



Board of Trustees Materials November 21 and 22, 2024, Meetings

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**Tennessee State University
Board of Trustees**



**Tennessee State University
Board of Trustees**



Roll Call

**Tennessee State University
Board of Trustees**



Approval of Agenda

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 22, 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 November 22, 2024, meeting agenda for the Board's approval.

MOTION: To approve the Board Agenda, as contained in the Board materials for the November 22, 2024, meeting.

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

10:30 a.m. CT
Friday, November 22, 2024

Tennessee State University
Main Campus – The Barn
Agriculture Building
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. Approval of Agenda

Trustee Dakasha Winton
Board Chair

IV. Approval of Board Meeting Minutes

Trustee Dakasha Winton
Board Chair

- A. May 15, 2024, Board Meeting Minutes
- B. May 29, 2024, Finance Committee Meeting Minutes
- C. June 6, 2024, Audit Committee Meeting Minutes
- D. June 6, 2024, Ad Hoc Presidential Search Committee Meeting Minutes
- E. June 6, 2024, Student and Academic Affairs Committee Meeting Minutes
- F. June 6 and 7, 2024, Finance Committee Meeting Minutes
- G. June 7, 2024, Board Meeting Minutes
- H. June 26, 2024, Board Meeting Minutes
- I. September 20, 2024, Board Meeting Minutes

V. Chair’s Introduction and Remarks

Trustee Dakasha Winton
Board Chair

VI. President’s Remarks

Dr. Ronald Johnson
Interim President

VII. Committee Reports

Trustee Dakasha Winton
Board Chair

A. Ad Hoc Presidential Search Committee Report

Trustee Marquita Qualls
Ad Hoc Presidential Search Committee
Chair

B. Finance Committee Report

Trustee Dwayne Tucker
Finance Committee Chair

C. Student and Academic Affairs Committee Report

Trustee Jeffery Norfleet
Student and Academic Affairs
Committee Chair

D. Governance and Governmental Affairs Committee Report

Trustee Terica Smith
Governance and Governmental Affairs
Committee Chair

E. Audit Committee Report

Trustee Dimeta Smith Knight
Audit Committee Chair

VIII. Action Items

Trustee Dakasha Winton
Board Chair

A. FY 25 TSU Revised Budget

B. TSU Policy Governing Institutional Accreditation

IX. Board Chair's Closing Remarks

Trustee Dakasha Winton
Board Chair

X. Adjournment

Trustee Dakasha Winton
Board Chair

**Tennessee State University
Board of Trustees**



**Approval of Board
Meeting Minutes**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 22, 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 November 22, 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
September 20, 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 November 22, 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 Traughber 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 has 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 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, report 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% were 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 shared 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 ASSESSMENT

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 measures that have been taken to date.

Trustee Traugher said he wants to understand the University's view on the findings that were made over the past 6 or 7 years. He wants to understand whether there are issues that need to be addressed, such as staffing issues. He said that for the Board to understand, they need more context. He said that the audit seems to suggest that there are issues. Trustee Traugher further stated that some of the University's responses to the Comptroller do not acknowledge issues but still seem to provide a correction plan to the Comptroller, while at the same time objecting to the findings. 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 reaching 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. EXECUTIVE 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.

Trustee 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 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 was asked to provide 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 deans 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.

Trustee Traugher reviewed the information provided. He noted that the FY24 goal was \$10 million and \$11 million was reported as received. However, if you back out the \$5 million planned gift, then you are at \$6.6 million, which is less than target and less than the prior year. Ms. Toney

said yes, but the year is not over yet. They work all the way up to the end, June 30th. A lot of people wait until June 30th to make their gifts. These are not commitments, they are cash. The \$4.8 million planned gift is in the investment account.

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 Traughber motioned to adjourn the Finance Committee meeting to 8:00 a.m. the next day, July 7, 2024. Trustee Norfleet seconded the motion. Trustees Traughber, 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 Traughber 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. Trustee Traughber asked whether, given the drop in enrollment and retention rate information that the Board has received, the school has backed off on operating expenses or staffing now that numbers have tapered off. He asked whether there have been any operational expenditure savings. VP Allen said that yes, some of the costs from the higher FY22 enrollment were reduced, such as transportation, hotels, and security. He also stated that adjunct faculty numbers fluctuate based on enrollment.

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 Traughber voted in favor of the motion, and the motion passed.

Trustee Traughber 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 Traughber 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 based on TSAC's findings.

Trustee Traughber 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 approvals, such as waiving student fees, the transfer of funds from reserves, and contracts over a certain, material threshold.

X. ADJOURNMENT

Trustee Traughber 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 Traughber 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 the 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 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 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 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, 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 received \$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 the 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 enrollment, 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 was asked 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, Traugher, 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, Traugher, 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.

Meeting of the Tennessee State University Board of Trustees
September 20, 2024
Tennessee State University – Farrell Westbrook Complex (“The Barn”)
MINUTES

Board Members Present: Trustees Trevia Chatman, Jeffery Norfleet, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Charles Traughber (Vice Chair), Dwayne Tucker, Dakasha Winton (Chair), Artenzia Young-Seigler, and Tyler Vazquez

University Staff Present: Interim President Ronald Johnson, Laurence Pendleton, General Counsel and Board Secretary; Dr. Robbie Melton, Interim Vice President for Academic Affairs and Provost; Daarel Burnette, Senior Advisor and Interim Executive Vice President; Dr. Arlene Nicholas-Phillips, Liaison to the Board of Trustees; Tim Warren, Chief Information Officer; Ginette Garza Brown, Sr. 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; Samanta Morgan-Curtis; Dean of the College of Liberal Arts

I. CALL TO ORDER

Chair Winton called the meeting to order at 8:00 a.m. on Friday, September 20, 2024.

II. ROLL CALL/DECLARATION OF A QUORUM

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

III. INTRODUCTION/REMARKS

Chair Winton thanked those in attendance. She asked for a moment of reflection to honor Dr. Curtis Johnson, who recently passed away. Trustee Traughber asked that people also remember community member Inez Crutchfield, who also passed away.

Chair Winton said that she wanted to highlight all of the great work being done in the Agricultural building and the fantastic work happening at the University. She said that while there is a lot of work to do, there is a lot of work being done on an everyday basis. She further directed viewers streaming the meeting online to a QR code on the screen for them to make donations to the University.

Chair Winton welcomed new trustee Dimeta Smith Knight to the Board.

Chair Winton discussed three items that the Board said it would do at its last meeting. She said that they would conduct a comprehensive financial review of what was happening at the University and hired Alvarez and Marsal to do that. The Board hired Butler and Snow, specifically, Ed

Stanton, a former U.S. Attorney, to review the University's policies and procedures. The Board hired an interim president, Dr. Ronald Johnson. Chair Winton asked President Johnson to share his remarks.

IV. PRESIDENT'S REMARKS

President Johnson discussed his experience in higher education, including his service as a faculty, dean, board member, and leader at different HBCUs. President Johnson discussed challenges and financial pressures facing institutions of higher education. He further discussed TSU's financial and operational challenges. President Johnson commented that persistent structural budget deficits and dated financial controls have challenged the University's stability. He noted that prior audits underscore TSU's current situation. To transform TSU into a future-ready institution, we must act now, President Johnson commented.

V. APPROVAL OF AGENDA

Chair Winton moved to approve the agenda for the meeting. Trustee Tucker seconded the motion. A voice vote was taken, and the motion to approve the agenda passed.

VI. ACTION AND REPORT ITEMS

A. APPROVAL OF CONSENT AGENDA ITEMS

Chair Winton announced the next agenda item, which was the approval of the consent agenda items. Trustee Traughber announced that he would like to remove certain items from the consent agenda, pursuant to Board Bylaw, Sect. 7.7(E)(4). Trustee Traughber said that he wrote to Secretary Pendleton before the meeting and requested that this item be removed from the agenda. He would like to edit the Board meeting minutes for the June 6, 2024, Audit Committee Meeting Minutes to reflect a comment he made about recurring audit issues that happened over the course of the last 6 or 7 years that have not been addressed by the University; his comments in the June 6 and 7, 2024, Finance Committee Meeting Minutes, during a discussion about tuition increase, wherein he said that given a projected drop in enrollment, the school should look at certain "OpEx" reductions; and his comments during the Finance Committee Meeting Minutes, wherein Institutional Advancement target amounts were being discussed, and he wanted the minutes to reflect his comments that \$4 million was a planned gift, and it should not be included in the reported amount of \$11 million.

Therefore, Trustee Traughber made a motion to remove all of the meeting minutes from the Consent Agenda Items. Trustee Qualls seconded the motion. A voice vote was held. The motion carried. The action to approve all of the meeting minutes included in the Consent Agenda was deferred until the next Board meeting in November. The meeting minutes were removed from the Consent Agenda.

B. APPROVAL OF TSU BOARD OF TRUSTEES 2025 CALENDAR YEAR MEETING SCHEDULE

Chair Winton addressed the next item on the agenda, the approval of the Board of Trustee's 2025 Calendar Year meeting schedule, as contained in the Board materials for the September 20, 2024, Board meeting. Trustee Smith seconded the motion. A voice vote was taken, and the motion was approved.

C. APPROVAL OF APPOINTMENT OF AUDIT COMMITTEE MEMBER

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 appointed Trustee Dimeta Smith Knight to serve a two-year term on the Audit Committee.

Chair Winton moved to approve the appointment of Trustee Smith Knight to serve a two-year term on the Audit Committee. Trustee Norfleet seconded the motion. A voice vote was taken, and the motion was approved.

D. APPROVAL OF AUDIT COMMITTEE CHAIR

Next, Chair Winton said that she appointed Trustee Smith Knight to serve as Chair of the Audit Committee. 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 moved to approve the appointment of Trustee Smith Knight as chair of the Audit Committee to serve a one-year term on the chair. Trustee Tucker seconded the motion. A voice vote was taken, and the motion was approved.

E. REPORT ON TSU'S FINANCIAL CONDITION

Chair Winton announced the next agenda item, a Report on TSU's Financial Condition, which would include a report on TSU's financial action plan by Interim President Johnson, a presentation on the details of TSU's structural deficit by consultant Alvarez & Marsal, and a report on retention by Dr. Robbie Melton.

1. PRESENTATION ON DETAILS OF TSU'S STRUCTURAL DEFICIT

Interim President Johnson asked Jim Grady with Alvarez & Marsal to provide his presentation regarding TSU's structural deficit. Jim Grady explained that his firm has been assessing the financial operations of the University over the past month and a half. Mr. Grady provided information on how the University got to its current financial situation. He said that the

information being presented is preliminary and still under review, and with respect to FY23 and FY24, it could be subject to final audit adjustments.

Mr. Grady reported that there are three things he typically looks at for higher education institutions to assess the financial health of the institution: (1) what's happening with enrollment, (2) how much net revenue is the institution receiving, and (3) operating margins – whether the institution is covering its expenses and setting aside funds for a rainy day and investments.

Mr. Grady further noted that the results for FY19-FY22 are based on audited financial statements, the FY23 results are based on results that are currently under audit, and the FY 24 numbers are subject to change.

Mr. Grady reviewed enrollment data. He said that TSU experienced major enrollment and financial swings in the wake of COVID-19. Throughout FY19, FY20, and FY21, the University was more or less covering its expenses. In FY22, there was a big spike, and the University used about \$63 million in HEERF funding, which was COVID-19 relief funding. FY22 looked great from an operational standpoint, but there was some context around it. In FY23 and FY24, with the influx of students, the cost structure, and related costs, the University was not covering its costs.

Mr. Grady walked the Board through several presentation slides. He discussed his assessment of the University FY19-24 operating margins with non-operating adjustments. There was a transfer of about \$4.2 million from a reserve account to balance the FY19 budget. From a true operating standpoint, FY19 had a negative \$1 million operating margin. In FY20-21, there was a surplus in auxiliaries and funds were put away into a reserve as a rainy-day fund. In core operations, there were no monies put away for growth or investment. In his experience, healthy universities put money away toward investment. He has seen this done in the range of 2-5%. In FY22, there are not a lot of non-operating adjustments going on. In FY23 and FY24, you see bigger adjustments.

Mr. Grady said that they found institutional scholarships were found that were not included in the FY 24 budget.

Mr. Grady discussed three main drivers behind the University's financial condition: (1) Scholarship impact on net tuition and fees revenue; (2) E&G non-scholarship operating expenses; and (3) auxiliary operations. Mr. Grady reviewed information from each of these contributing factors. Despite the spike in FY23 enrollment, net tuition and fees revenue declined due to increased spending on institutional scholarships. E&G non-scholarship operating expense grew to support the enrolment growth, but without revenues to support them. Auxiliary operations became a drain on resources due to unforeseen operating costs.

Chair Winton asked the Board if they had any questions. A discussion took place, including how other universities spent HEERF funds and how the University used HEERF funds (about \$37 million used for scholarships), and the impact of the scholarships on the University budget. Mr. Grady said that gross tuition was \$99 million in FY23 and about \$100 million in FY24, and about half of this was institutional scholarships (discounted). Trustee Chatman confirmed that this was a loss of about \$50 million. Trustee Qualls asked Mr. Grady to speak to why there are budget

challenges if there is high enrollment. Mr. Grady explained that the issue is about the type of enrollment, particularly offering discounted tuition. Further discussion took place regarding scholarship dollars, enrollment, and decisions made by the past University leadership, including the use of HEERF funds and policies and practices for how scholarships were managed. Mr. Grady stated that “a lot of those [financial] systems, from what I have seen, were broken here.” Trustee Traugber clarified that the state Comptroller conducts the audit for FY23 and FY24.

2. REPORT ON RETENTION

Dr. Melton provided a report on retention and progression. Dr. Melton said that over 5-years, TSU had a 60% retention rate for first-time freshmen. Conversely, the University is losing 40% of students. Dr. Melton discussed retention vs. progression. For the fall 2024 cohort of students, only 38.5% of students met the 30-credit hour progression measurement. She said that the University has an action plan to address this issue.

Dr. Melton said that a survey was conducted of students to assess why they did not return to TSU. Students said that Financial Aid needs to be fixed, customer service and communication needs to be improved, and that the University should enhance a sense of belonging.

The University’s plan is: (1) to increase first-time freshmen retention (returning to TSU) by 5% for spring 2025. First-time freshmen advisement is now under the Office of Academic Affairs; (2) to increase the progression of first-time freshmen (30 credit hours) by 5% by the end of summer 2025; and (3) increase the graduation rate by 10% by 2026. Dr. Melton reviewed specifics of her action plan.

A discussion took place regarding the action plan. Trustee Norfleet asked about customer service and what is being done to address this concern. Dr. Melton said details regarding this would be shared within President Johnson’s 100 Day Plan. Questions were asked regarding financial aid. Dr. Burnette discussed plans to address this, which included bringing in outside consultants and updating and modernizing processes. Student Trustee Vazquez asked about retention data for students other than first-time freshmen. Dr. Melton said that she can get this information for him, but that our figures tend to go down as students progress. Dr. Melton discussed the need to retain students and keep them from transferring to other institutions as well. She said there are many things we can do to address this issue.

Further conversation took place regarding enrollment and the profile of students being recruited to the institution. Dr. Melton said that the University’s graduation rate over a five-year period is around 32%. This is why part of the action plan includes increasing graduation rates. Trustee Qualls asked about what assessments have been done to see what works for TSU students, specifically. Dr. Melton said that moving the Freshmen Advising unit to Academic Affairs is going to assist with this. Trustee Qualls asked about the four-day academic week and what considerations have gone into evaluating this. Dr. Melton said that, as part of the action plan, they are re-visiting instruction on Fridays and the concept of study Fridays. Trustee Qualls asked for data on this issue. Trustee Chatman said that one of the biggest drivers of low graduation rates is the impact of students’ financial situations.

Dr. Golman discussed the profile of TSU students and the impact of out-of-state student status on enrolled students. The number of in-state students was 376 and the out-of-state number was 504. She said our numbers are reversed of what they should be. The average student GPA was 3.39, the ACT average was 19, and SAT average was 965.

A discussion took place regarding family incomes, partnerships with the TSU Foundation, and recruitment efforts. Dr. Golman explained that it takes 18 months to recruit a class. She talked about the need to create the profile, obtain Board input, and recruit that student. It takes a while to make that happen. She also talked about the need to leverage funded scholarships and adjust scholarship criteria to be able to meet student needs and keep them at the University for all four years.

A further discussion took place regarding the student experience. Dr. Tasha Carson talked about the first-year student experience. Dr. Johnnie Smith spoke about student retention.

Trustee Young-Seigler asked what is being done about creating a sense of belonging for faculty and staff. Dr. Melton and Dr. Erik Schmeller, Interim Assistant Vice President for Academic Affairs, spoke to the need to address faculty salaries and create a sense of belonging to retain faculty, staff, and administrators. Trustee Smith Knight asked about training and support for faculty to make sure we have a quality staff who can support students. Dr. Melton discussed a 12-month training plan.

3. REPORT ON TSU'S FINANCIAL ACTION PLAN

Chair Winton asked President Johnson to proceed with the next agenda item, a report on TSU's Financial Action Plan. President Johnson shared a video that would air later that day, in which he addressed a financial action plan to address the financial condition of the University.

Dr. Johnson said that the University faces severe structural deficits that have developed over time and escalated over the past two years. He said that the University is at a critical juncture and immediate action is required. TSU's Financial Action Plan would include a hiring freeze on non-essential functions.

Dr. Daarel Burnette next presented a Financial and Accounting Action Plan. He discussed organizational structure, specifically in the Business and Finance area. He discussed the need to stabilize the University. Dr. Burnette stated that the University has a \$218 million budget and 70% of the budget goes toward its people. He said that the University has excessive workforce costs. Enrollment went down but support stayed the same. We need a more efficient and leaner team. He indicated that there is low morale in almost every area in the Business and Finance area. This impacts customers we serve. He said that we need to increase productivity.

Dr. Burnette further stated that there are numerous audit findings and has been no serious commitment to closing out findings and recommendations presented by external groups. He discussed the need to have the right staff in place. He indicated that TBR would be working at the University once an MOU was signed.

Dr. Burnette said that the University needs to embrace automation. He also said that the University needs to bring people out of working in silo.

Dr. Burnete discussed the revenue budget and the need to develop realistic revenue budgets for FY25. The University needs to collect on accounts receivable. It also needs to optimize resource allocation. The University must also leverage indirect cost recovery.

Next, Dr. Burnette discussed the expense budget. He talked about a hiring freeze and only filling mission critical positions. The University must lower daily operating spending and reduce contractual services. He also discussed the need to optimize outsourcing and partnerships with groups like THEC, TBR, and LGIs. He also said the University must conduct an energy consumption study. Dr. Burnette also responded to several questions from trustees.

F. REPORT ON PRESIDENT’S 100 DAY PLAN AND THE TSU TRAJECTORY CHANGE INITIATIVE

Interim President Johnson next gave his report on the President’s 100 Day Plan. He discussed his FY 2025 expectations, as established by the Board. The expectations include: (1) resolving audit findings, (2) establishing financial stability, (2) increasing overall morale, and (4) developing an enrollment strategy.

President Johnson explained his driving approach and his call to all TSU faculty and staff, urging that “to be more, we must commit to doing more.” He reviewed his operational leadership objective to ensure effective management of TSU’s daily operations.

President Johnson reviewed his issues assessment and resolution objective: to address and resolve critical issues impacting TSU’s credibility and success. Actions for this objective include resolving outstanding audit findings, developing a financial action plan, and fostering a positive and inclusive campus culture.

President Johnson’s strategic alignment objective includes aligning university activities with the Board’s strategic goals to prepare for future leadership. Actions to address this objective include developing a framework for a comprehensive enrollment strategy focused on student readiness and retention, strengthening relationships with stakeholders, and launching key projects aligned with the Board’s vision for TSU’s future.

President Johnson next discussed the TSU Trajectory Change Initiative (TCI). He explained that there are three legs of the TCI: transition or stabilization, performance, and transformation. He views TSU as being a struggling and concerned entity due to structural deficits. To get to thriving, TSU has to elevate its impact and competitive edge. This will lead to financial stability and the institution becoming a thriving concern.

The TCI goals and objectives include restoring credibility and stabilization, realizing operations and practices and reigniting institutional transformation. President Johnson reviewed TCI plan elements.

A review of key TCI deliverables was presented. A rapid risk assessment was conducted and showed elevated enterprise risks. President Johnson discussed the consequences of elevated enterprise risk, including damaged reputation, devalued brand, financial viability challenges and poor mission outcomes.

President Johnson also presented on the need to improve TSU's service delivery channels. President Johnson asked Trustee Vazquez to speak about a new "Speak TSU" initiative. Trustee Vazquez and SGA President Chrishonda O'Quinn worked with the President's Cabinet on this initiative. He said that a public meeting was held. It was attended by students and student leaders from across campus. He thanked the President for his effort on this initiative. Ms. O'Quinn shared that one of the top student concerns is effective communication. She would like to have better communication between students and the administration.

