events (2)
  - Modules: Health & Wellness and Financial Literacy

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# ACTION PLAN

## Academic Affairs & Student Affairs

- **Expansion of Academic Coaches**
  - **Assignment of Coaches** by Colleges/Departments
  - Online and Distance Ed. Coaching
  - Specialized Coaching: Adult Learners, International, Athletics, Band,
  - eLearn/Technology Coaching
  - Weekend Coaching & Traveling Coaching
- **Mobile Tutoring Services**
- **Identification of Low Retention Courses**
- **Expansion of Co-Curriculum Activities and Student Activities Clubs**
- **After Semester Mentoring (during Winter Break)**
- **Extreme Winter and Spring Course Offerings**
- **Increase Online options for Spring 2025**
- **Revisit Friday Class Offerings**
- **Family Campus Day (each semester)**
- **Family Newsletter (monthly about TSU)**

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Tennessee State University Board of Trustees Meeting  
September 20, 2024

## *Financial and Accounting Action Plan*

Daarel E. Burnette, PhD  
Senior Advisor and Interim EVP

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## AGENDA

- **Division Organizational Structure**
- **Observations – 21-Days Assessment**
- **Financial Action Plan**
- **Questions**



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# 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.



## TSU - Division of Business and Finance

### *16 Departments (187) – Support E&G, Restricted and Auxiliary Services*

Controller	Financial Services	Accounts Payable	Accounts Receivables
Payroll	Budget	Bursar	Financial Aid
Grants Accounting	Facilities Management	Information Technology	Public Safety / EM
Procurement	Title III	Human Resources	Equity and Inclusion



## 21-Days Assessment

- **Excessive Workforce Cost** — A review of annual audits and budget reports concluded significant growth in the workforce despite enrollment decline.
- **Low Morale** — Negative and exclusive culture when engaging with colleagues, students, faculty and staff.
- **Declining Productivity** — No realistic daily work plans with clear objectives and timelines to ensure TSU's long-term sustainability, operational efficiency, and effectiveness.
- **Numerous Audit Findings** — No serious commitment to closing out findings and recommendations presented by external groups.



## TCI - Establish Financial Stability

**“Develop a realistic financial action plan with clear objectives and timelines to ensure sustainability, operational efficiency, and growth”**



# TCI - Financial Action Plan

- **Improve Accountability & Commitment to Excellence**
  - Build a Team of Enthusiastic Personnel
  - Train & Develop Skills
  - Embrace Automation (Banner)
  - Listen and Address Concerns
  - Praise and Reward Dedicated Personnel
- **Collect, Analyze, and Report Data Outcomes**
  - Financial Ratios (i.e., Day of Cash, Debt, etc.)
  - Functional Tools (Banner, Firewire, etc.) Optimization
- **Enhance Collaboration and Financial Reporting**
- **Address Audit Findings (Compliance, Single, Independent)**



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# TCI - Financial Action Plan

- **Revenue Budget**
  - Develop Realistic (FTEs) FY 2025 Budgets (E&G, Auxiliary, Athletic)
  - Collect Account Receivables – (i.e, SACM, Current & Prior Students Debt, etc.)
  - Optimize Resource Allocation (i.e., Institutional Scholarships, Endowments, Grants)
  - Leverage Indirect Cost Recovery (IDC)
  - End Fiscal Year (June 2025) with a Positive Fund Balance (90-Days of Cash on Hand)
- **Expense Budget**
  - Freeze Hiring / Fill Only Mission Critical Positions
  - Lower Daily Operating Spending (personnel, travel, supplies, fuel, capital assets, etc.)
  - Reduce Contractual Services (117 contracts @ \$3.5M)
  - Optimize Outsourcing and Partnering (i.e., THEC, TBR, LGIs, Consultants)
  - Launch Energy Consumption Study



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## External Audit Updates

Type	Findings	Open	TCI Closed
Single Audit 2023	6	5	1
Financial and Compliance Audit 2022	9	3	6
TSAC Program Review 2022-2023	24	3	21

# Questions