G. EXECUTIVE SESSION

Seeing no further questions, Chair Winton indicated that the Board would next go into Executive Session. Trustee Qualls moved for the Board to go into Executive Session to discuss items deemed confidential under State law. Trustee Chatman seconded the motion, which carried unanimously by roll call vote. The Board then transitioned into the Executive Session, and the meeting adjourned.

VII. ADJOURNMENT

The meeting was adjourned at 12:21 p.m.

**Tennessee State University
Board of Trustees**

**Chair's Introduction and
Remarks**



**Tennessee State University
Board of Trustees**



President's Remarks

**Tennessee State University
Board of Trustees**



Committee Reports

**Tennessee State University
Board of Trustees**

**Ad Hoc Presidential
Search Committee Report**



**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
AD HOC PRESIDENTIAL SEARCH COMMITTEE MEETING AGENDA**

1:00 p.m. CT
Thursday, November 21, 2024

Tennessee State University
Main Campus – The Barn
Agricultural Building
3500 John A. Merritt Blvd.
Nashville, TN 37209

ORDER OF BUSINESS

I. Call to Order

Trustee Marquita Qualls
Ad Hoc Presidential Search Committee
Chair

II. Roll Call/Declaration of a Quorum

Laurence Pendleton
Board Secretary and General Counsel

III. Update on Presidential Search

Trustee Marquita Qualls
Ad Hoc Presidential Search Committee
Chair

IV. Adjournment

Trustee Marquita Qualls
Ad Hoc Presidential Search Committee
Chair

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Ad Hoc Presidential Search Committee Update

RECOMMENDED ACTION: None

PRESENTED BY: Trustee Marquita Qualls

Background/Facts: Trustee Qualls will provide information related to this agenda item.

**Tennessee State University
Board of Trustees**



**Finance Committee
Report**

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

1:30 p.m. CT
Thursday, November 21, 2024

Tennessee State University
Main Campus – The Barn
Agricultural Building
3500 John A. Merritt Blvd.
Nashville, TN 37209

ORDER OF BUSINESS

- | | |
|---------------------------------------|---|
| I. Call to Order | Trustee Dwayne Tucker
Committee Chair |
| II. Roll Call/Declaration of a Quorum | Laurence Pendleton
Board Secretary and General Counsel |
| III. Financing the Budget Shortfall | Jim Grady
Alvarez & Marsal |
| IV. Report on Financial Action Plan | Dr. Daarel Burnette
Interim Vice President for Business and Finance |
| V. Report on Enrollment | Dr. Bridgett Golman
Interim Vice President of Student Affairs |
| VI. FY 25 TSU Revised Budget | Dr. Daarel Burnette
Interim Vice President for Business and Finance |
| VII. Institutional Development Report | Dr. LoLita Toney
Assistant Vice President,
Institutional Advancement |
| IX. Adjournment | Trustee Dwayne Tucker
Finance Committee Chair |

**Tennessee State University
Board of Trustees**



**Financing the Budget
Shortfall**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 22, 2024

ITEM: Financing the Budget Shortfall

RECOMMENDED ACTION: No action

PRESENTED BY: Jim Grady, Alvarez & Marsal

Background/Facts: Mr. Grady with the Alvarez & Marsal firm will report on matters related to this agenda item.

Targeted Initiatives to Close the FY25 Deficit

Type	Item	Value (\$M)
Projected FY25 Surplus/(Deficit), before initiatives		\$(46.1)
Expense	Vendor contract negotiations	5.4
Expense	Identified operating expense reductions	1.4
Revenue	ARPA grant agreement to repurpose capital funds	32.3
Revenue	Collection of SACM receivables	7.3
Revenue	“Close the Gap” fundraising initiative and Foundation	3.4
Net Value of Targeted Savings Initiatives		\$49.8
Projected FY25 Surplus/(Deficit), after initiatives		\$3.7

**Tennessee State University
Board of Trustees**



**Report on Financial
Action Plan**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 22, 2024

ITEM: Report on Financial Action Plan

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Daarel Burnette

Background/Facts: Dr. Daarel Burnette will report on matters related to this agenda item.

**Tennessee State University
Board of Trustees**



Report on Enrollment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Report on Enrollment

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Bridgett Golman, Interim Vice President of Student
Affairs

Background/Facts: Dr. Golman will report on university enrollment.

THE OFFICE OF ENROLLMENT SERVICES

Enrollment Services Update

UNDERGRADUATE	Total
Freshmen	1312
Sophomore	947
Junior	1569
Senior	1019
Non-degree	210
Total Undergraduate Enrollment	5057
GRADUATE	Total
Certificate	60
Masters	740
Specialist in Education	4
Doctoral	374
Graduate Non-degree	75
Total Graduate Enrollment	1253
TOTAL FALL 2024 ENROLLMENT	6,310

Fall 2024 Enrollment by Classification as of October 25, 2024
Year-Over-Year Enrollment Trends at Tennessee State University

Year	Freshman	Sophomore	Junior	Senior	Non-Degree	Total Fall Undergraduate Enrollment	Total Graduate Enrollment	Total Enrollment
Fall 2020	2302	933	1052	1420	293	6000	1615	7615
Fall 2021	2429	975	1043	1408	520	6375	1702	8077
Fall 2022	4220	1055	863	1208	332	7678	1540	9218
Fall 2023	2691	1839	893	1075	267	6765	1433	8198
Fall 2024	1312	947	1569	1019	210	5057	1253	6310

*Source: Tennessee State University Office of Institutional Research

Fall 2025 Admissions Data
as of October 25, 2024

Application Type	Admitted	Denied
Freshmen (FTF)	1396	190
Transfer	17	3
Readmit	7	0
Transient	1	0
Grand Total	1420	193

First-Time Freshman and Transfer Intent to Enroll Data
as of October 25, 2024

Residency	First-Time Freshman	Transfer
In State	78	6
Out-of-State	151	2
Total	229	8

First-Time Freshman Academic Achievement Data
as of October 25, 2024

Academic Data	First-Time Freshman
Average GPA	3.69
Average ACT Score	20
Average SAT Score	1030



**Enrollment Report
Board of Trustees Meeting
Friday, November 22, 2024**

10-Year ENROLLMENT TREND DATA

Term	Enrollment
Fall 2014	9027
Fall 2015	9167
Fall 2016	8753
Fall 2017	8461
Fall 2018	7774
Fall 2019	8081
Fall 2020	7615
Fall 2021	8077
Fall 2022	9218
Fall 2023	8198
Fall 2024	6310

**Source: Institutional Research*



20 Year Historical
Enrollment.pdf

**Tennessee State University
20 Year Enrollment History**

Enrollment by Student Level

Year	Fall			Spring		
	UG	GR	Total	UG	GR	Total
2005-06	7036	1844	8880	--	--	--
2006-07	7112	1926	9038	--	--	--
2007-08	7132	1933	9065	--	--	--
2009-09	6431	1823	8254	--	--	--
2009-10	6827	1997	8824	6521	2020	8541
2010-11	6857	2073	8930	6390	2049	8439
2011-12	7105	2060	9165	6675	1995	8670
2012-13	6780	1995	8775	6365	2031	8396
2013-14	6749	2067	8816	6387	2013	8400
2014-15	7073	1954	9027	6504	1911	8415
2015-16	7264	1903	9167	6334	1748	8082
2016-17	7007	1746	8753	5943	1645	7588
2017-18	6505	1672	8177	5678	1517	7195
2018-19	6121	1653	7774	5056	1478	6534
2019-20	5875	2206	8081	4842	1261	6103
2020-21	6000	1615	7615	4554	1382	5936
2021-22	6375	1702	8077	5041	1460	6501
2022-23	7678	1540	9218	5978	1304	7282
2023-24	6765	1433	8198	5095	1173	6268
2024-25	5057	1253	6310	--	--	--

Please note that the data provided within the chart above is derived from official census data and does not include audit students.

Spring 2025 Enrollment and Student Success Strategy Framework



Task Force Implementation

Cross-functional team with weekly monitoring
Data-informed decision making and targeted interventions
Focus on recruitment, retention, and student support



Key Strategic Initiatives

Market-informed outreach to admitted non-matriculants and stop-out students
Proactive hold resolution campaigns
Enhanced financial support
Strengthened academic support services
Integrated omni-channel communication strategy

Spring 2025 Enrollment Projections & Targets

- Spring 2025 Enrollment Models
- Baseline (FA24): 6,310 total enrollment
- Projection Models:
 - Conservative: 4,390 (70%)
 - Likely: 4,875 (77%)
 - Optimistic: 5,285 (84%)
- Key Growth Opportunities
 - Graduate enrollment maintaining strength (1,065-1,235 projected)
 - Transfer student recruitment (targeting 125-150 new transfers)
 - Retention focus on returning/continuing undergraduates (3,000-3,500)
 - Strategic initiatives to minimize enrollment decline

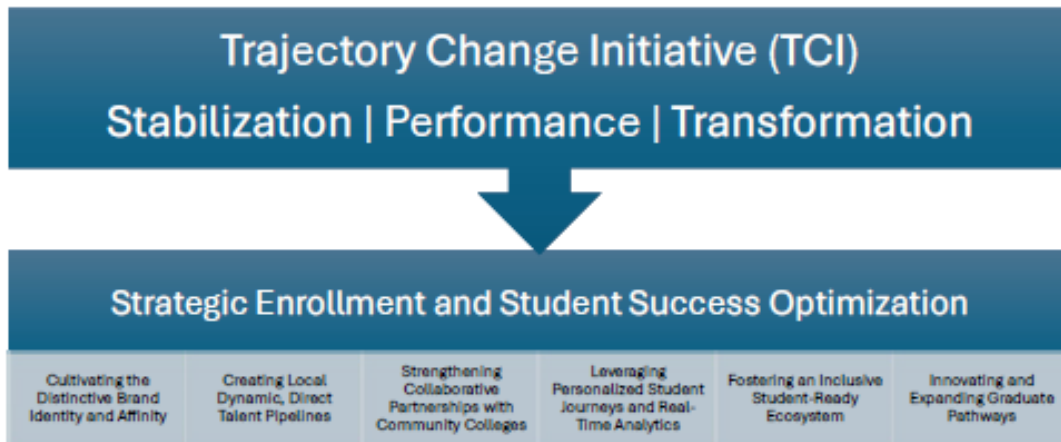
Source: TSU Fact Book and ITO Consultant

Spring 2025 Enrollment Projections

	Spring 2024 Census	Fall 2024 Census	Conservative Spring 2025 Model	Likely Spring 2025 Model	Optimistic Spring 2025 Model
Total SP25 Enrollment	6,288	6,310	4,390	4,875	5,285
Total SP25 New UG Enrollment	5,095	5,057	3,325	3,750	4,050
First-Time Freshman	39	880	50	75	100
First-Time Transfer	134	257	100	135	150
Readmit	157	132	100	150	175
Returning/Other	4673	3,578	3,000	3,300	3,500
Non-Degree	92	210	75	90	125
Total SP25 New Grad Enrollment	1,173	1,253	1,065	1,125	1,235
First-Time Grad/Prof	87	289	80	100	125
Readmit	40	47	45	50	75
Returning/Other	1,002	842	900	925	975
Non-Degree	44	75	40	50	60

Source: TSU Fact Book and ITO Consultant

TCI and Strategic Enrollment and Student Success Framework





Strategic Enrollment and Student Success Optimization Framework

Informed and shaped by TCI, this framework is designed to enhance student recruitment, marketing, retention, and success through data-informed strategies and targeted initiatives. This surgical, intentional approach aligns enrollment practices with the TCI goals, prioritizes student needs, optimizes resources, and fosters an inclusive environment. Ultimately, it aims to create a sustainable and engaged student population for long-term institutional success.



Strategic Enrollment and Student Success Framework

Strategic Focus Area	Context
1. Cultivating the Distinctive Brand Identity and Affinity	<ul style="list-style-type: none">Develop a distinctive and impactful brand that reflects TSU's authentic mission, vision, core values, and contributions to the broader community—past, present, and future. Engage students, faculty, staff, and alums in storytelling efforts that garner pride and loyalty, creating a deeper connection with the institution.
2. Creating Local Dynamic, Direct Talent Pipelines	<ul style="list-style-type: none">Develop diverse partnerships with local school districts, community organizations, employers, and foundations to establish direct and dual-credit opportunities for students. Implement impactful experiential learning and mentorship programs that align academic curricula with workforce demands, ensuring students acquire valuable interpersonal and professional skills and important industry connections.
3. Strengthening Collaborative Partnerships with Community Colleges	<ul style="list-style-type: none">Improve collaboration with community colleges by simplifying articulation and transfer agreements. Ensure smooth transitions for students by providing resources and support, which enhance access, affordability, and academic and career success.

Strategic Enrollment and Student Success Framework

Strategic Focus Area	Context
4. Leveraging Personalized Student Journeys and Real-Time Data Analytics	<ul style="list-style-type: none"> Leverage data-informed insights to create highly personalized experiences for prospective and current students. Use real-time data analytics to monitor engagement and progress, providing proactive support and interventions that guide students through their academic journey.
5. Fostering an Inclusive Student-Ready Ecosystem	<ul style="list-style-type: none"> Create a supportive and equitable environment that addresses the diverse needs of all students. Implement inclusive programs, services, and resources that foster belonging, engagement, and success, ensuring every student can thrive and reducing student debt.
6. Innovating and Expanding Graduate Pathways	<ul style="list-style-type: none"> Develop and promote dynamic, market-informed graduate programs that address emerging fields and community needs. Emphasize flexible learning modalities and interdisciplinary approaches to attract a diverse population of graduate students, positioning TSU as a leader in advanced education and workforce readiness.

Immediate Next Steps



Prioritize Continuing Students, Non-Traditional Scholars, Upward Transfer, Domestic In-State Pell and Out-of-State High-Flyers, Graduate Students for Spring 2025



Solidify Long-Term Enrollment and Student Success Enrollment Plan



Finalize Multi-Year Enrollment and Student Success Projections and Targets



Conduct the Vice President for Enrollment Management and Marketing Search



Questions/Discussion |

**Tennessee State University
Board of Trustees**



**FY 25 TSU Revised
Budget**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 22, 2024

ITEM: FY 25 TSU Revised Budget

RECOMMENDED ACTION: To be determined

PRESENTED BY: Dr. Daarel Burnette, Interim VP of Business and Finance

Background/Facts: Dr. Burnette will report on matters related to this agenda item.

TSU Policy 4:01:00:00 (*Budget Control*) recognizes budgeting as the process whereby the plans of the University are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and that circumstances may necessitate revisions or changes to the original plan from time to time. To that end, the University submits three detailed budgets for approval each fiscal year.

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

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

TENNESSEE STATE UNIVERSITY
FY 2025 E&G Budget Projection
Executive Summary

	FY 2025 Preliminary	FY 2025 Revised Budget	Variance	% Change	Explanation
ENROLLMENT (FTE)	7,264	5,639	-1,615	-22.3%	Declining enrollment and retention rates.
REVENUE					
					Revised budget based on 5,639 FTEs. Enrollment declined by 1,888 students (1,615 FTE's)
Tuition and Fees	\$ 105,993,500	\$ 80,552,000	\$ (25,441,500)	-24.0%	
State Appropriations	\$ 53,021,400	\$ 52,701,700	\$ (319,700)	-0.6%	
Federal Grants and Contracts	\$ 3,580,000	\$ 3,580,000	\$ -	0.0%	IDC - (Federal \$3.5M, State \$33K and Private \$47K)
Sales & Services of Other Activities	\$ 5,645,500	\$ 5,308,700	\$ (336,800)	-6.0%	Athletics revenue and other fees such as Facility Rental and Educational Activities; i.e. Dental Hygiene and Daycare where small fees are charged
Other Revenue Sources	\$ 780,000	\$ 750,000	\$ (30,000)	-3.8%	Various sources
Auxiliary Sources	\$ 49,038,800	\$ 43,720,000	\$ (5,318,800)	-10.8%	Attributable to decline in enrollment adjusted based on revised FTE's
Subtotal	\$ 218,059,200	\$ 186,612,400	\$ (31,446,800)	-14.4%	

EXPENSE	FY 2025 Preliminary	FY 2025 Revised Budget	Variance	% Change	Explanation
Salaries	\$ 89,260,300	\$ 89,789,800	\$ 529,500	0.6%	Salary and benefit budgets were reduced for positions that were eliminated; however positions were also adjusted to reflect actual salary as well
Benefits	\$ 31,239,300	\$ 32,501,000	\$ 1,261,700	4.0%	Benefit rate is roughly 35% of salary. Employees education benefit.
Travel	\$ 3,194,500	\$ 2,965,600	\$ (228,900)	-7.2%	Individual and group travel
Operating Expense	\$ 64,128,800	\$ 63,788,600	\$ (340,200)	-0.5%	Various operating expenditures including utilities, software licenses, and maintenance and grounds
Scholarships	\$ 20,856,300	\$ 35,100,900	\$ 14,244,600	68.3%	Understated in preliminary budget, scholarship allowance should not be more than 8%-10% of tuition and fee revenue, currently makes up 43.5% of Tuition and Fees
Capital Purchases	\$ 336,000	\$ 912,900	\$ 576,900	171.7%	Original budget mainly for library books to be purchased; added additional funding for prior-year commitments (i.e., police vehicles, golf carts and 3 motorcoach buses)
Other Expenses	\$ 1,851,900	\$ 0.00	\$ (1,851,900)	-100.0%	Due to current cash position removed any additional spending on plant improvements
Debt Services	\$ 7,622,700	\$ 7,622,700	\$ -	0.0%	Pay the debt requirements (\$5.7M E&G / \$1.9M Auxiliary) on RSP Building, Indoor Practice Facility, Health Sciences Building and new residence hall.
Total Expense	\$ 218,489,800	\$ 232,681,500	\$ 14,191,700		
Budget Position	\$ (430,600)	\$ (46,069,100)	\$ (46,499,700)	10698.8%	

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Form III

	Unrestricted Ed	Tennessee Educational And	Tennessee State University General Expenditures	Original 2024-25
	Professional Salaries	Other Salaries	Employee Benefits	Travel
UNRESTRICTED EXPENDITURES EDUCATION AND GENERAL				
Instruction	42,790,200	1,695,800	15,570,100	503,900
Research	1,054,700	1,200	366,800	18,500
Public Service	1,859,400	214,500	725,900	8,900
Academic Support	5,130,900	1,159,400	2,201,600	25,400
Student Services	11,177,000	1,689,400	4,489,200	2,408,300
Institutional Support	11,918,600	1,346,400	4,678,700	207,100
Oper & Maint of Plant	2,243,400	2,175,100	1,525,500	11,300
Scholarships & Fellow	0	0	0	0
Total Educational and General	76,174,200	8,281,800	29,557,800	3,183,400
Auxiliary Enterprises	2,585,000	2,219,300	1,681,500	11,100
Total Unrestricted	78,759,200	10,501,100	31,239,300	3,194,500

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Operating Expense	Capital Outlay	Total	% OF Total E & G
7,352,300		67,912,300	40.56
817,900		2,259,100	1.35
170,600		2,979,300	1.78
2,146,100	256000	10,919,400	6.52
4,871,700		24,635,600	14.71
607,900		18,758,700	11.2
13,175,100		19,130,400	11.42
20,856,300		20,856,300	12.46
49,997,900	256000	167,451,100	
34,987,200	80000	41,564,100	
84,985,100	336000	209,015,200	

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2023-24	July Budget 2024-25	October Budget 2024-25	Percent Change From Actual	Percent Change From July
Unrestricted Current Fund Balances at Beginning of Period:					
0505 Allocation for Encumbrances	6,535,360	621,800	-	0.0%	-100.00%
0510 Allocation for Working Capital	16,860,874	213,000	3,800	-100.0%	-98.22%
0515 Special Allocations	7,577,583	6,878,200	1,279,000	-83.1%	-81.41%
0520 Unallocated Balance	(31,596,282)	-	(31,935,600)	1.1%	0.00%
Total Balances	\$ (622,465)	\$ 7,713,000	\$ (30,652,800)	-182.02%	-497.42%
Revenues					
A. Educational and General					
1005 Tuition and Fees	84,010,707	105,993,500	80,552,000	-4.1%	-24.00%
1015 State Appropriations	52,719,700	53,021,400	52,701,700	0.0%	-0.60%
1025 Federal Grants and Contracts	4,326,768	3,500,000	3,500,000	-19.1%	0.00%
1030 State Grants and Contracts	55,268	33,000	33,000	-40.3%	0.00%
1035 Local Gifts, Grants and Contracts	5,138	-	-	0.0%	0.00%
1040 Private Gifts, Grants and Contracts	429,232	47,000	47,000	-89.1%	0.00%
1045 Foundation Gifts	49,070	-	-	0.0%	0.00%
1050 Sales & Services of Educ. Depts.	91,223	57,500	42,500	-53.4%	-26.09%
1055 Sales & Services of Other Activities	6,830,134	5,588,000	5,266,200	-22.9%	-5.76%
1060 Other Sources	1,168,172	780,000	750,000	-35.8%	-3.85%
Total Educ. & General	\$ 149,685,412	\$ 169,020,400	\$ 142,892,400	-4.5%	-15.46%
B. Sales/Svs Aux Enterprises					
1505 B. Sales/Svs Aux Enterprises	45,196,777	49,038,800	43,720,000	(5,318,800)	-10.85%
Total Revenues	\$ 194,882,189	\$ 218,059,200	\$ 186,612,400	\$ (5,318,800)	-14.42%

TENNESSEE STATE UNIVERSITY

SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2023-24	July Budget 2024-25	October Budget 2024-25	Percent Change From Actual	Percent Change From July
Expenditures					
A. Education & General Expenditures					
2000 Instruction	65,612,248	67,912,300	64,287,200	-2.0%	-5.3%
2500 Research	2,320,351	2,259,100	1,929,800	-16.8%	-14.6%
3000 Public Service	3,312,857	2,979,300	2,054,400	-38.0%	-31.0%
3500 Academic Support	10,185,107	10,919,400	10,846,600	6.5%	-0.7%
4000 Student Services	24,909,209	24,635,600	22,924,300	-8.0%	-6.9%
4500 Institutional Support	22,262,660	18,758,700	23,429,700	5.2%	24.9%
5000 Operation & Maint. of Plant	25,854,081	19,130,400	23,147,000	-10.5%	21.0%
5500 Scholarships & Fellowships	41,238,342	20,856,300	35,100,900	-14.9%	68.3%
Educ. & Gen. Expenditures	\$ 195,694,855	\$ 167,451,100	\$ 183,719,900	-6.1%	9.7%
Mandatory Transfers					
6005 Principal & Interest	1,825,136	1,849,900	1,849,900	1.4%	0.0%
Total Mandatory Transfers	\$ 1,825,136	\$ 1,849,900	\$ 1,849,900	1.4%	0.0%
Non-Mandatory Transfers for:					
6505 Transfers to Unexpended Plant Fund	-	-	-	0.0%	0.0%
6507 Transfers to Renewal and Replacement	-	150,000	-	0.0%	-100.0%
6510 Other Transfers	-	-	-	0.0%	0.0%
6511 Transfers from Unexpended Plant Fund	(8,505,344)	-	-	0.0%	0.0%
6512 Transfers from Renewal and Replacemer	(11,826,080)	-	-	0.0%	0.0%
6515 Transfers from Other Funds	-	-	-	0.0%	0.0%
Total Non-Mandatory Transfers	(20,331,424)	150,000	-	0.0%	-100.0%
Total Education and General	\$ 177,188,567	\$ 169,451,000	\$ 185,569,800	4.7%	9.5%

TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED CURRENT FUNDS AVAILABLE AND APPLIED

	Actual 2023-24	July Budget 2024-25	October Budget 2024-25	Percent Change From Actual	Percent Change From July
B. Auxiliary Enterprises Expenditures					
7005 Auxiliary Enterprises Expenditures	46,280,179	41,564,100	41,338,900	-10.68%	-0.54%
Mandatory Transfers for:					
7505 Principal and Interest	5,756,392	5,772,800	5,772,800	0.29%	0.00%
Total Mandatory Transfers	<u>\$ 5,756,392</u>	<u>\$ 5,772,800</u>	<u>\$ 5,772,800</u>	<u>0.3%</u>	<u>0.0%</u>
Non-Mandatory Transfers for:					
8005 Transfers to Unexpended Plant Fund	-	-	-	0.0%	0.0%
8007 Transfers to Renewal and Replacement	-	1,701,900	-	0.0%	-100.0%
8010 Other Transfers	-	-	-	0.0%	0.0%
8012 Transfers from Renewal and Replacemer	(1,581,295)	-	-	0.0%	0.0%
8015 Transfers from Unexpended Plant	(2,731,326)	-	-	0.0%	0.0%
Total Non-Mandatory Transfers	<u>(4,312,621)</u>	<u>1,701,900</u>	<u>-</u>	<u>0.0%</u>	<u>-100.0%</u>
Total Auxiliary Enterprises	<u>47,723,950</u>	<u>49,038,800</u>	<u>47,111,700</u>	<u>-1.3%</u>	<u>-3.9%</u>
Total Expenditures & Transfers	<u>\$ 224,912,517</u>	<u>\$ 218,489,800</u>	<u>\$ 232,681,500</u>	<u>3.5%</u>	<u>6.5%</u>
Unrestricted Current Fund Balances at End of Period:					
8505 Allocation for Encumbrances	-	525,800	-	0.0%	-100.0%
8510 Allocation for Working Capital	3,800	259,300	3,800	0.0%	-98.5%
8515 Special Allocations	1,278,979	6,497,300	-	0.0%	-100.0%
8520 Unallocated Balance	(31,935,572)	-	(76,725,700)	140.3%	0.0%
Total Balances	<u>\$ (30,652,793)</u>	<u>\$ 7,282,400</u>	<u>\$ (76,721,900)</u>	<u>150.3%</u>	<u>-1153.5%</u>
Total Revenue Over (Under) Expenses	<u>\$ (30,030,328)</u>	<u>\$ (430,600)</u>	<u>\$ (46,069,100)</u>	<u>53.4%</u>	<u>10598.8%</u>

TENNESSEE STATE UNIVERSITY
ACTUAL 2024-25

UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY BUDGET CATEGORY

	05 Professional Salaries	10 Other Salaries	15 Employee Benefits	20 Travel	25 Operating Expense	30 Equipment	Total	% of Total E & G
UNRESTRICTED EXPENDITURES								
A. EDUCATION AND GENERAL								
20 INSTRUCTION	\$ 43,643,341	\$ 1,806,292	\$ 15,319,193	\$ 720,722	\$ 3,474,374	\$ 648,326	\$ 65,612,248	33.53%
25 RESEARCH	1,450,018	46,940	509,700	55,976	257,510	207	2,320,351	1.19%
30 PUBLIC SERVICE	1,927,588	235,945	729,374	48,444	371,207	299	3,312,857	1.69%
35 ACADEMIC SUPPORT	4,874,791	1,026,851	2,299,982	39,589	1,697,548	246,346	10,185,107	5.20%
40 STUDENT SERVICES	11,238,229	1,652,508	4,110,650	3,367,772	4,289,620	250,430	24,909,209	12.73%
45 INSTITUTIONAL SUPPORT	10,664,933	957,423	3,999,371	116,453	6,188,456	336,024	22,262,660	11.38%
50 OPER & MAINT OF PLANT	2,292,475	1,920,723	1,615,992	18,117	19,774,691	232,083	25,854,081	13.21%
55 SCHOLARSHIPS & FELLOWSHI	-	-	-	-	41,238,342	-	41,238,342	21.07%
TOTAL EDUCATION & GENERAL	76,091,375	7,646,682	28,584,262	4,367,073	77,291,748	1,713,715	195,694,855	100.00%
B. AUXILIARY ENTERPRISES	1,753,207	3,366,033	1,415,669	245,389	37,526,941	1,972,940	46,280,179	
TOTAL UNRESTRICTED	\$ 77,844,582	\$ 11,012,715	\$ 29,999,931	\$ 4,612,462	\$ 114,818,689	\$ 3,686,655	\$ 241,975,034	

TENNESSEE STATE UNIVERSITY
JULY 2024-25

UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY BUDGET CATEGORY

	05 Professional Salaries	10 Other Salaries	15 Employee Benefits	20 Travel	25 Operating Expense	30 Equipment	Total	% of Total E & G
UNRESTRICTED EXPENDITURES								
A. EDUCATION AND GENERAL								
20 INSTRUCTION	\$ 42,790,200	\$ 1,695,800	\$ 15,570,100	\$ 503,900	\$ 7,352,300	\$ -	\$ 67,912,300	40.56%
25 RESEARCH	1,054,700	1,200	366,800	18,500	817,900	-	2,259,100	1.35%
30 PUBLIC SERVICE	1,859,400	214,500	725,900	8,900	170,600	-	2,979,300	1.78%
35 ACADEMIC SUPPORT	5,130,900	1,159,400	2,201,600	25,400	2,146,100	256,000	10,919,400	6.52%
40 STUDENT SERVICES	11,177,000	1,689,400	4,489,200	2,408,300	4,871,700	-	24,635,600	14.71%
45 INSTITUTIONAL SUPPORT	11,918,600	1,346,400	4,678,700	207,100	607,900	-	18,758,700	11.20%
50 OPER & MAINT OF PLANT	2,243,400	2,175,100	1,525,500	11,300	13,175,100	-	19,130,400	11.42%
55 SCHOLARSHIPS & FELLOWSHI	-	-	-	-	20,856,300	-	20,856,300	12.46%
TOTAL EDUCATION & GENERAL	76,174,200	8,281,800	29,557,800	3,183,400	49,997,900	256,000	167,451,100	100.00%
B. AUXILIARY ENTERPRISES	2,585,000	2,219,300	1,681,500	11,100	34,987,200	80,000	41,564,100	
TOTAL UNRESTRICTED	\$ 78,759,200	\$ 10,501,100	\$ 31,239,300	\$ 3,194,500	\$ 84,985,100	\$ 336,000	\$ 209,015,200	

TENNESSEE STATE UNIVERSITY
OCTOBER 2024-25

UNRESTRICTED EDUCATION AND GENERAL EXPENDITURES BY BUDGET CATEGORY

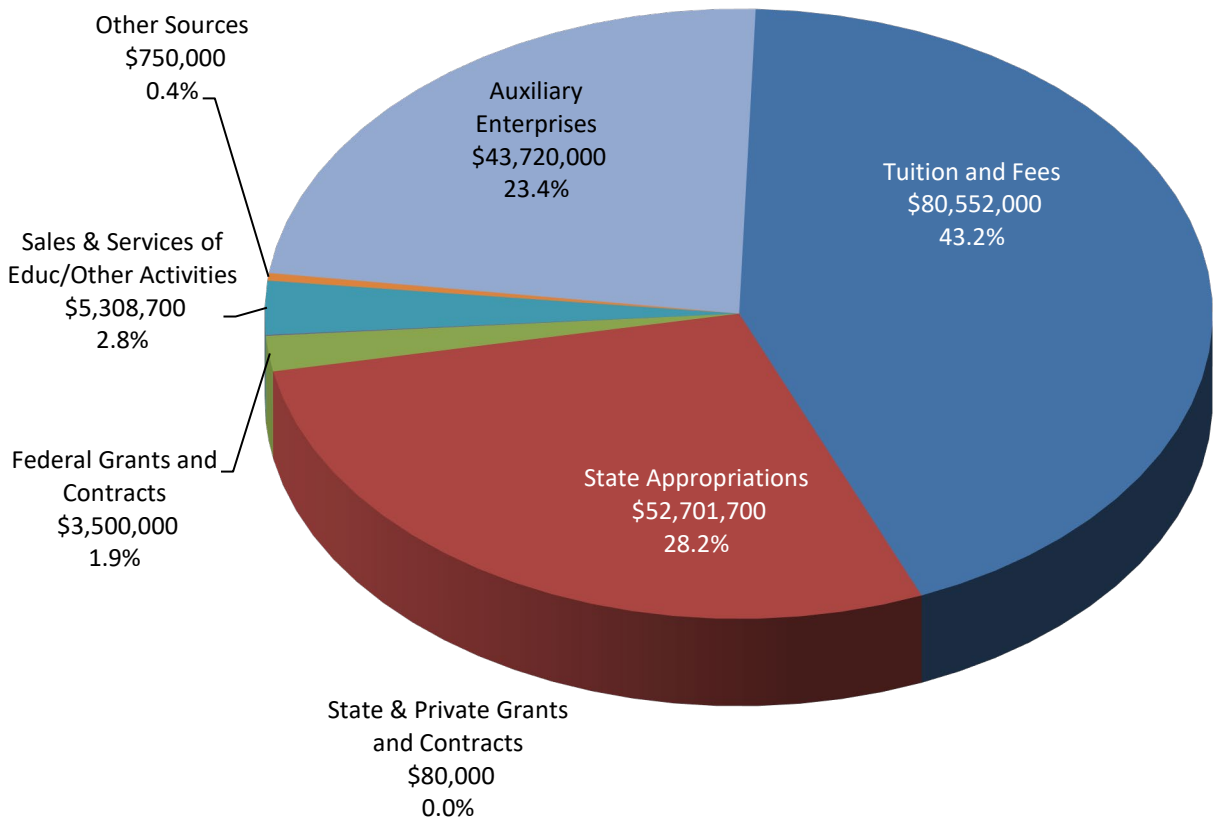
	05 Professional Salaries	10 Other Salaries	15 Employee Benefits	20 Travel	25 Operating Expense	30 Equipment	Total	% of Total E & G
UNRESTRICTED EXPENDITURES								
A. EDUCATION AND GENERAL								
20 INSTRUCTION	\$ 41,498,600	\$ 1,976,100	\$ 15,601,200	\$ 355,300	\$ 4,847,700	\$ 8,300	\$ 64,287,200	34.99%
25 RESEARCH	1,196,000	1,200	490,600	16,500	225,500	-	1,929,800	1.05%
30 PUBLIC SERVICE	1,778,000	202,100	834,200	3,100	(763,000)	-	2,054,400	1.12%
35 ACADEMIC SUPPORT	5,268,300	1,133,900	2,287,400	8,000	1,910,000	239,000	10,846,600	5.90%
40 STUDENT SERVICES	10,261,000	1,707,800	4,279,400	2,298,700	4,377,400	-	22,924,300	12.48%
45 INSTITUTIONAL SUPPORT	13,923,400	1,781,900	5,352,400	120,700	2,251,300	-	23,429,700	12.75%
50 OPER & MAINT OF PLANT	1,981,400	2,004,900	1,427,100	13,300	17,445,300	275,000	23,147,000	12.60%
55 SCHOLARSHIPS & FELLOWSHI	-	-	-	-	35,100,900	-	35,100,900	19.11%
TOTAL EDUCATION & GENERAL	75,906,700	8,807,900	30,272,300	2,815,600	65,395,100	522,300	183,719,900	100.00%
B. AUXILIARY ENTERPRISES	<u>2,372,500</u>	<u>2,702,700</u>	<u>2,228,700</u>	<u>150,000</u>	<u>33,494,400</u>	<u>390,600</u>	<u>41,338,900</u>	
TOTAL UNRESTRICTED	\$ 78,279,200	\$ 11,510,600	\$ 32,501,000	\$ 2,965,600	\$ 98,889,500	\$ 912,900	\$ 225,058,800	

**TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
REVENUES
OCTOBER BUDGET FY2024-25**

	July Budget 2024-25	October Budget 2024-25
Unrestricted Beginning Fund Balances	\$ 7,713,000	\$ (30,652,800)
 <u>Revenues</u>		
<i>Education and General</i>		
Tuition and Fees	\$ 105,993,500	\$ 80,552,000
State Appropriations	53,021,400	52,701,700
Federal Grants and Contracts	3,500,000	3,500,000
State & Private Grants and Contracts	80,000	80,000
Sales & Services of Educ/Other Activities	5,645,500	5,308,700
Other Sources	780,000	750,000
Total Education and General	\$ 169,020,400	\$ 142,892,400
<i>Auxiliaries</i>	49,038,800	43,720,000
Total Sales/Services of Auxiliary Services	\$ 49,038,800	\$ 43,720,000
 Grand Total Revenues	 \$ 218,059,200	 \$ 186,612,400

**TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
OCTOBER BUDGET FY2024-25**

<u>Revenues</u>	<u>FY 2024-25 OCTOBER</u>	
Education and General		
Tuition and Fees	\$ 80,552,000	43.17%
State Appropriations	\$ 52,701,700	28.24%
Federal Grants and Contracts	\$ 3,500,000	1.88%
State & Private Grants and Contracts	\$ 80,000	0.04%
Sales & Services of Educ/Other Activities	\$ 5,308,700	2.84%
Other Sources	\$ 750,000	0.40%
Total Education and General	\$ 142,892,400	
Sales and Services of Aux Enterprises		
Auxiliary Enterprises	\$ 43,720,000	23.43%
Total Revenues	\$ 186,612,400	100.0%

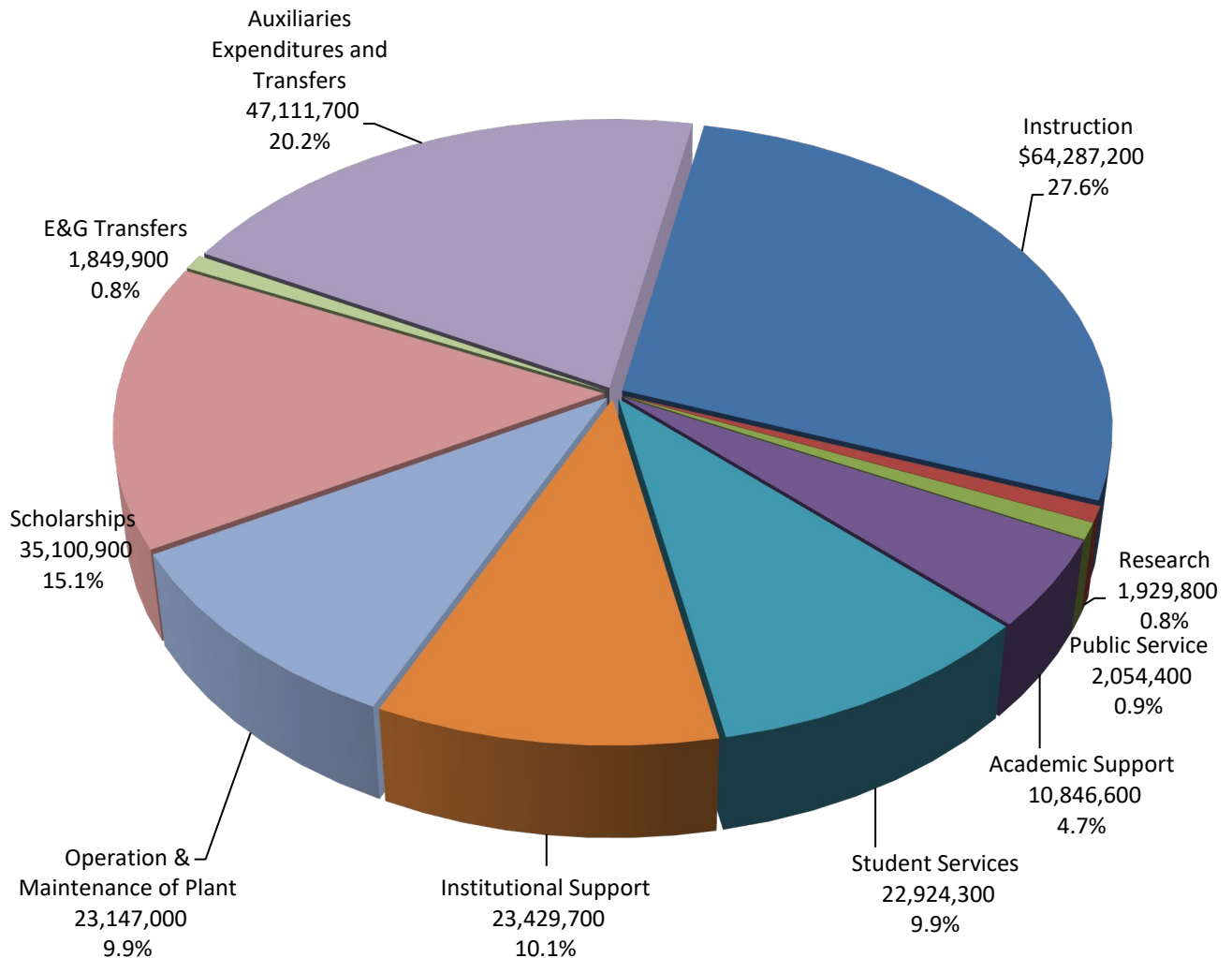


**TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
EXPENDITURES AND TRANSFERS
OCTOBER BUDGET FY2024-25**

	July Budget 2024-25	October Budget 2024-25
<i>Education and General</i>		
Instruction	\$ 67,912,300	\$ 64,287,200
Research	2,259,100	1,929,800
Public Service	2,979,300	2,054,400
Academic Support	10,919,400	10,846,600
Student Services	24,635,600	22,924,300
Institutional Support	18,758,700	23,429,700
Operation & Maintenance of Plant	19,130,400	23,147,000
Scholarships & Fellowships	20,856,300	35,100,900
Total E&G Expenditures	\$ 167,451,100	\$ 183,719,900
Mandatory Transfers	\$ 1,849,900	\$ 1,849,900
Non-Mandatory Transfers	150,000	-
Total E&G Expenditures and Transfers	\$ 169,451,000	\$ 185,569,800
<i>Auxiliary Enterprises</i>		
Auxiliary Enterprises Expenditures	\$ 41,564,100	\$ 41,338,900
Mandatory Transfers for Principal & Interest	5,772,800	5,772,800
Non-Mandatory Transfers for:		
Tranfers from Unexpended Plant Fund		
Transfers to Renewal & Replacements	1,701,900	-
Total Auxiliary Enterprises Expenditures and Transfers	\$ 49,038,800	\$ 47,111,700
Grand Total Unrestricted Expenditures And Transfers	\$ 218,489,800	\$ 232,681,500

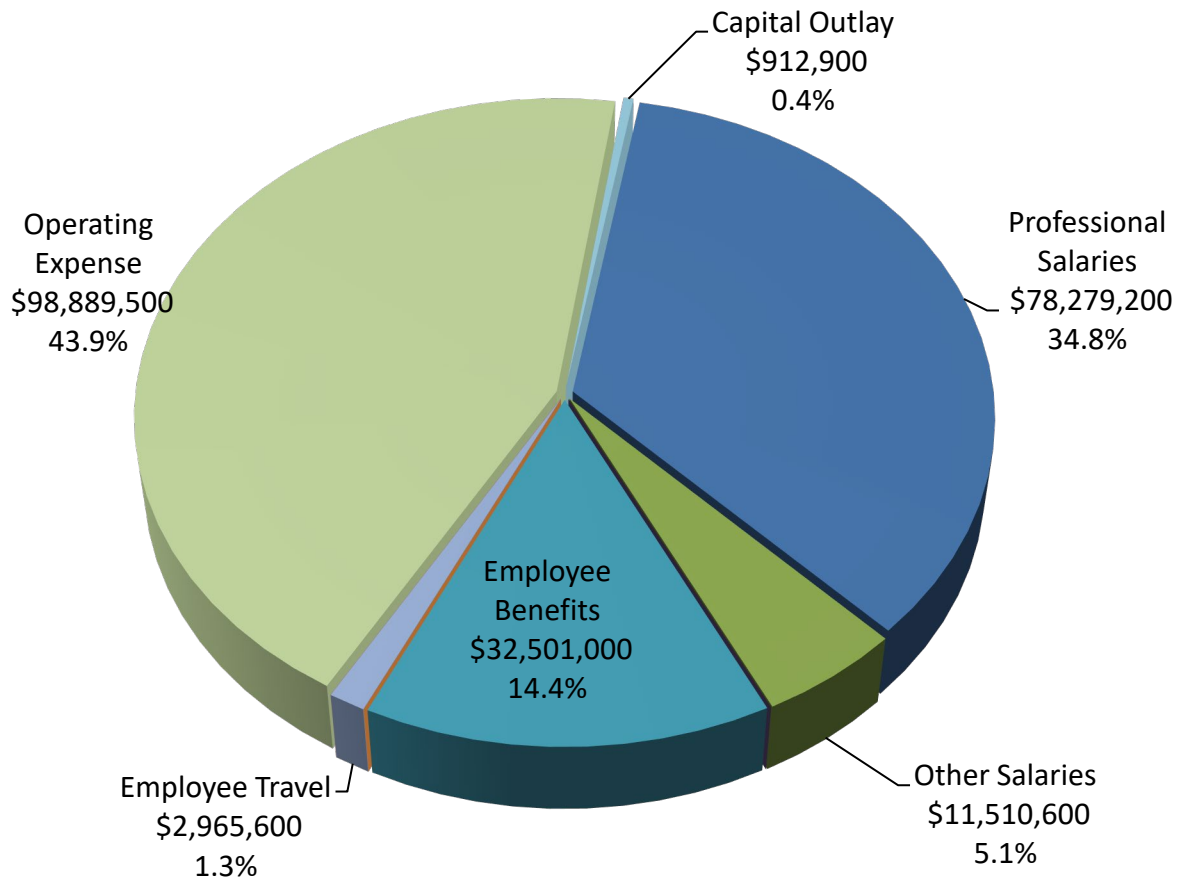
**TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
EXPENDITURES AND TRANSFERS BY FUNCTION
OCTOBER BUDGET FY2024-25**

<u>Expenditures and Transfers</u>	<u>OCTOBER REVISED 2024-25</u>	
Education & General		
Instruction	\$ 64,287,200	27.6%
Research	1,929,800	0.8%
Public Service	2,054,400	0.9%
Academic Support	10,846,600	4.7%
Student Services	22,924,300	9.9%
Institutional Support	23,429,700	10.1%
Operation & Maintenance of Plant	23,147,000	9.9%
Scholarships	35,100,900	15.1%
E&G Transfers	1,849,900	0.8%
Auxiliaries Expenditures and Transfers	47,111,700	20.2%
Total Expenditures and Transfers	\$ 232,681,500	100.0%



**TENNESSEE STATE UNIVERSITY
SUMMARY OF UNRESTRICTED FUNDS
EXPENDITURES AND TRANSFERS BY CATEGORY
OCTOBER BUDGET FY2024-25**

UNRESTRICTED EXPENDITURES	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	Total E & G
EDUCATION AND GENERAL								
Instruction	\$ 41,498,600	\$ 1,976,100	\$ 15,601,200	\$ 355,300	\$ 4,847,700	\$ 8,300	\$ 64,287,200	28.6%
Research	1,196,000	1,200	490,600	16,500	225,500	-	1,929,800	0.9%
Public Service	1,778,000	202,100	834,200	3,100	(763,000)	-	2,054,400	0.9%
Academic Support	5,268,300	1,133,900	2,287,400	8,000	1,910,000	239,000	10,846,600	4.8%
Student Services	10,261,000	1,707,800	4,279,400	2,298,700	4,377,400	-	22,924,300	10.2%
Institutional Support	13,923,400	1,781,900	5,352,400	120,700	2,251,300	-	23,429,700	10.4%
Oper & Maint of Plant	1,981,400	2,004,900	1,427,100	13,300	17,445,300	275,000	23,147,000	10.3%
Scholarships & Fellow	-	-	-	-	35,100,900	-	35,100,900	15.6%
Total Educational and General	\$ 75,906,700	\$ 8,807,900	\$ 30,272,300	\$ 2,815,600	\$ 65,395,100	\$ 522,300	\$ 183,719,900	
Auxiliary Enterprises	\$ 2,372,500	\$ 2,702,700	\$ 2,228,700	\$ 150,000	\$ 33,494,400	\$ 390,600	\$ 41,338,900	18.4%
Total Unrestricted	\$ 78,279,200	\$ 11,510,600	\$ 32,501,000	\$ 2,965,600	\$ 98,889,500	\$ 912,900	\$ 225,058,800	100.0%
	34.8%	5.1%	14.4%	1.3%	43.9%	0.4%	100.0%	

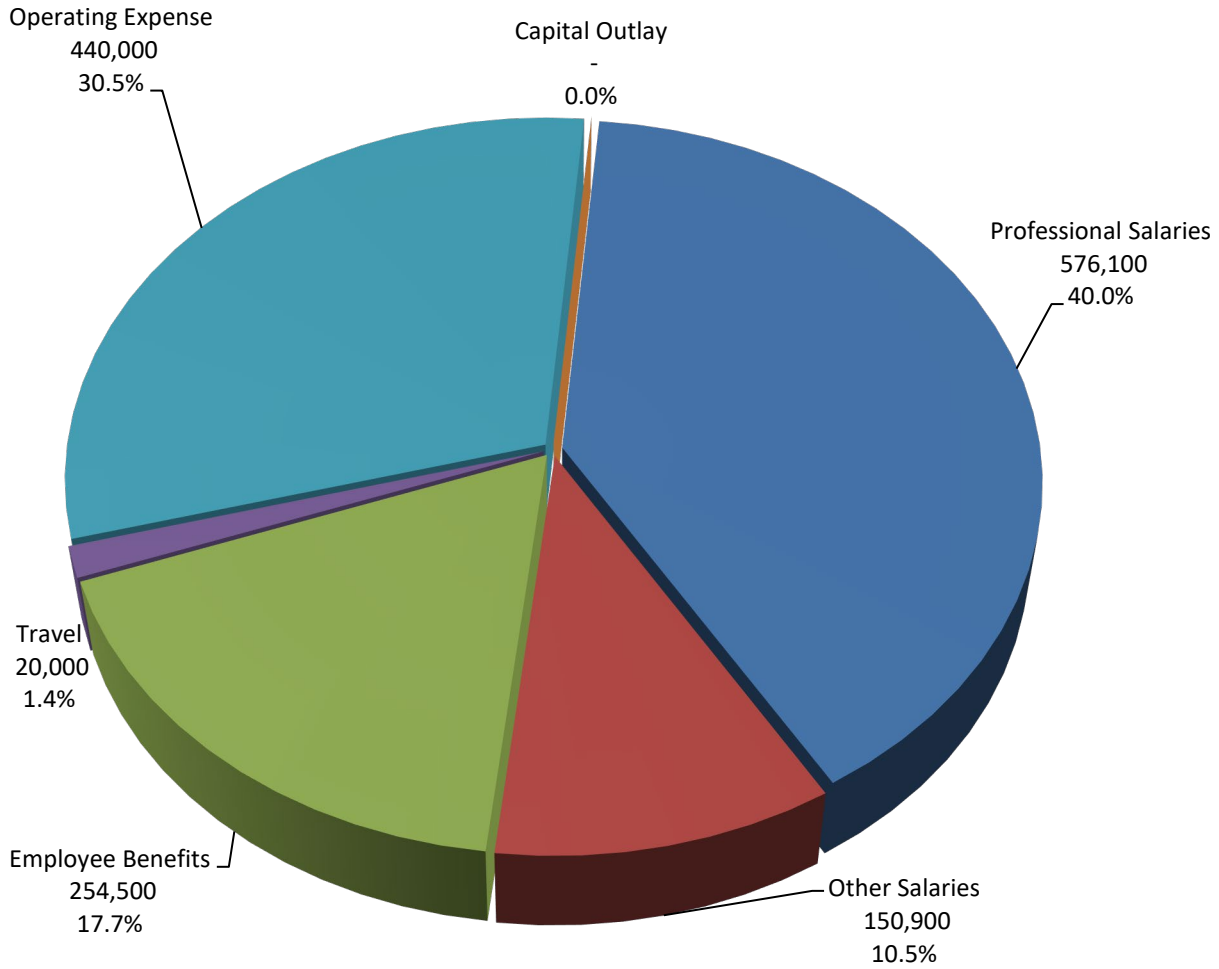


TSU McMinnville Nursery Crop Research Station
SUMMARY OF UNRESTRICTED FUNDS
OCTOBER BUDGET FY2024-25

	July Budget 2024-25	October Budget 2024-25
	<hr/>	<hr/>
Allocation for Encumbrances	\$ 109,800	\$ 124,100
Allocation for Working Capital	40,000	71,600
Special Allocations	77,600	77,600
Unallocated Balance	-	725,600
Unrestricted Beginning Fund Balances	<hr/> \$ 227,400	<hr/> \$ 998,900
 <i><u>Revenues</u></i>		
McMinnville Appropriations	\$ 1,572,700	\$ 1,572,700
Total Revenues	<hr/> \$ 1,572,700	<hr/> \$ 1,572,700
 <i><u>Expenditures and Transfers</u></i>		
McMinnville Expenditures	\$ 1,571,700	\$ 1,441,500
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
Total Expenditures and Transfers	<hr/> \$ 1,571,700	<hr/> \$ 1,441,500
 Unrestricted Current Fund Balances at End of Period		
Allocation for Encumbrances	\$ 109,800	\$ 124,100
Allocation for Working Capital	40,000	71,600
Special Allocations	78,600	934,400
Unallocated Balance	-	-
Total Ending Fund Balances	<hr/> \$ 228,400	<hr/> \$ 1,130,100

TSU McMinnville Nursery Crop Research Station
SUMMARY OF UNRESTRICTED FUNDS
EXPENDITURES AND TRANSFERS BY CATEGORY
OCTOBER BUDGET FY2024-25

UNRESTRICTED EXPENDITURES TSU MCMINNVILLE CENTER	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
Research	\$ 576,100	\$ 150,900	\$ 254,500	\$ 20,000	\$ 440,000	\$ -	\$ 1,441,500	100%
Total McMinnville Expenditures	<u>\$ 576,100</u>	<u>\$ 150,900</u>	<u>\$ 254,500</u>	<u>\$ 20,000</u>	<u>\$ 440,000</u>	<u>\$ -</u>	<u>\$ 1,441,500</u>	
	40.0%	10.5%	17.7%	1.4%	30.5%	0.0%	100%	

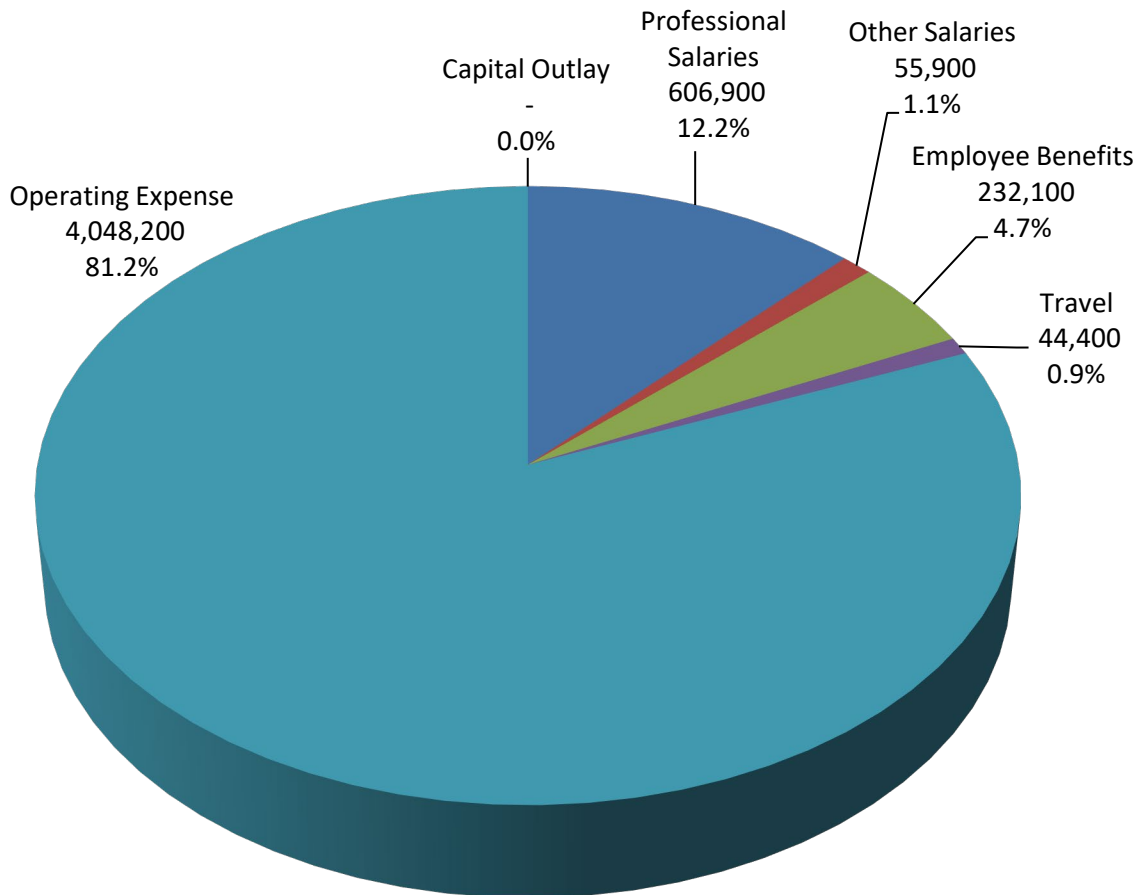


TSU INSTITUTE OF AGRICULTURAL AND ENVIRONMENTAL RESEARCH
SUMMARY OF UNRESTRICTED FUNDS
OCTOBER BUDGET FY2024-25

	July Budget 2024-25	October Budget 2024-25
	<hr/>	<hr/>
Allocation for Encumbrances	\$ 900,000	\$ 298,800
Allocation for Working Capital	650,000	278,000
Special Allocations	250,000	250,200
Unallocated Balance	-	16,326,300
Unrestricted Beginning Fund Balances	<u>\$ 1,800,000</u>	<u>\$ 17,153,300</u>
 <u>Revenues</u>		
Agr and Envir Research Appropriations	\$ 6,015,100	\$ 6,015,100
Total Revenues	<u>\$ 6,015,100</u>	<u>\$ 6,015,100</u>
 <u>Expenditures and Transfers</u>		
Agr and Envir Research Expenditures Research	\$ 6,189,600	\$ 5,027,700
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
Total Expenditures and Transfers	<u>\$ 6,189,600</u>	<u>\$ 5,027,700</u>
Allocation for Encumbrances	\$ 724,800	\$ 298,900
Allocation for Working Capital	600,000	278,000
Special Allocations	300,700	17,563,900
Unallocated Balance	-	-
Total Ending Fund Balances	<u>\$ 1,625,500</u>	<u>\$ 18,140,800</u>

**TSU INSTITUTE OF AGRICULTURAL AND ENVIRONMENTAL RESEARCH
SUMMARY OF UNRESTRICTED FUNDS BY CATEGORY
OCTOBER BUDGET FY2024-25**

UNRESTRICTED EXPENDITURES AGR & ENVIR RESEARCH	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
Research	\$ 645,900	\$ 61,000	\$ 247,400	\$ 44,400	\$ 5,190,900	\$ -	\$ 6,189,600	100%
Total Unrestricted	\$ 645,900	\$ 61,000	\$ 247,400	\$ 44,400	\$ 5,190,900	\$ -	\$ 6,189,600	
	10.4%	1.0%	4.0%	0.7%	83.9%	0.0%	100%	

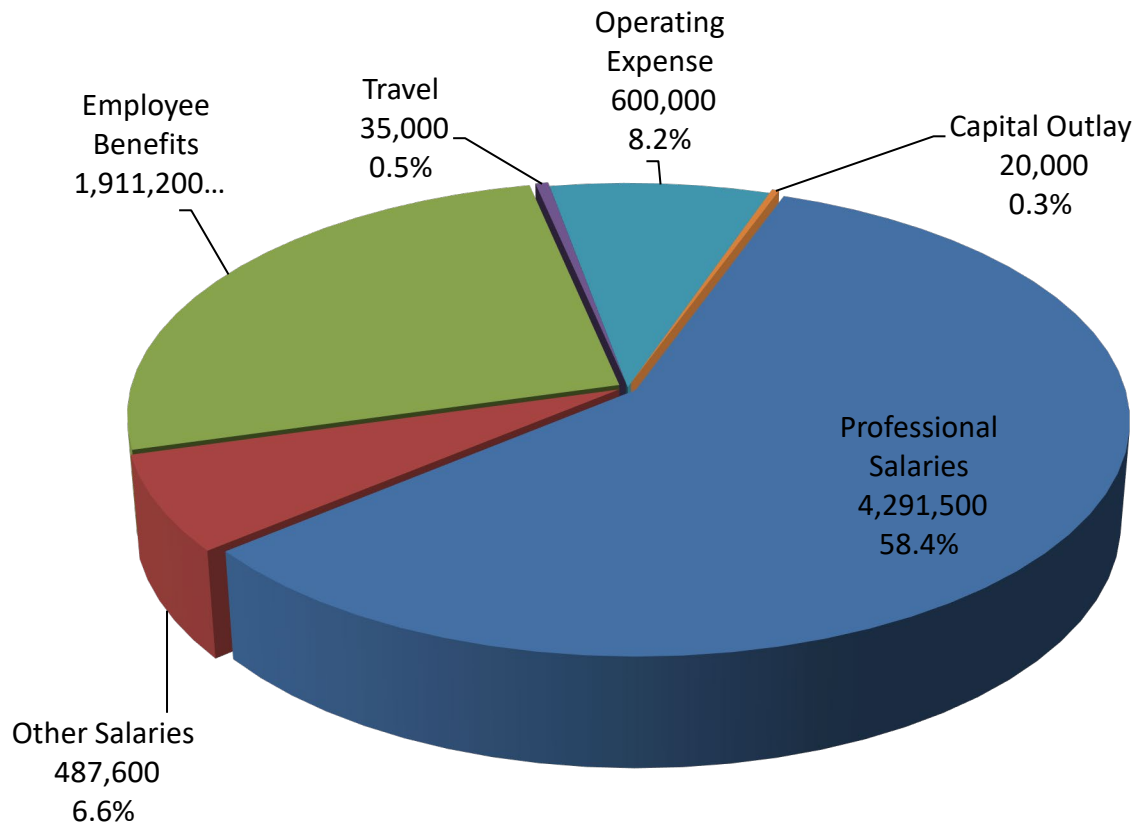


**TSU COOPERATIVE EXTENSION
SUMMARY OF UNRESTRICTED FUNDS
OCTOBER BUDGET FY2024-25**

	<u>July Budget 2024-25</u>	<u>October Budget 2024-25</u>
Allocation for Encumbrances	\$ 780,000	\$ 603,500
Allocation for Working Capital	-	377,600
Special Allocations	308,100	308,100
Unallocated Balance	-	12,373,500
Unrestricted Beginning Fund Balances	<u>\$ 1,088,100</u>	<u>\$ 13,662,700</u>
 <u>Revenues</u>		
Co-Op Extension State Appropriations	\$ 6,207,100	\$ 6,207,100
Total Revenues	<u>\$ 6,207,100</u>	<u>\$ 6,207,100</u>
 <u>Expenditures and Transfers</u>		
Co-Op Extension Expenditures		
Public Service	\$ 6,259,900	\$ 7,345,300
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
Total Expenditures and Transfers	<u>\$ 6,259,900</u>	<u>\$ 7,345,300</u>
Allocation for Encumbrances	\$ 725,000	\$ 603,500
Allocation for Working Capital	-	377,600
Special Allocations	310,300	11,543,400
Unallocated Balance	-	-
Total Ending Fund Balances	<u>\$ 1,035,300</u>	<u>\$ 12,524,500</u>

**TSU COOPERATIVE EXTENSION
SUMMARY OF UNRESTRICTED FUNDS BY CATEGORY
OCTOBER BUDGET FY2024-25**

UNRESTRICTED EXPENDITURES CO-OP EXTENSION	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total E & G
Public Service	\$ 4,291,500	\$ 487,600	\$ 1,911,200	\$ 35,000	\$ 600,000	\$ 20,000	\$ 7,345,300	100%
Total Unrestricted	\$ 4,291,500	\$ 487,600	\$ 1,911,200	\$ 35,000	\$ 600,000	\$ 20,000	\$ 7,345,300	
	58.4%	6.6%	26.0%	0.5%	8.2%	0.0%	100%	

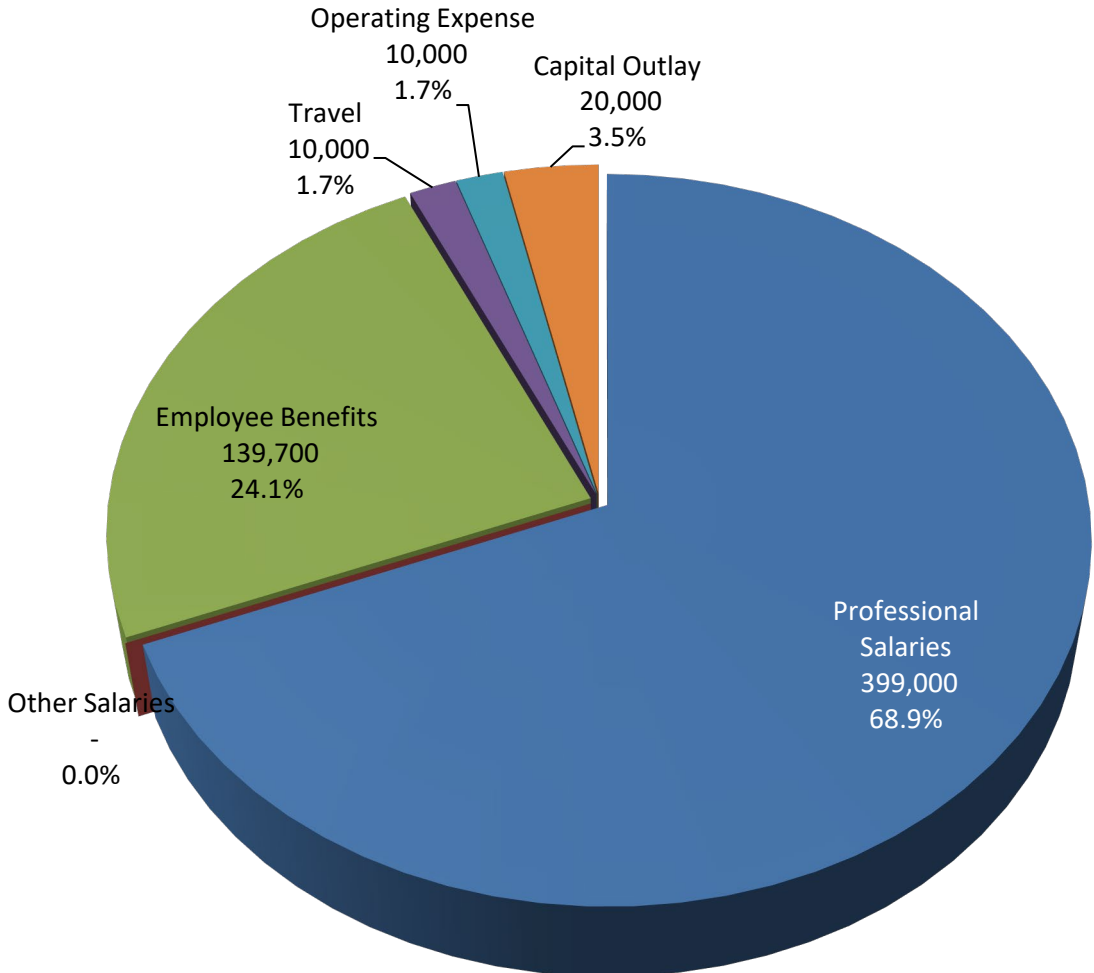


TSU FORESTRY
SUMMARY OF UNRESTRICTED FUNDS
OCTOBER BUDGET FY2024-25

	<u>July Budget 2024-25</u>	<u>October Budget 2024-25</u>
Allocation for Encumbrances	\$ -	\$ 32,400
Allocation for Working Capital	-	132,600
Special Allocations	250	11,200
Unallocated Balance	867,880	496,700
Unrestricted Beginning Fund Balances	<u>\$ 868,130</u>	<u>\$ 672,900</u>
 <u>Revenues</u>		
Forestry State Appropriations	\$ 228,400	\$ 228,400
Total Revenues	<u>\$ 228,400</u>	<u>\$ 228,400</u>
 <u>Expenditures and Transfers</u>		
Forestry Expenditures		
Research	\$ 228,200	\$ 578,700
Mandatory Transfers	-	-
Non-Mandatory Transfers	-	-
Total Expenditures and Transfers	<u>\$ 228,200</u>	<u>\$ 578,700</u>
 Unrestricted Current Fund Balances at End of Period		
Allocation for Encumbrances	-	32,400
Allocation for Working Capital	-	132,600
Special Allocations	\$ 11,400	\$ 157,600
Unallocated Balance	-	-
Total Unrestricted Current Fund Balances	<u>\$ 11,400</u>	<u>\$ 322,600</u>

TSU FORESTRY
SUMMARY OF UNRESTRICTED FUNDS BY CATEGORY
OCTOBER BUDGET FY2024-25

	Professional Salaries	Other Salaries	Employee Benefits	Travel	Operating Expense	Capital Outlay	Total	% OF Total
UNRESTRICTED EXPENDITURES FORESTRY								
Research	\$ 399,000	\$ -	\$ 139,700	\$ 10,000	\$ 10,000	\$ 20,000	\$ 578,700	100%
Total Unrestricted	\$ 399,000	\$ -	\$ 139,700	\$ 10,000	\$ 10,000	\$ 20,000	\$ 578,700	
	68.9%	0.0%	24.1%	1.7%	1.7%	3.5%	100%	



**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Institutional Development Report

RECOMMENDED ACTION: None

PRESENTED BY: Dr. LoLita Toney, AVP of Institutional Advancement

Background/Facts: Dr. Toney will report on matters related to this agenda item.



"Think. Work. Serve."
Institutional Advancement

3500 John A. Merritt Boulevard
Nashville, Tennessee 37209-1561
Office: (615) 963-5287

Information on TSU Donations:

- 1. Current status of donations to TSU Foundation as of November 18, 2024 – \$2,399,758.96.**
- 2. Expected donations - \$175,000 by the week ending November 22, 2024.**
- 3. Total Donations: \$2,574,758.96.**
- 4. This is a decline of \$621,755.50 from total of \$3,371,514.46 received last year.**
- 5. The good news is current alumni giving is \$591,009.63, an increase of \$64,534.25 year-over-year.** This is the first increase in alumni giving in 3+ years. In collaboration with President Johnson, we have identified a framework that we are developing to share with you to drive a singular message to galvanize alumni around recruitment and giving. It will be “future ready” with primary focus on restoring, realigning and reigniting.
 - A. FY25 Donations Goal - \$10M
 - B. Close the Gap Goal - \$5.8M
 - I. Identified \$3.2M in foundation resources
 - II. Year-End Goal is \$1.1M
 - a) Giving Tuesday Goal is \$500k
 - b) Chicago Fundraising Goal is \$250k
 - III. May Class Reunion Goal is \$1M

2. Action Plan and Next Steps

- A. Closing the GAP executed in collaboration with TSUNAA and the TSU Foundation Board of Directors
 - I. Giving Tuesday – Future Ready TSU: Stand with TSU
 - a) This Giving Tuesday, we invite you to join us in spreading holiday cheer and making a lasting impact at Tennessee State University. Our festive fundraising campaign, "Future Ready TSU," combines engagement of alumni sharing via video the impact of TSU in their lives with the encouragement of standing with the university as it stood with them.
 - b) We will encourage friendly competition by having alumni vote on the submitted videos. The top three videos by voting will receive a university accolade.

- c) Closing the Gap Save our Seniors Goal of \$500,000. Utilizing key facts about the graduating class along with personal videos from alumni.
- II. Year End Giving Campaign – Continuing the Closing the Gap
 - a) Strategic Outreach
 - 1. Direct mail appeal to corporate partners and alumni
 - 2. Phone bank with students to lapsed donors
 - 3. Personal fundraisers with alumni
 - 4. Competitive Alumni Affinity fundraising challenge
 - b) Goal of \$600,000 to Save our Juniors
- III. Reunion Campaigns – Continuing the Close the Gap
 - a) Encourage reunion class members to allocate gifts to Closing the Gap.
 - 1. Sixteen Classes with the goal of \$1M
 - 2. Class Agents secured, and individual ask amounts for each class
 - 3. Class Agents Letters emailed. 10.25.2024
 - 4. Class Zoom Meeting scheduled for week of 10.28 : Increase Alumni Engagement
 - 5. Include a Reunion snippet in all correspondence, events, and visits.
- IV. Partner with Alumni Chapters
 - a) Educate on giving opportunities
 - 1. Estate planning sessions
 - 2. Training on recruitment utilizing student profiles and consistent messaging.
- V. Scheduling Key Partner Meetings
 - a) MNPS – discuss recruitment
 - b) Oracle – present \$20M proposal
 - c) Regions – annual meeting with leadership and \$100k check presentation
 - d) HCA – present new \$2M proposal
 - e) Amazon – present new proposal (amount to be determined)
- VI. Alumni Relations
 - a) Big Brother/Big Sister partnership expansion
 - b) Prepare Alumni magazine (digital version)
 - c) Maintain monthly communication schedule to create engagement

**Tennessee State University
Board of Trustees**



**Student and Academic
Affairs Committee
Report**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
STUDENT AND ACADEMIC AFFAIRS COMMITTEE MEETING AGENDA**

3:45 p.m. CT
Thursday, November 21, 2024

Tennessee State University
Main Campus – The Barn
Agricultural Building
3500 John A. Merritt Blvd.
Nashville, TN 37209

ORDER OF BUSINESS

- | | |
|---|---|
| I. Call to Order | Trustee Jeffery Norfleet
Student and Academic Affairs
Committee Chair |
| II. Roll Call/Declaration of a Quorum | Laurence Pendleton
Board Secretary and General Counsel |
| III. Approval of TSU Policy Governing Institutional Accreditation | Dr. Robbie Melton
Interim Vice President for Academic Affairs and Provost |
| IV. Report on SACSCOC and Other Accreditation Matters | Dr. Robbie Melton
Interim Vice President for Academic Affairs and Provost |
| V. Retention and Academic Progress Update | Dr. Robbie Melton
Interim Vice President for Academic Affairs and Provost |
| VI. Academic Affairs Report | Dr. Robbie Melton
Interim Vice President for Academic Affairs and Provost |
| VII. Student Affairs Report | Dr. Bridgett Golman
Interim Vice President of Student Affairs |
| VIII. Adjournment | Trustee Jeffery Norfleet
Student and Academic Affairs
Committee Chair |

Tennessee State University

Board of Trustees



**Approval of TSU Policy
Governing Institutional
Accreditation**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 22, 2024

ITEM: Approval of TSU Policy Governing Institutional Accreditation

RECOMMENDED ACTION: Approval

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

Background/Facts: Dr. Melton will provide information related to this agenda item. Materials for this agenda item are contained in the Board materials document.

This policy is established to ensure compliance with the institutional accreditation policy requirements as stipulated in Tennessee Public Chapter 868 (2024). This law requires institutions of higher education to take specified actions pertaining to their accreditation status, including the identification and determination of the university's institutional accrediting agency and the eligibility of the accrediting agency to serve as an accreditor.



Policy on Institutional Accreditation

Policy No. ____

Effective Date:

I. PURPOSE

This policy is established to ensure compliance with the institutional accreditation policy requirements as stipulated in Tennessee Public Chapter 868 (2024). This law requires institutions of higher education to take specified actions pertaining to their accreditation status, including the identification and determination of the university's institutional accrediting agency and the eligibility of the accrediting agency to serve as an accreditor.

II. SCOPE

This policy applies to Tennessee State University ("University" or "TSU").

III. OVERVIEW

- A. General. Accreditation in the United States is a periodic, peer-based system of review of higher education institutions. The process is one element of several that are designed to assure the public of an institution's commitment to academic quality and fiscal integrity, as well as to stimulate continuous improvement by an institution.
- B. Federal Financial Aid. In order for students of an institution of higher education to receive federal financial aid from the U.S. Department of Education ("Department") for postsecondary study, the institution must be accredited by a nationally recognized accrediting agency.
- C. Recognized Institutional Accreditors. Under the Higher Education Act ("HEA"), the Department recognizes accrediting agencies that the U.S. Secretary of Education determines to be reliable authorities as to the quality of education or training provided by institutions of higher education, and the Department publishes a list of nationally

recognized accrediting agencies (“Institutional Accrediting Agencies”).¹

- D. TSU’s Institutional Accrediting Agency. The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) serves as the University’s current Institutional Accrediting Agency.

IV. ELIGIBILITY AND SELECTION OF AN INSTITUTIONAL ACCREDITING AGENCY

- A. Eligibility. All Institutional Accrediting Agencies, as published by the Department, are deemed by the TSU Board of Trustees (“Board”) to be eligible for consideration to serve as an Institutional Accrediting Agency or Association for the University.
- B. Selection. The University is authorized to pursue institutional accreditation by any eligible Institutional Accrediting Agency consistent with the review and approval process set forth herein.

V. INSTITUTIONAL ACCREDITATION CONFORMANCE AND APPROVAL PROCESS

- A. Conformance to Changes Required by Federal Law. TSU shall update its policies and practices regarding institutional accreditation to ensure compliance with changes implemented by the Department or U.S. Congress.
- B. Reviews and Recommendations. The Board shall approve any proposed change in the University’s Institutional Accrediting Agency.

VI. INSTITUTIONAL ACCREDITING AGENCY ACTION AND STATE LAW

In the event an Institutional Accrediting Agency compels the University to violate any state law, the Board Chair, on behalf of the Board, shall notify the general assembly in accordance with Tennessee Public Chapter 868.

Approved:

Last Reviewed: November 2024

¹ 34 Code of Federal Regulation (CFR) Part 602 and Section 496 of the HEA, as amended.

**Tennessee State University
Board of Trustees**

**Report on SACSCOC and
Other Accreditation
Matters**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Report on SACSCOC and Other Accreditation Matters

RECOMMENDED ACTION: None

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

Background/Facts: Dr. Melton will provide information related to this agenda item. Materials for this agenda item are contained in the Board materials document.

SACSCOC ACCREDITATION REVIEW MATTERS

I. University's Fifth-Year Interim Report

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), conducts a comprehensive review of its institutions every ten years. The U.S. Department of Education requires accrediting agencies to monitor its institutions more often to ensure that institutions having access to federal funds continue to meet accreditation standards. To that end, SACSCOC developed a Fifth-Year Interim Report. TSU's scheduled Fifth-Year Interim Report is due March 2026.

Timeline for the Submission and Review of Fifth-Year Interim Report:

October 2023 – February 2024: SACSCOC Readiness Audit Team established and conducted a Readiness Audit. The purpose of the Readiness Audit was to ascertain the extent of the University's compliance with each SACSCOC standard or core requirement that is part of the required SACSCOC Fifth-Year Interim Report and to identify initial evidence to support compliance or any compliance gaps. Monthly updates on the compliance status were provided to the Provost and VP Academic Affairs. In February 2024, the Readiness Audit Comprehensive Report was completed and submitted to Provost and VP of Academic Affairs and University President.

March 2024: SACSCOC Steering Committee reconvened in furtherance of a comprehensive institutional analysis/self-evaluation, to collect all documentation to be submitted as evidence of the University's compliance, and to prepare the Compliance Certification document to be submitted to SACSCOC.

August 2024: First Draft of the Fifth-Year Interim Report and QEP Impact Report completed.

September 2024 – March 2026: SACSCOC Steering Committee continues comprehensive self-evaluation, collection of documentation, and report preparation.

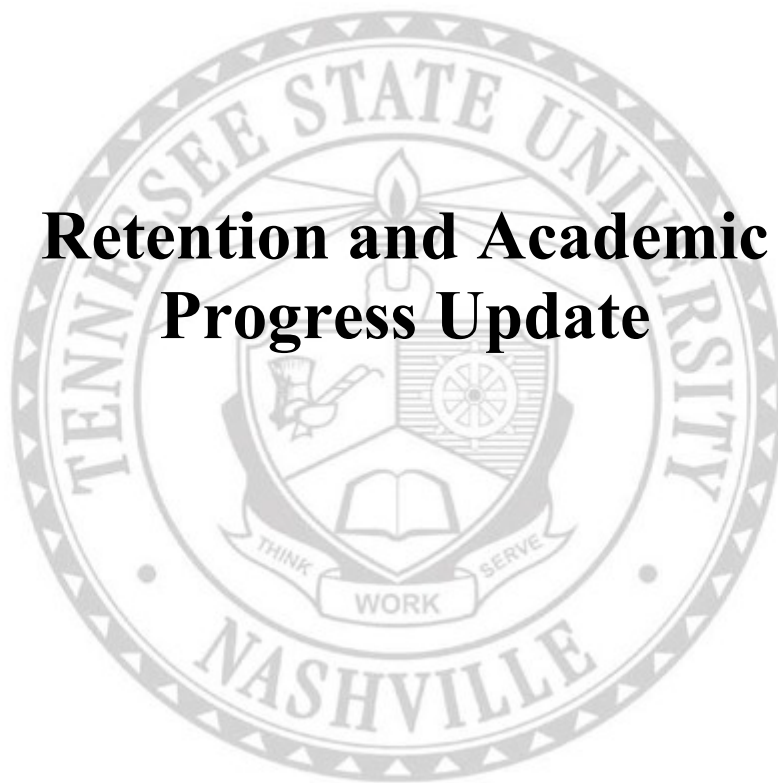
March 2026: Fifth-Year Interim Report and QEP Impact Report submitted to SACSCOC.

SACSCOC Review Process:

The Fifth-Year Interim Review Committee (Committee) will review the Interim Report and QEP Impact Report concurrently with the SACSCOC Off-Site Reaffirmation Committee. The Committee may recommend one of the following actions to the SACSCOC Board of Trustees:

1. Continue the institution in accreditation; if institution has failed to demonstrate compliance with one or more of the selected standards, refer the institution for review by the SACSCOC Board of Trustees and institution submits Referral Report; or
2. Continue the institution in accreditation; no additional report required.

**Tennessee State University
Board of Trustees**



**Retention and Academic
Progress Update**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Retention and Academic Progress Update

RECOMMENDED ACTION: None

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

Background/Facts: Dr. Melton will provide information related to this agenda item. Materials for this agenda item are contained in the Board materials document.

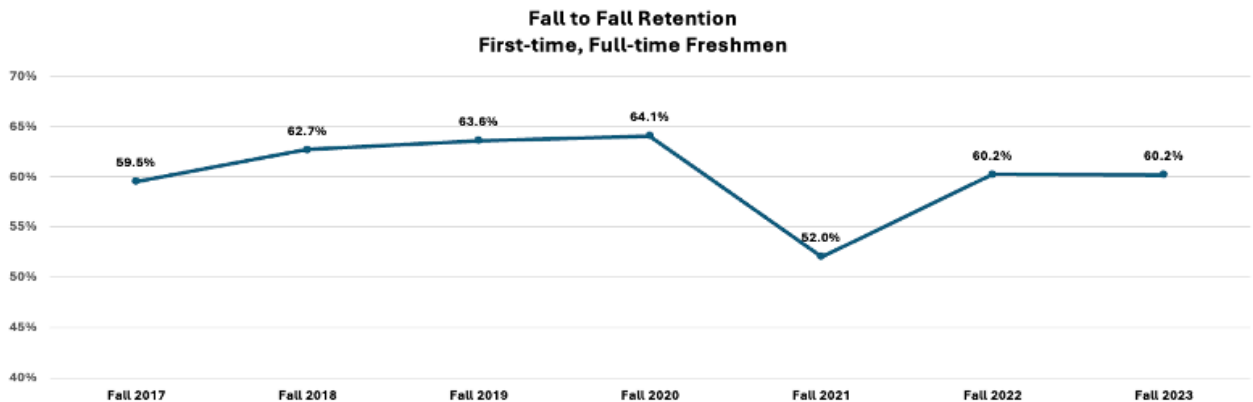
NACADA Academic 2+2 Advising Core Competencies Model
OFFICE OF ACADEMIC AFFAIRS
STUDENT SUCCESS CENTER

National Academic Advising Association (“NACADA”) Academic Advising Core Competencies Model (2017) was developed by the association's [Professional Development Committee](#). The purpose of the model is to identify the broad range of understanding, knowledge, and skills that support academic advising, to guide professional development, and to promote the contributions of advising to student development, retention, progress, and success.

- **Primary Role Advisors** for self-assessment and evaluation, and to guide learning, career development, and advancement.
- **Faculty Advisors and Advising Administrators** to clarify academic advising roles and responsibilities, and to highlight the contributions of academic advising to teaching and learning.
- **‘Student Success Specialist’: Advising Supervisors, Managers, and Mentors** to identify strengths and areas for staff development, and to guide hiring, training, and evaluation.
- **Learning Professionals, Trainers, and Researchers** to support curriculum development, establish learning priorities, and advance the scholarship in the field

NACADA serves as an advocate for effective academic advising by providing a Consulting and Speaker Service and funding for Research related to academic advising.

Overall Retention Rate 1st Freshmen (5 Years Trend)



STUDENT SUCCESS 2+2 MODEL: **Intensive Freshman Experience**

- All freshmen are required to enroll in a 1-credit freshman seminar course each semester that meets weekly: UNIV 1000 (refer to updated syllabus)
- Each seminar has no more than 25 students and is led by a Student Success Specialist advisor.
- Seminar focuses on academic skills, orientation to campus resources, career exploration, and socialization.
- Advisors meet with each student individually twice per month to check-in on academic progress, challenges, and goals.
- Advisors identify students at risk of not progressing or withdrawing and provide targeted intervention programs.
- Sophomore year, students transition to faculty advisors in their intended major but Success Specialists still provide supplemental support.

Supportive Learning Cohorts

- Freshmen are placed into learning cohorts of no more than 25 students based on intended major or general interests.
- Each cohort is assigned a Student Success Specialist advisor to provide academic and career advising for two years.
- Cohort takes two general education courses together each semester for community and study support.
- Advisors implement ongoing skills workshops for topics like time management, study skills, mental health etc.
- Advisors meet with students at 30-, 60- and 90-hour checkpoints to ensure on track to graduate in 4 years.
- Cohort model continues into sophomore year with same advisor providing guidance on major selection.

Retention/Progression Monitoring-Tracking:

Ongoing Degree Works, program of study (CPOS), and progression tracking to keep students on pace for graduation. Specialists review each advisee's Degree Works, CPOS and credit hours completed at the 30-, 60-, 90- and 120-hour checkpoints.

Any issues that could delay graduation are immediately addressed. The key aspects are small student-advisor ratios, frequent mandatory advising meetings, targeted intervention programs, learning communities, and continuity of advising support into the sophomore year. This intensive student-centered approach could help significantly increase retention and progression rates.

2+2 Advising Proposal:

1. To combine all units impacting for two years advising, academic coaching, mentoring, and career counseling together into one cohesive Student Success Center.

1st Year Freshmen Advising (5)

Academic Coaching (5)

1st Generation Coordinators (8)

Women Mentoring Initiative (1)
Black Men Initiative (1)
Adult Learners (2)
Online Learners (1)
Veterans (1)
Exceptional Learners (2)

2. The staff would be retitled as “**Student Success Specialists**” serving in a role for addressing general education advising, academic coaching, mentoring, and career counseling.

**Tennessee State University
Board of Trustees**

Academic Affairs Report



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Academic Affairs Report

RECOMMENDED ACTION: None

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

Background/Facts: Dr. Melton will provide information related to this agenda item. Materials for this agenda item are contained in the Board materials document.

ACADEMIC AFFAIRS UPDATES

COLLEGE OF AGRICULTURE

In July, TSU Ag successfully hosted its annual Summer Apprenticeship Program. Twenty-seven high school and incoming first-year students from seven states completed a 4-week residential program focused on experiential learning. This high-impact initiative aimed to prepare participants for the workforce by equipping them with practical know-how, hands-on skills, and valuable career connections. By learning through active engagement rather than passive listening, these students gained real-world experience essential for thriving in their future professional endeavors. The program benefited the students by enhancing their adaptability, problem-solving, and critical thinking skills and enriched the university by fostering a pipeline of well-prepared, career-ready individuals.

Interdisciplinary research projects spanned diverse fields, including animal science and food safety, wetland ecology, food justice, agribusiness, and biotechnology. The success of this program underscores TSU Ag's commitment to "learning by doing" and its impact on shaping the future of its students and the broader community. This program was supported by funding from USDA National Agricultural Statistics Service.

TSU Ag was awarded a \$4.6 million grant from the U.S. Forest Service's IRA funding to address the impacts of urbanization on urban ecosystems, with a particular focus on urban forests. Building on its long-standing history and proven record of working with underrepresented communities, this project restored TSU Ag's Tiger Bay Wetland and Arboretum on campus. The initiative served as a vital resource for teaching, learning, workforce development, and community outreach, reinforcing TSU Ag's commitment to sustainability and educational excellence in urban ecosystem management.

TSU Ag had several notable media highlights in news coverage. A TSU and UT Research Summit was held on August 15th at the Oak Ridge Federal Research Labs focusing on Environmental Science. Additionally, 70 TSU Ag faculty, staff, and student volunteers participated in the Tennessee State Fair in Lebanon, TN, from August 15-25, 2024. This ten-day event, which attracted 750,000 visitors as the fourth-largest fair in the United States, provided an educational exhibition for TSU Ag to present research and outreach projects to the public. TSU Ag also hosted its annual TN Small Farms Expo and Small Farmer Recognition program on September 5, 2024.

COLLEGE OF BUSINESS

SACS-COC gave written notice that the Master's Program in Data Analytics, in the BIS Department was officially approved. Additionally, the College brought on Dr. Stacy Merida as a consultant to assist with marketing and developing a long-term strategy for their MBA Programs. The soft skills course (Accounting 3220) also successfully completed its second year during the Maymester and was sponsored by KPMG Nashville, one of the College's core accounting partners. Fifteen Econ and Finance students also participated in the TVA Investment Challenge last semester where they demonstrated strong analytical skills and teamwork while gaining real-world portfolio management experience. Under the guidance of SFEPD, five TSU ambassadors

further promoted financial literacy by engaging over 250 students and community members on personal finance topics.

In terms of grants and awards, Dr. Reynard McMillian held the ACAP program last summer from July 21st to 26th. ACAP is a nationwide residential summer camp for high school students sponsored by the National Association of Black Accountants. Dr. McMillian recruited around 40 participants who were taught basic business principles and developed a business plan through the program.

COLLEGE OF EDUCATION

Educational Leadership

In June 2019, the EDAD Faculty at the University was honored to be selected to present their work at the prestigious Carnegie Project for the Education Doctorate (CPED) Conference hosted by the University of Hawaii at Manoa. The presentation, titled "Navigating the 'All But Dissertation' (ABD) Journey: A Year Long Support Program for Doctoral Students," highlighted the year-long support program the faculty had developed to help EdD students complete their dissertations in a timely manner. The program provided structured weekly workshops, individual coaching sessions, and writing accountability groups to remove roadblocks students often face during the dissertation phase.

In addition to presenting at CPED, the EDAD Faculty had also been successful in obtaining seed grant funding of approximately \$1.1 million from the Center of Strategic Leadership (CSL). The funding was awarded to support the development and implementation of a new leadership training initiative for secondary school principals. Over the course of a year, the faculty worked diligently to design and deliver a series of professional development workshops, seminars, and resources to help strengthen the leadership skills of existing principals. Topics included instructional leadership, change management, cultural competency, and using data to impact student achievement. The leadership training program was well-attended and feedback from participants indicated it greatly enhanced their abilities to tackle challenges faced by 21st century schools.

Teaching & Learning

Faculty published work for COE: Hyeon Jean Yoo and David Marshall published an article exploring graduate students' perceptions of helplessness, self-efficacy, social support, and satisfaction. They conducted a survey of over 500 graduate students and used structural equation modeling to understand how social support impacted the relationships between these important factors. That summer, Gwendolyn Williams collaborated with Hyeon Jean Yoo and Mary Diamond on a piece transforming English language instruction from in-person to online in intensive English programs. They described challenges faculty faced and strategies used when transitioning to remote learning due to the pandemic.

Donghyun Kang also released a study investigating academic motivational resilience and how teacher support related to students' self-efficacy. Through surveys of undergraduates, he found self-efficacy acted as a mediator in this relationship. Kevin Bryan had three works published covering important topics in TESOL. One piece gave advice to leaders in the field about building rapport with multicultural students. He also wrote an autobiographical dialogue detailing his

experience with linguistic violence as part of the African diaspora. Finally, Dr. K. Bryan authored an article examining the impact of language in classrooms and beyond. “Building Rapport with Multicultural Students (2024) o The Weaponizing of Language in the Classroom and Beyond (2024) o The Price We Pay: An Autobiographical Dialogue of Linguistic Violence in the African Diaspora (2024).”

COLLEGE OF ENGINEERING

In the fall of 2022, the College of Engineering officially launched their new Master of Science in Data Science online program. Over 11 students enrolled in the first cohort, making it a success in its inaugural term. By spring of 2024, the program celebrated as the first two students graduated with their master’s in data science. In addition, the college submitted a proposal for a new Biomedical Engineering undergraduate program. The College of Engineering also received the green light for their Construction Management minor.

COE Grants And Awards

College of Engineering faculty received 37 news and ongoing external research grants, with total amount of \$8M as PI or co-PIs. The active research faculty has increased to 32. The faculty published 38 articles and presented 30 conference papers. The faculty submitted 60 collaborative research proposals to security external research funding. Dr. Amir Shirkhodaie has been appointed as Navy Fellowship. The Endowed Fellowship is based on a fund of \$1,129,000 from the US Navy. Dr. Lin Li team bring \$2.25 million NSF Implementation Grant to help retention of freshmen in Engineering and Computer Science. FAA awarded \$0.5 Million to enhance aviation maintenance. US Air Force supported TSU to host the Aim High Flight Academy as the first HBCUs to host it. Dr. Sekmen received a \$1.25 M NSF grant to develop AI theory. Tiger Institute Research Faculty Dr. Richard Mu received a \$4.2 M NSF PERMs to work on nanomaterials. Dr. Lin Li won \$800,000 US Department of Energy grant to develop a mining program. It is the first mining program among HBCUs.

COLLEGE OF HEALTH SCIENCES

SACSCOC had just approved the prospectus for the new PhD in Public Health program at the beginning of the 2024 spring semester. This approval meant that the College of Health Sciences could finally offer the degree starting in the 2025 spring term. Faculty and staff were excited to begin developing the curriculum and admitting the first cohort of students to the program. They hoped this new doctoral option would help train more public health professionals for the region.

College of Health Sciences established their first "progression scholarship" to aid health sciences students. Called the ‘HCA Progression Scholarship’, its goal was to provide financial support for students who demonstrated need and met other criteria like maintaining a 3.0 GPA. The inaugural recipients were selected and appreciated the help with their educational costs. Administrators planned to continue awarding this scholarship going forward to support more students in completing their health-related degrees.

Dr. Nyange, the Executive Director of the School of Nursing, was featured in a news story on local TV station WSMV. During the segment, the reporter highlighted how the nursing program had partnered with a middle school to introduce young students to healthcare careers through CPR training and simulations using mannequins. Both the middle schoolers and Dr. Nyange

found the experience very rewarding as it helped spark interest in the field for the next generation of potential nurses and other clinicians.

College of Liberal Arts

Senior Mass Communications major Briana Thomas. Briana was selected as one of only fourteen students nationwide to participate in the Tyler Perry Studios Dreamers Intern Class of 2024. This prestigious program gives aspiring entertainment professionals hands-on experience working in film and television production at TPS studios. Briana's selection is a testament to her talent and potential to succeed in her field. The second achievement highlights TSU alumna Tionn Fambro Carter. Tionn recently made history as the first Black woman associate judge of the 14th Judicial Circuit in Illinois. Tionn's swearing in marks an important milestone in increasing diversity on the Illinois bench.

COLLEGE OF LIFE AND PHYSICAL SCIENCES:

MATHEMATICAL SCIENCES

Grants And Awards - From the Department of Mathematical Sciences, Dr. Noel Bourne is a Co-PI for CREST HBCU-RISE: Advancing Theoretical Artificial Intelligence Infrastructure for Modern Data Science Challenges, Dr. Martene Stanberry as Lead Investigator has received Department of Homeland Security funding through Northeastern University for the project First-year Achievement by Supporting Students Transitions in Engineering, is Co-PI an a National Science Foundation HBCU-UP TIP grant: Increasing Mathematics Achievement Gains by Engaging Students of STEM at Tennessee State University, and Dr. William Taylor received a grant award from the American Mathematical Society as part of the AMS-Simons Research Enhancement Grants for Primarily Undergraduate Institution Faculty.

News Media Highlights - Dr. Noel Bourne was showcased on Mathematically Gifted and Black during the month of February, is in a news article entitled “Program Aims To Ignite K-12 Students’ Relationship to Math” at Carnegie Mellon University for his participation in writing a grant in collaboration with several other Mathematicians, and Dr. Martene Stanberry was chosen as a stEm PEER (science, technology, Engineering, and mathematics Practitioners Enhancing Engineering Regionally) Fellow.

CHEMISTRY

Program Acknowledgements - Aaliyah Flake (graduated Summa Cum Laude with a B.S. degree in Chemistry, May 2024) won first prize for poster presentation at the annual Meharry Medical College/Vanderbilt-Ingram Cancer Center/Tennessee State University Cancer Partnership (MVTCP) symposium held at Meharry Medical College on February 10, 2024. Her work then resulted in a publication.

BIOLOGICAL SCIENCES

Dr. Kimberly Cooney received noted achievements as 1. Co-PI: AGTC: Attaining Genomics Talent Cloud through Undergraduate Research Education Award Number: 13929471. \$ 1,209,233 over 5 years May 2024-Present 2. Co-PI: TSU Center of Biomedical Sciences Funding: Impact of Wnt Signaling on Inflammation and Fibrosis in Modulating Chronic Wound Healing. \$105,000 for 1 year June 2024- Present and 3. NSF 22-522 RCN-UBE Incubator: Project Leadership-Embedding Inclusive Leadership Experiences in the STEM Classroom

Award Number (FAIN): 2418216. \$74,948 for 1 year August 2024-Present (Collaborator with Princeton University and North Carolina State University). In addition, Dr. Sarika Saraswati was awarded the “Center Of Biomedical Sciences Research Grant 2024 Award” amount: \$105,000

College of Public Services

The Social Work program received its re-accreditation letter in June, confirming that it continues to meet the high standards for social work education. This re-accreditation will allow the program to continue training new social workers and helping those in need for many more years to come. Urban Studies faculty and staff also partnered with the Tennessee Higher Education Commission and Tennessee Board of Regents to obtain a new Transfer Pathway approval entitled the Tennessee Transfer Pathway, (TTP). The new program will create a clear roadmap to help students in Urban Studies and related majors to transfer their associate degrees to a bachelor's program.

Academic Achievement & Retention Center

Retention of students continues to be a major focus for Tennessee State University. OAA has established a strategic Retention Plan that incorporates SMART technology tools as mixed reality, artificial intelligence (AI), academic eSports, and academic career pathways. OAA has increased the number of academic coaches to provide more one-to-one touch points. The coaches work with students on-ground, online, dorms, and off campus locations to provide services as tutoring and educational workshops. *Refer to OAA Strategic Retention Plan.

Over the summer, TSU hosted a four-week academic completion camp serving 23 first-year students. Funded through a grant from THEC, the summer camp provided an opportunity for students to improve their math and English skills. Students learned about the university's heritage and traditions as well as the various academic programs and cultural events available on campus. Additionally, they were able to earn three credits in either math or English. Other retention efforts include launching a dual enrollment partnership with Rutherford County high schools and offering an academically enriching summer program through Upward Bound.

Center for Extended Education

Adult Learners at Avon Williams Off-Campus Instructional Site

To better serve the adult learner, the Center for Extended Education, Office of Student Support Services at Tennessee State University launched a new initiative starting Fall 2024. To create a more flexible learning experience specifically for adults, faculty have redesigned four Gateway courses (ENGL 1010 Freshman English, ENGL 1020 Freshman English II, HIST 2010 American History I, and HIST 2020 American History II). The new course formats offer more online options (synchronous and asynchronous). Note: The Office of Student Support Services for Adult and Distance Learners will host the Fall 2024 Undergraduate Pathways to Progress Orientation for Adult and Distance Learners, Saturday, August 17, 2024, at the Avon Williams Off Campus Instructional Site. Proposal for Aggressive Recruitment of Adult Students Using EAB's Comprehensive Solutions. Schedule meeting with representatives from Education Advisory Board (EAB) EAB, a consulting firm that specializes in education institutions, to discuss a comprehensive recruitment solution tailored specifically for adult learners.

SMART Innovation Technology Center

Tennessee State University's SMART Innovation Technology Center stands at the forefront of digital literacy and technological advancement in education. In June, the center hosted an international summit, "AI for ALL" with over 400 participants onsite and 200 online; resulting in a fall publication of the presentation. In July 2024, the center hosted a groundbreaking seminar titled "Navigating Paradigm Shifts: Artificial Intelligence (AI) in Leadership, Ministry, & the Marketplace" as part of the 2024 PULSE Convention for the Celebration of Praise Ministries, Inc. (Albany, GA). This event, led by Dr. Robbie K. Melton, brought together clergy, ministry leaders, and community organizations such as the Interdenominational Ministers Fellowship (IMF) based in Nashville and the Ministerial Leaders of Wilson County (MLWC) based in Lebanon to explore the transformative impact of AI on their fields. The seminar exemplified the center's commitment to bridging the gap between cutting-edge technology and diverse sectors of society, including religious and community leadership. The TSU SMART Center's influence extends far beyond the university campus. It continues to forge strong partnerships with Metro Nashville Public Schools (MNPS) and various non-profit community organizations, positioning itself as a hub for digital innovation and education technology skills. The center's mission encompasses the entire spectrum of education, from PreK to lifelong learning, preparing individuals for the digital workforce and connected communities. By providing state-of-the-art facilities and resources, the SMART Center inspires SMART connected innovations and promotes digital literacies across all disciplines.

At the heart of the SMART Center's initiatives is its focus on Artificial Intelligence. The center offers comprehensive AI training and resources for the entire campus community and beyond. Faculty members can learn to integrate AI into their teaching methodologies and research practices, while students gain hands-on experience with the latest AI tools and projects. Staff members benefit from targeted workshops and webinars on practical AI applications. Moreover, the center serves as a vital link to the local business community, providing AI workforce training and cultivating a pipeline of skilled graduates ready to meet the demands of the evolving job market. Through these efforts, the TSU SMART Innovation Technology Center is actively shaping a "Future Ready TSU," equipping students, faculty, and the wider community with the knowledge and skills necessary to thrive in an AI-driven world.

Publication: Nashville Post: "AI the Next Chapter" authored by Dr. Robbie K. Melton:
<https://www.nashvillepost.com/magazine/eedition/>

Center for Service Learning and Civic Engagement

The UNIV 1000: Service to Leadership class has implemented several new academic supports for students starting this fall. A new self-assessment taken on the first day of class will help identify areas where individual students may need additional tutoring or guidance. This self-assessment focuses on study habits, time management, note taking skills, and other factors that could impact a student's academic performance. Instructors will use the results to direct students to campus resources that can help strengthen any weak areas. Classroom visits from various campus support offices will also be expanded this year to improve student engagement and awareness of services available. Representatives from the writing center, math lab, career services, counseling services and more will spend time in UNIV 1000 classes to discuss how their programs can benefit freshmen. Additionally, Big Brothers Big Sisters and Ascend Credit

Union will share information on tutoring/mentoring opportunities and financial literacy. These expanded campus visits are meant to better connect students with the many academic and personal support systems that exist. Instructor requirements have also been enhanced for the upcoming semester. All UNIV 1000 instructors will now be expected to attend at least two campus activities throughout the term, such as sporting events, plays, guest lectures, and club meetings. This will help instructors stay engaged with campus life and events. Instructors must also utilize EAB, an academic planning and advising tool, in their classes. The platform was fully adopted by instructors last fall, and its integrated use in UNIV 1000 courses aims to strengthen student success programming and resources provided to freshmen. Overall, these updates seek to improve student support and increase engagement across the freshman orientation course.

Honors College

The University Honors College hosted the annual Honors Convocation ceremony to recognize the outstanding achievements of 2,924 graduating Honors seniors, Honors Society members, and students on the Dean's and President's lists. Impressively, the Honors College continued to increase their enrollment numbers during the year. Additionally, many Honors graduates were accepted into top graduate programs across the country and received multiple job offers upon completion of their undergraduate degrees. The Honors College dean also served on important university committees last year, including the Assessment and Improvement Committee, Strategic Planning Committee, and QEP Committee. This involvement helped fulfill accreditation requirements and shape the university's strategic goals and Quality Enhancement Plan. In addition, the dean was honored to serve as Senior Advisor to the Board of Directors of the National Association of African American Honors Programs, furthering the college's national reputation.

Libraries and Media Center

The Main Library completed its project of converting all seven of its study rooms into "Huddle Spaces" with video monitors for collaboration. This will allow students and faculty to work together on group projects in a tech-enabled setting. In addition, the Library at the Avon Williams Campus for Information Science and Engineering installed three new study pods equipped with video monitors, as well as a Laptop Bar and two individual study pods. These additions modernized their spaces for interactive learning. Meanwhile, the Special Collections Department is working to create a Digital Photo Collection of TSU Olympians. This will include the extensive process of digitizing their collection of Tennessee State University theses and dissertations to make these historical works more accessible to current and future generations online.

Graduate School

The Graduate School successfully recruited students through strategic alignment with educational agencies and industry partners across Tennessee. By working closely with organizations like the Tennessee Higher Education Commission and regional workforce development boards, the Graduate School can stay attuned to emerging workforce needs and opportunities within the state. This collaboration allows Graduate School leadership to develop and promote niche programs in high-demand fields like health informatics, cybersecurity, and data analytics. Additionally, partnerships with Nashville area employers have connected students

with internships, assistantships, and capstone projects that directly apply classroom learning to real-world problems. This synergistic relationship between academia and industry has drawn professionals seeking to upskill and advance their careers. Additionally, the Graduate School has seen strong enrollment in special topic courses designed specifically for TSU faculty and staff. One popular program explores the impact of artificial intelligence on various careers and provides strategies for incorporating new technologies into the workplace. Courses examine AI applications in healthcare, education, criminal justice and more. They empower employees to lead their organizations through ongoing digital transformation. The program has resonated strongly as AI becomes increasingly prevalent across all sectors. Employees gain future-focused skills while earning an advanced degree, opening pathways to new leadership roles both at TSU and within their fields of work.

TSU Global Online

During the month of August 2024, the University received the SACSCOC approval letter to offer the fully online Master of Science in Business Data Analytics with an implementation date of January 1, 2025. To assist with the implementation of this online program, The TSU Global Online Instructional Design team is working with the faculty and providing instructional design assistance on new course development for the program and faculty training. In addition, the TSU's official Academic Program Inventory (API) was updated to include the fully online Graduate Certificate in Higher Education Teaching with implementation date of Fall 2024.

**Tennessee State University
Board of Trustees**

Student Affairs Report



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Student Affairs Report

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Bridgett Golman, Interim VP of Student Affairs

Background/Facts: Dr. Golman will provide information related to this agenda item. This information represents the departmental reports for the Division of Student Affairs.

OFFICE OF STUDENT ACTIVITIES AND LEADERSHIP

The Office of Student Activities and Leadership (OSA) at Tennessee State University fosters student growth by offering dynamic and diverse programming that nurtures intellectual, ethical, and social development. OSA's mission aligns with the academic outcomes by promoting student engagement in registered clubs and organizations, providing leadership training, and encouraging collaboration with the Division of Student Affairs and the local community. Through these initiatives, students are empowered to develop leadership, communication, and interpersonal skills while contributing to co-curricular programs that enrich their overall university experience.

Fall 2024 (August - October 31st)

- **OSA Student Leader Retreat (August 7th – 10th)** – Student leaders of each of the OSA branches (SGA, NPHC, SEC, & SUBG) returned for team building, leadership development, and semester planning
- **Freshmen Move-In** – Student Leaders helped first time freshmen move-in over the course of three days
- **OSA Open House and Voter Registration Drive** – On the first day of classes, students were encouraged to visit the SGA suite and meet student leaders of each branch of OSA while also obtaining information on the voter awareness and/or registering to vote
- **Student Organization Training and Orientation (2 sessions)** – Student organization advisors and executive board members attended training on university guidelines for registered organizations and the reservation system
- **Blessed Life** - Inspirational Message by religious based student organizations and Hollis Thomas, Pastor of One City Church Nashville
- **Game Night** – Students take over the Game Room and play old school games
- **Fall Elections** – Students interested in Student Government campaigned for open positions
 - **Presentation of Candidates** -candidates introduce themselves and the positions for which they are campaigning
 - **Candidate Debate** – candidates engage in healthy debate specific topics related to campus and the position
- **Student Org Fair** – 50-60 student organizations showcased their organizations for new and returning students
- **Open SGA Meeting** – This meeting allowed students to learn about TCI and ask burning questions to Interim President Johnson and Cabinet members
- **Yard Show** – The 8 of the 9 Divine 9 active organizations performed a step show for the campus

- **Cupcakes and Conversations** – The TSU Royal Court and SGA President and Vice President have open discussions on mirroring campus topics with Mississippi Valley State University’s Royal Court and student leaders
- **Freshmen Rush the Field (John Merritt Classic)** - In collaboration with TSU Athletics, OSA coordinated the efforts of the class of 2028 to rush the field (**approximately 120 participants**)
- **SGA Inauguration** – OSA student leaders were sworn in and celebrated for being elected to their positions to kick off the academic year
- **Southern Heritage Classic Parade** – Top 4 (SGA President, VP, Mister, & Miss TSU) participated in the annual parade
- **Southern Heritage Classic Game** – The 84th Administration House of Delegates participated in the game
- **Southern Heritage Classic Day Trip** – In addition to the 84th Administration, 20 students purchased tickets to attend the game
- **Roar to the Polls Voter’s Education Panel**– In collaboration with Alumni Relations, we conducted a panel discussion to increase voter participation
- **Roar to the Polls “1912 and Park”** – Voter awareness rally to increase voter awareness and participation
- **Tigers’ Den** – Study / work session for all OSA leaders and students to gather together to work on various assignments/projects
- **Hazing Prevention Seminar** - A seminar for students interested in membership in student organizations (523 in attendance)
- **Leading with Integrity** - Leadership development series for student org leaders
- **Empower U** – Financial literacy workshop “Your Network Determines you Net Worth”
- **Tabletop Focus** - Mental health collaboration with Counseling department
- **Community Service at Ida B. Wells Elementary** - The Royal Court facilitated a workshop for elementary students “Leaders Listen and Learn”
- **Homecoming:**
 - Saturday (10pm-12am) Countdown
 - Sunday: Brunch/All White Day Party
 - Monday: Sneaker Ball and Yoga in the Park
 - Tuesday: Poetry Slam and Flashing Lights Glow in the Dark Party
 - Wednesday: Tabletop and Royal Court Coronation
 - Friday: First Take, Pep Rally and Step Show (3500 tickets sold; \$32,000 gross sales)
 - Saturday: Parade & Game

- **TSU Goes Pink Breast Cancer Walk** – OSA student leaders participated in the Nashville Breast Cancer Walk
- **Family Feud** - Student Election Committee hosted a family feud with a focus on voter awareness and history of voting
- **SEC Informational** – Student Election Committee held an informational for students interested in joining the Commission
- **Mock Debate**- The debate team debates issues of the presidential candidates
- **Haunted Rave**
- **Tigers’ Den** - Study / work session for all OSA leaders and students to gather together to work on various assignments/projects

November

- **OSA Day Retreat** – OSA leaders will participate in a retreat to revisit their “why” for leadership and plan for spring semester
- **Election Night Watch Party** – Students gather to watch the election returns and discuss their thoughts
- **Open SGA Meeting** – An opportunity for the campus community to learn more about the changes in personnel
- **Leader to Leader Breakfast**- A breakfast of student leaders with Interim President Johnson and Cabinet members
- **Dodgeball Tourney** – A collaboration with Beta Omicron and Alpha Theta, this event is to show unity among fraternal chapters while promoting health and fitness
- **Embracing Diversity and Difference in Leadership** – A workshop for student organization leaders to learn how to lead diverse and “different” people
- **Holiday Movie Marathon** – Holiday movie on the lawn
- **Greek Etiquette** – This is an event for students to learn more about the “Divine 9” and some of the etiquette around these orgs
- **Chalk the Walk and Tie Dye** – Students write positive messages on the sidewalks and tie-dye shirts
- **The Greek Holiday Gala** – This is a formal event for members of D9 only. Members will donate can goods for the holidays
- **Tree Lighting and S’more**- The annual tree lighting with s’more stations and other activity stations

Student Organizations

All registered student organizations at Tennessee State University fall under the University Association of Student Organizations (UASO). We currently have 83 registered organizations, offering diverse opportunities for student engagement and community-building. These organizations are grouped as follows:

- **Academic and Professional Organizations** - Enhance academic and career development across various fields.
- **Cultural/Ethnic Clubs and Organizations** - Celebrate TSU's diversity and promote cultural awareness and inclusivity.
- **Honor Societies** - Recognize academic excellence and leadership, encouraging high standards in scholarship and service.
- **Religious Student Organizations** - Support spiritual growth and provide fellowship within various faith traditions.
- **State/City Organizations** - Foster community among students from the same regions, building pride and support networks.
- **Institutional Organizations** - Reflect the university's traditions and uphold TSU's legacy and school spirit.
- **Fraternities and Sororities** - Emphasize leadership, scholarship, and service through Greek life.

UASO serves as the central hub, providing resources and support for all 83 registered student organizations. Currently, 4 have been approved for membership education and are now completing membership cycles.

OFFICE OF STUDENT CONDUCT AND JUDICIAL AFFAIRS

August 1 – October 31, 2024

The Office of Student Conduct and Judicial Affairs focused on the following four concerns:

1. **Education:** Providing education to students, faculty and staff about the Code of Student Conduct (Code) to decrease violations of the Code.
2. **Engagement:** Providing “stressless” opportunities and programs to connect with students in more engaging ways.
3. **Training:** Providing staff training on Maxient to better maximize the tool’s function and use across campus offices and departments.
4. **Process Support and Refinement:** Streamlining and introducing processes for student conduct case management.

Please find below an overview of information on these efforts.

Education:

- Presented the *Unintended Consequences* presentation – a deck explaining what the Office of Student Conduct does, the disciplinary process, expectations of student behavior, and the most frequent Code violations so students have the knowledge to avoid them.
- Dr. Gresham Howard presented virtually and in person to 1,499 students and 186 faculty and staff members for a total of 1,685 members of the TSU community during dorm visits, leadership workshops, and college faculty and staff meetings.
- Offered the “Be in the Know Game Show” to students which provided a Kahoot gameshow experience with trivia questions about TSU history and the Code.
- Created flyers and posters with QR code access to the Code and a modified version of the *Unintended Consequences* presentation focusing on “things to avoid” concerning student conduct.

Engagement:

- Offered two opportunities of a three-part series entitled *Stillness: A Guided Meditation* – a program meant to offer students tools to focus on stress reduction and focus on their well-being.
- Assisted with the Student Affairs first day of class effort by greeting and showing students to their classes and helping them on the first day of classes for the Fall semester.

- Was chosen as an advisor for the Phi Alpha Delta Law Fraternity, International.
- Communicated with Dean Samantha Morgan-Curtis regarding seating a chapter of Phi Beta Kappa Honor Society at TSU.
- Taught UNIV1000.
- Attended the Belmont Law School Preview Day with pre-law and Phi Alpha Delta Law Fraternity, International students in collaboration with Career Services.
- Held the Student Court Swearing-In Ceremony for newly elected Student Court Justices.
- Collaborated with the University Counseling Center to support their National Women's & Fitness Day program by providing 147 period project packs for our students.

Training for the TSU Faculty, Staff and Students:

- Mini-Maxient training facilitated by Dr. Gresham Howard:
 - “Designing Your Workflow, Creating Cases, and What’s New with Maxient” – nine (9) attendees.
 - “Options Galore - Customize Your Maxient Experience and Best Practices You Should Be Using” – 11 attendees.
- Maxient training held with the Customer Relations Department.
- Trained the Student Affairs Disciplinary Committee on disciplinary procedures and hearing processes.
- Met weekly with the Student Court justices and clerks and provided case study review and discussion on issues drawn from the Code and past conduct cases.
- Scheduled Maxient training for the Division of Academic Affairs to be conducted in late October 2024.

Process Support and Refinement:

- An audit of @ 300 conduct cases from Spring 2023 through the summer was conducted to ensure that each had been addressed, investigated, and closed.
- Behavioral Intervention Team (BIT) processes in Maxient and develop a response plan for threat assessments.
- Interviewed and confirmed the faculty, staff, and student (undergraduate and graduate) nominees of the Student Affairs Disciplinary Committee for approval by Dr. Bridgett Golman, Interim Vice President of Student Affairs.
- Held Student Court elections for student justices, and the chief and deputy justices.

Projects

- Student Handbook: Dates and times for the Student Handbook Committee were set with initial contacts to committee members begun.
- Edits to the Code of Student Conduct are under review with the General Counsel's office.

Student visits to the Office of Student Conduct and Judicial Affairs: 103

OFFICE OF RESIDENCE LIFE AND HOUSING

Residence Life & Housing Engagement Report **Resident Assistant Programs:**

We are excited to share that for the Fall 2024 semester, we have a total of 3,636 beds available on campus, achieving an occupancy rate of 97%. We have successfully placed 3,513 students in housing, with no one currently on the waiting list. Among these students, we have welcomed 746 First-Time Freshmen this fall.

Tennessee State University (TSU) Department of Residence Life and Housing was very excited to host the TACUHO conference at the Avon Williams Campus On August 14th and 15th. This was the first time that TSU hosted this prestigious conference. This conference was critical and fortified the professional development, community connections, and collaboration of housing professionals across the state. The significance of the Tennessee Association for Colleges and University Housing Officers (TACUHO) in the improvement of residence life and housing in Tennessee is underscored by the impending conference at Tennessee State University. The conference offered collaborative learning by creating a platform for housing professionals to exchange innovative ideas and successful strategies, thereby enriching their knowledge and practices. Most importantly it continued to build that community that TACUHO fosters and a strong support network that fosters long-term professional relationships by connecting housing officials throughout the state, thereby enhancing the student housing experience.

This semester, we've been actively engaging our residents with a number of initiatives. So far, we've successfully organized 203 Resident Assistant (RA) programs in residence halls. These programs are critical for fostering a feeling of community and offering crucial assistance to our people.

Our Resident Assistants facilitate engagement through activities that foster community, personal growth, and a positive living environment. The activities are organized around five main components: cultural, health and wellness, educational programs, service learning, and social (C.H.E.S.S).

Overall, resident assistants play a crucial role in building a sense of belonging and support within the residence halls, fostering a positive living experience for all residents. These are some of the most prevalent approaches they employ:

Cultural: Programs that increase residents' appreciation of global and local communities by celebrating diversity and promoting understanding of diverse cultures, traditions, and perspectives.

Health and Wellness: Programs that prioritize the promotion of emotional, mental, and physical health, such as stress management seminars, nutrition education, and fitness activities.

Educational Programs: Academic success and personal development are promoted through educational activities, including guest lectures, skill-building seminars, and study sessions.

Service Learning: Programs that cultivate a sense of civic responsibility by encouraging residents to engage with and contribute to their communities through volunteer opportunities and service projects are known as Service Learning.

Social: Activities that are designed to foster a sense of community and establish connections among residents, such as movie screenings, game evenings, and co

In addition, the Department of Residence Life and Housing had training with QPR institute about suicide prevention. This initiative aims to fortify our commitment to the well-being and mental health of our community. We believe that investing in mental health training for our staff will contribute to a safer, more supportive, and empathetic community. Together, we can make a positive impact on the well-being of each member of our Residence Life staff.

CHEERLEADERS

The Tennessee State University Cheerleaders have been actively involved in several community events showcasing their talent and support for various causes. This report highlights their participation in recent events including the John Merritt Classic Fashion Show, Southern Heritage Classic, ESPN First Take Show, Homecoming Pep Rally and game, Athletes' involvement in Service-Learning Day, and their upcoming participation in the National Cheerleading College Championship.

1. The TSU Cheerleaders engaged in the John Merritt Classic on August 31st, partnering with student organizations to showcase their zeal and enthusiasm for the occasion. Their spectacular performances augmented the general energy and enthusiasm, thereby improving the event's success.
2. Southern Heritage Classic: On September 14, 2024, the TSU Cheerleaders participated in many activities, including a pep rally at South Haven High School in Memphis. Recruitment initiatives at the Horn Lake High School football match. Involvement in the Southern Heritage Classic procession and game with the Big and Lil Tigers.
3. A cheerleading clinic was held for high school students at Horn Lake High School.
4. The TSU Cheerleaders demonstrated their skills on the ESPN First Take show, proudly promoting Tennessee State University.

5. The TSU Cheerleaders invigorated the Homecoming Pep Rally at Hale Stadium with their enthusiastic performances. Their actions motivated alumni and future tigers.
6. The TSU Cheerleaders are prepared to represent their university at the National Cheerleading College Championship. Their dedication to quality and collaboration will undoubtedly be seen on the national stage, showcasing the talent and spirit of Tennessee State University.

The TSU Cheerleaders have been integral participants in a diverse array of community events, from fashion shows to charity basketball games, embodying the spirit of teamwork, athleticism, and service. Their commitment to excellence both on and off the field reflects positively on Tennessee State University and inspires others to become actively engaged members of their communities.

WELLNESS CENTER

Wellness Center

- Tennessee State University Wellness center is enhancing student engagement with students.
- Group fitness classes.
- One on one exercise prescription or personalized workout routines for each individual student.
- Group ball room and line dancing classes to keep students engaged.
- Intramural basketball, football, cricket, pickleball, soccer and recreational volleyball.
- Health and wellness food tips and wellness strategies.

The Wellness Center is excited to share that it is embarking on a full renovation of our fitness area, with an investment of over \$250,000.00 This renovation is designed to create a more vibrant and engaging environment for all our students. With this renovation, they are not just upgrading our gym equipment.

We're also incorporating cross fitness areas that will provide a variety of workout options. Whether lifting weights, participating in high-intensity workouts, or trying out new fitness trends, the center will have something for everyone! These new amenities will help keep students, staff, faculty, and alumni motivated and engaged with their wellness journey. We know that staying healthy is essential, and we want to provide you with the best tools and resources to do just that.

MEN'S INITIATIVE

Men's Initiative

Fall 2024

- Tied to Success- 110 participants
- Collaboration with Career Services to ensure our male students attended the Southern Heritage Classic- 17 participants
- Created a partnership with John Early Middle school to have members of the Men's Initiative read to students and engage in recreational activities
- Rites of Passage informational-17 participants
- Study Abroad recruitment to St. Croix-30 students

THE WOMEN'S CENTER

The Women's Center

Fall 2024 Programs

- Pearl Ceremony- 58 participants
- Don't be a wife to a boyfriend
- Issued twenty white dresses and suits to TSU Freshman ladies for this week's Convocation
- Annual Women's Etiquette Tea
- Midterm Care packages to TSU campus
- Women's Center attends the YouTube Lunch and Learn
- WC Director sets up Fireside Chat with President Shanna Jackson
- TSU gospel concert- 22 participants
- TSU Women's Center Hostesses for Homecoming Gala- 20 participants
- TSU Women's Center Parade Float
- A conversation with the Honorable Brenda Gilmore- Get out and Vote
- Ceremony- 58 participants
- Don't be a Wife to a boyfriend
- Issued twenty white dresses and suits to TSU Freshman ladies for this week's Convocation
- Annual Women's Etiquette Tea

Recruitment and Campus Tours Update

Mission Statement: The Office of Recruitment & Campus Visits at Tennessee State University provides prospective students with an exceptional and personalized experience that highlights the unique opportunities offered by Tennessee State University. We strive to engage, enlighten, and inspire students and their families, empowering them to make informed decisions about their continued educational journey. Through innovative recruitment strategies and comprehensive campus visits, we aim to create a welcoming environment that reflects the rich history, vibrant culture, and academic excellence of Tennessee State University. Our commitment to diversity and inclusivity ensures that all students, regardless of their background, feel valued and supported throughout the recruitment and enrollment process. By highlighting our world-class faculty, cutting-edge research opportunities, state-of-the-art facilities, and robust student life, we strive to ignite a passion for learning and personal growth in prospective students.

Accomplishments since last Board of Trustee Meeting

- Currently working to standardize alumni recruitment training
- Attended over 30 events monthly, either in person, virtually or alumni-supported
- Hosted over 4,500 students on campus visits
- Will host monthly weekend campus tours

THE OFFICE OF INSTITUTIONAL MERIT SCHOLARSHIPS

OBJECTIVE

"Enhance, Access and Academic Excellence"

To identify, attract, and support exceptionally talented and diverse students through merit-based scholarships, fostering academic excellence, and contributing to the vibrant intellectual community at Tennessee State University.

Merit Scholarships Academic Year 2025-26

TIER ONE

Consists of the three highest levels of merit scholarships: **The Presidential, The Trustee, and The Academic**. These scholarships cover up to 60-80% of the overall cost, which includes tuition, housing, meal plan, maintenance, program, and other fees related to courses, labs, and clinics.

TIER TWO

It consists of the transfer and a mid-level merit scholarship. **The Future Tiger Transfer, The Big Blue, and The Golden** merit scholarships cover up to 40-50% of the overall cost, which includes tuition, maintenance, program fees, and other fees related to courses, labs, and clinics.

TIER THREE

In response to the needs of many students, administrators, and parents, we are introducing four new merit scholarships in the third tier. They are the **TSU Think, TSU Work, TSU Serve** and **Tiger Elite merit scholarships**. These scholarships are designed to assist continuing/upper-level students who have consistently demonstrated exceptional academic performance but were not awarded a merit scholarship when they initially began. We encourage eligible students to apply this summer when the application opens. They are for only one semester and will be awarded starting in Fall 2024.

SPECIAL INTEREST GROUPS

The Special Interest Group scholarships offer unique opportunities for students with specific interests, regions, and backgrounds. **The Dr. Levi Watkins Jr. Institute scholarship, MNPS Trailblazing to TSU, International Tuition Assistance Grant (ITAG), The Building Bridges and The DC Tag** are designed to support students in their academic journey. The Dr. Levi Watkins

Jr. Institute and MNPS Trailblazing to TSU merit scholarships cover up to 100% of the overall cost, which includes tuition, books, housing, meal plans, and other fees. The ITAG is specifically for deserving and qualified international students seeking to further their education within the United States, particularly at Tennessee State University. The Building Bridges merit scholarship is designed to provide financial assistance to academically talented students who demonstrate a commitment to academic excellence. This scholarship is available to both in-state and out-of-state students. The DC TAG was created by Congress in 1999 by the District of Columbia College Access Act; PL 106-98 and amended by DC College Access Improvement Act 2002 and DC College Access Improvement Act 2007 to expand higher education choices for college-bound residents of the District of Columbia. It provides grants of up to \$10,000 toward the difference between in-state and out-of-state tuition at public colleges and universities (two-year and four-year) and up to \$2,500 per academic year toward tuition at Historically Black Colleges and Universities (HBCUs) nationwide.

Level 2 (Moderate Need)	\$15,001-\$20,000	\$5,000.00*
Level 3 (Low Need)	\$10,001-\$15,000	\$3,500.00*
Level 4 (Minimal Need)	\$1,000-\$10,000	\$2,500.00*

Scholarships will be distributed based on need, with most funds going to those with the greatest financial need (Tier 1). The scholarships are the last dollar, so the amount may vary. *

The CAREER DEVELOPMENT CENTER

Date	Activity	Number of Student Attendees
July 16-17, 2024	Men's Initiative Workshop	
July 16, 2024	Disability Services Workshop	4 Students/4 Counselors
August 8, 2024	RA Workshop	88
August 20, 2024	CDC Open House	75
August 26, 2024	Lunch and Learn – Southern Company	19
August 30, 2024	Preview Day, Belmont College of Law	42
September 9, 2024	Lunch and Learn - Brasfield and Gorrie	10
September 10, 2024	Thurgood Marshall Leadership Institute	14
September 11, 2024	Lunch and Learn – IFC	7
September 12, 2024	Resume Workshop Presented by Collegiate 100 Black Men	22
September 13, 2024	Auto Zone HBCU Day	18
September 15, 2024	JC Penney Suit Up Event	161
September 16, 2024	Lunch and Learn – International Paper Company	8
September 18, 2024	Resume Assistance with HCA and Siemens	68
September 19, 2024	Athletic Networking Mixer	33 Students/23 Employers
September 20, 2024	Fall University-Wide Career Fair	1038 Students/212 Employers
September 20, 2024	On-Campus Interviews	8 Companies
September 23, 2024	On-Campus Interviews	1 Company – Siemens
September 23, 2024	Lunch and Learn – Teach for America	9
October 4, 2024	YouTube Insiders Event	128 Students
October 25, 2024	Alpha Beta Omicron Internship Info Session	50
October 28, 2024	Lunch and Learn – Farm Credit Mid America	17

Fall 2024 Tabletop Sessions (Tuesdays and Thursdays)

A total of 33 Employers have registered for a tabletop session during Fall 2024. Employers set up a table on the 2nd floor of the Floyd-Payne Campus Center on Tuesdays and Thursdays during peak hours of student traffic (11am – 1pm). These employers share part-time, seasonal, and internship opportunities.

Crash the Classroom Workshops

Date	Class	Instructor	Number of Students
August 27, 2024	AGSC 4710/4720	Dr. Phillip Hinson	30
September 10, 2024	AGSC4710/4720	Dr. Phillip Hinson	30
September 10, 2024	BISI 2150	Dr. Lakisha Simmons	25
September 10, 2024	BISE3150	Dr. Lakisha Simmons	30
September 11, 2024	Mgmt1010	Dr. Linda Warren	45
September 12, 2024	HPSS 4007	Dr. Jason Smith	25
September 13, 2024	UNIV 100	Dr. Ashley Spry	15
September 16, 2024	RCS 2014	Dr. Leveque Phidomise	24
September 16, 2024	Psyc 3150	Dr. Amy Sibulkin	30

Crash the Classroom opportunities are presented to faculty at the beginning of each semester. Faculty provide career development center staff the opportunity to use a portion of their class time to share career development information with students. Some of the topics selected this fall 2024 semester were:

1. Resume and Cover Letter Writing
2. How to Navigate a Career Fair
3. Soft Skills
4. What Can I Do With This Major
5. Interview Techniques

THE FLOYD PAYNE CAMPUS CENTER

Floyd Payne Campus Center (FPCC), Director Keith Morgan

The Floyd Payne Campus Center (FPCC) provides a variety of social, recreational, and sports activities tailored to the diverse interests of students, faculty, and staff. It aims to foster development and learning beyond the classroom environment.

Director Keith Morgan collaborates with the Athletic Department to support daily volleyball practices and enhance recreational opportunities for all students. Additionally, he worked with external vendors contracted by the university to restore the outdoor volleyball court near the Ford Apartment Complex,

The FPCC staff partnered with the Omega Psi Phi fraternity to provide information about sickle cell disease. They also collaborated with Student Activities to host a voter registration drive at the campus center. However, during the week of September 22, the center experienced significant water leaks due to severe weather, rainwater accumulating in several areas. Director Morgan coordinated with JLL to identify and address the sources of the leaks.

During homecoming week, FPCC staff played a crucial role in preparing Kean Hall for multiple events, including the homecoming concert, the Levi Watkins White Coat ceremony, the annual Coronation, and an OVC volleyball game on Friday, October 4, 2024.

STUDENT NAVIGATION 1STOP CENTER

Student Navigation 1Stop Center

The Student Navigation 1Stop Center serves as a central access point for student affairs and support. The office addresses student needs on a case-by-case basis and offers a range of services regarding issues that includes admissions, bursar assistance, degree tracking, financial aid, registration, excused absences, and other administrative functions. During registration week from August 19 to 24, the 1Stop Center supported students and staff by managing referrals from Kean Hall.

The total number of office visits from August to October 15 is as follows:

Period	Financial Aid/Bursar	CR/ Counseling Svs	Enrollment Management Admissions/Records	Excused Absence	Housing	Total
Office Visit	112	69	124	160	63	528

**Tennessee State University
Board of Trustees**



**Governance and
Governmental Affairs
Committee Report**

**TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES
GOVERNANCE AND GOVERNMENTAL AFFAIRS
COMMITTEE MEETING AGENDA**

8:30 a.m. CT
Friday, November 22, 2024

Tennessee State University
Main Campus – The Barn
Agricultural Building
3500 John A. Merritt Blvd.
Nashville, TN 37209

ORDER OF BUSINESS

I. Call to Order

Trustee Terica Smith
Governance and Governmental Affairs
Committee Chair

II. Roll Call/Declaration of a Quorum

Laurence Pendleton
Board Secretary and General Counsel

III. Legislative Update

The Ingram Group

IV. Adjournment

Trustee Terica Smith
Governance and Governmental Affairs
Committee Chair

**Tennessee State University
Board of Trustees**



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Legislative Update

RECOMMENDED ACTION: None

PRESENTED BY: The Ingram Group

Background/Facts: An update on legislative matters will be provided by the Ingram Group.

**Tennessee State University
Board of Trustees**



Audit Committee Report

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

9:00 a.m. CT
Friday, November 22, 2024

Tennessee State University
Main Campus – The Barn
Agricultural Building
3500 John A. Merritt Blvd.
Nashville, TN 37209

ORDER OF BUSINESS

- | | |
|---|--|
| I. Call to Order | Trustee Dimeta Smith Knight
Audit Committee Chair |
| II. Roll Call/Declaration of a Quorum | Laurence Pendleton
Board Secretary and General Counsel |
| III. Report on Internal and External Audits | Dr. Renée Forbes-Williams
Director of Internal Audit |
| IV. Review of Outstanding Audit Issues | Dr. Renée Forbes-Williams
Director of Internal Audit |
| V. Executive Session – Discussion of Items Deemed
Confidential under State Law | Trustee Dakasha Winton
Board Chair |
| VI. Adjournment | Trustee Dimeta Smith Knight
Audit Committee Chair |

**Tennessee State University
Board of Trustees**



**Report on Internal and
External Audits**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Report on Internal and External Audits

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Renée Forbes-Williams, Director of Internal Audit

Background/Facts: Dr. Forbes-Williams will provide report on internal and external audits. The materials associated with this agenda item are included in the Board materials document.



Department of Internal
Audit 3500 John A. Merritt
Boulevard Nashville, TN
37209-1561

September 27, 2024

Dr. Ronald Johnson, Interim President
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, TN 37209-1561

Dear Dr. Johnson:

The Department of Internal Audit's report on our follow-up of the status of management's implementation of the audit recommendations for the findings included in the Division of State Audit's Tennessee State University 2023 Single Audit is transmitted herewith. The review was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

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

We wish to express our appreciation for the cooperation of the university staff contacted during our review.

Sincerely,

Renée L. Forbes

Dr. Renée L. Forbes, CPA
Department of Internal Audit

Cc: Trustee Smith Knight, Tennessee State University Audit Committee
Chair; Dr. Daarel Burnett, Senior Advisor to the President, Executive
Vice President and Interim Vice President for Business and Finance

Department of Internal Audit
 External Audit
 Tennessee State University
 Single Audit 2023
 Executive Summary

Key Areas: Division of Business and Finance

Auditor: Dr. Renée Forbes, CPA

Introduction: The Comptroller of the Treasury, Division of State Audit, issued a report related to the Tennessee State University 2023 Single Audit. The report included six audit findings.

Objective: The objective of this review was to determine whether adequate corrective actions have been taken to address the audit findings, implement the audit recommendations, and mitigate the risks that either errors or fraud could occur and not be detected in a timely manner.

Report of Action: 2023 State of Tennessee Single Audit Report Finding 2023-001

Tennessee State University continued not to follow federal guidance for the Higher Education Emergency Relief Fund.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

✚ The Office of Internal Audit previously submitted the following policies to the *Legislative Auditor*, Comptroller of the Treasury, Division of State Audit in response to TSU Single Audit 2022:

- Scholarship, Grants, and Emergency Funding Award Policy
- Grant Accounting Close Out Procedures

All policies requiring Board-approval will be presented to the Board of Trustees for approval.

Finding 2023-002

The financial aid office did not adequately reconcile its direct loan records to the Direct Loan Servicing System’s records, as required by federal regulations, and therefore could not resolve discrepancies timely.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- Reporting to the prior AVP, the prior Associate Director of Loans had primary oversight/responsibilities of the administration of the Federal Direct Loan Program, Return of Title IV, Over awards, Loan Limit C-flags, and reconciliation of federal programs.
- The Office of Financial Aid has restructured this position and created an additional position, Assistant Director of Compliance, both reporting to the Director.
- Under prior leadership, monthly meetings with the Business Office were conducted with verbal reconciliation amounts; however, no supporting documentation of reconciliation was provided.
- The Office of Financial Aid is in the process of hiring an independent financial aid consultant to solely focus on Direct Loan reconciliation to bring the program in compliance.
- The Director will review monthly reconciliations performed by the Associate Director of Loans.

Supporting Documentation Requested to Substantiate Implementation:

- Organizational chart for Financial Aid office
- Job description for Assistant Director of Compliance and hiring status
- MOU for financial aid consultants
- Policies and procedures for reconciliation of loans

Assistant Director of Compliance

✚ TSU is in the final stages of hiring an Assistant Director of Compliance.

Job description

The Assistant Director for Compliance reports to the Director of Financial Aid and Scholarships and assists with the understanding of business needs, regulatory knowledge, and the underlying systems that support them, preferably in a higher education environment. The ideal candidate will have experience working in a fast-paced, data-driven and creative environment. The Assistant Director will possess the interpersonal skills necessary to successfully liaise, negotiate, and collaborate with colleagues across all levels of the university and external partners while maintaining composure, discretion, and a student-centered focus.

✚ MOU for Financial Aid Consultants

This Memorandum of Understanding ("MOU") (additional details available upon request)

This Memorandum of Understanding ("MOU"), by and between the State of Tennessee, Tennessee Student Assistance Corporation, hereinafter referred to as "STATE" or "TSAC," and Tennessee State University, hereinafter referred to as "TSU" or "Institution," together referred to as the "Parties," outlines a process whereby TSAC will provide assistance and guidance to TSU for the purpose of strengthening the institution's ability to administer state financial aid programs, as described in the Scope of Services.

This MOU shall be effective upon signature by the approving authorities of both Parties and remains in effect for a term not to exceed June 16, 2025, unless terminated prior to the end of the term by either Party.

✚ Loan Reconciliation Policy (current)

Loan Reconciliation Policy (This is the updated Reconciliation Policy. Please note that we are still in the process of revising this policy before it can be utilized.)

Provided by Temisha Hardy, Associate Director of Financial Aid

Introduction

To inform all Tennessee State University departments of the responsibilities, policies, and procedures related to the reconciliation of monthly ledgers. Verification of financial transactions ensures the accuracy and integrity of financial reporting records and protects University assets, serving as a key element of the University's system of internal controls. This policy requires that monthly reconciliations are performed in a timely manner to ensure

financial information accurately reflects actual activity. A timely and consistent review of account activity allows the unit to know the balances of its accounts at all times and provides information to meet reporting requirements. A proper reconciliation will ensure that unauthorized changes have not occurred to transactions during the processing.

Internal Reconciliation

(1) To eliminate any discrepancies between the financial aid and finance offices, both offices will have monthly meetings to reconcile each Title IV program and compare the reports produced through the COD system with accounting's subsidiaries. a. The finance office will confirm that actual disbursements posted to student accounts are consistent with financial aid office records of student awards and the amount of funds that will be drawn down from G5 to cover the funds disbursed to students. b. Following the "Procedure for Processing Disbursements to Students," the finance office will send an email with the total number of students and funds posted by payroll.

- i. There is a need to resolve differences between the financial aid payroll and the pre-transmittal report (before the posting of the payroll).
- ii. The payroll will be segregated for initial payments from adjustments or cancellations of payments. It will eliminate returns of cash due to withdrawals performed by the financial aid office which are not applied by the finance office or adjustments made by the finance office that are not noted in the financial aid office.

(2) Federal Pell Grant a. The Bursars and Financial Aid offices will compare the records of Pell awards made in the financial aid module to the authorized awards on the student's account receivable; b. The individual and program records of all adjustments made during each month; and c. The record of Pell grants disbursed to students in COD to the student's accounts paid. d. At the end of each month, financial aid will require the "Pell grant school account statement (SAS)" and "SAS disbursement detail on detail" from the COD system.

With the above reports, we will reconcile the financial aid records and will notify the Finance office of any discrepancies.

The Financial Aid office will provide the "Cash Activity screen" from COD system to the Finance office to support their internal monthly reconciliation.

Federal SEOG and Federal Work Study Programs

The accountant for federal funds is responsible for monthly reconciliation of the number of students and amount paid included in the financial aid payroll with the posting to the students' ledgers. i. Will notify the finance director any discrepancy between both processes. ii. Will notify the total amount of funds to drawdown to the finance director, who is

responsible to request the funds through G-5.

Federal Direct loans

The Financial Aid office will incorporate the US Department of Education “DL Tools” in their monthly reconciliation:

i. SAS cash summary ii. SAS cash detail iii. SAS loan and disbursement detail iv. Internal ending cash balance report v. Cash detail comparison vi. Loan detail comparison vii. Disbursement detail comparison viii. Disbursement measurement tool/ For the first payroll of each academic term, the financial aid officer responsible to process the loans payrolls, will establish current anticipated disbursement dated in the institution’s system to ensure that will be the same date to be paid and the date reported on COD system.

For the subsequent loans payrolls:

The financial aid officer will use the Disbursement Code Dale Tool (DCTL) screen at Colleague to update anticipated disbursement dates loan period dates, and academic year dates on student awards to match the anticipated dates on award disbursement codes that have been set up on the award disbursement code maintenance (ADCM) form.

1. Access the DCTL form and enter the year to process in the “Academic Year” field.
2. In the update field, enter “Yes” if it needs to update disbursement dates.
3. In the award disbursement codes fields, enter the award disbursement code they need to use to update student award dates.
4. In the “Input Saved List Name” field, enter the name of a saved list to use to select students for the payroll to be paid.

Every 28th of each month, the Financial Aid office will compare the SAS loan/disbursement detail with the financial aid payrolls processed during the month.

- i. If there is any discrepancy, the office will send an email to the Director of Finance and include the student’s information (name, student’s number, amount paid and date of the payroll).
- ii. If necessary, a payroll for adjustments or cancellations would be processed for those cases where their disbursement was rejected in COD system. The Finance office will adjust or cancel the student’s disbursement in their ledger and will return the proper funds through G-5 system.

Monthly reconciliations and management reviews are a key fiscal management control that ensures transactions are accurate, allowable and complete. The reconciliation process is essential to your unit’s and the University’s internal controls and integrity. Proper and timely reconciliation prevents and detects fraud and improves the accuracy of financial information.

All financial activity must be monitored to ensure that all revenues earned/collected are credited to the correct account and to ensure that expenditures have a business purpose, are for correct amount, are allowable, properly approved, and charged to the correct cost object.

- ✚ The Office of Internal Audit requested evidence of the reconciliation of Direct Loans. As of September 26, 2024, no evidence was provided. We were told that the Direct Loans reconciliations would be handled by the consultants who will begin working on them the week of September 30, 2024.

Finding 2023-003:

Tennessee State University did not have adequate procedures to ensure Title IV credits were refunded timely per federal guidelines.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- Restructured the Bursar’s Office
- Added a refund analyst to report to the new accounting manager
- Recruiting for 2 additional analyst roles
- Monitor refund compliance daily

Supporting Documentation Requested to Substantiate Implementation

- Organizational chart for Bursar Office
- Refund analyst/account manager included on org chart
- Job description for refund analyst/account manager
- Advertising of job postings for account manager
- Daily monitoring of refunds

Organizational Structure

✚ **New Bursar** confirmed – Start Date August 16, 2024, Sammy Zaki with over 20 years of University Bursar experience.

✚ **TSU is in the final stages of hiring the following positions – Accounting Manager and Financial Analyst:**

Accounting Manager Job Description

Accounting managers work as an integral part of a team to ensure compliance with university and federal regulations governing student billing and payments including federal loans. In the accounting manager of customer service, supports the bursar, associate bursar, and assistant bursar in accounting functions within cashiering, accounts receivable, loans, collections, bud processes, and other areas. In addition, this position manages and is directly responsible for the customer service coordinators and customer service specialists team members within

Bursar's Office. The position will work with colleagues across multiple departments, and pro including Financial Aid, General Accounting, Registration, Enrollment Management, and other campus departments and external constituents. This position serves as the principal reconciler with receivables and other deposits to the bank.

Accounting managers work as an integral part of a team to ensure compliance with university, state, and federal regulations governing student billing and payments including federal loans. In this position, the accounting manager of customer service supports the bursar, associate bursar, and assistant bursar in accounting functions within cashiering, accounts receivable, loans, collections, budgeting processes, and other areas. In addition, this position manages and is directly responsible for the output of the customer service coordinators and customer service specialists team members within the Bursar's Office. The position will work with colleagues across multiple departments, and programs, including Financial Aid, General Accounting, Registration, Enrollment Management, and other campus departments and external constituents. This position serves as the principal reconciler with receivables and other deposits to the bank.

Accounting Manager Job Description Financial Analyst II - Bursar Office

Each team member must be able to deliver a high level of prompt, accurate, and courteous customer service to students, parents, sponsors, and colleagues on a consistent basis. Employ a solutions-oriented approach with each customer, demonstrating the ability to quickly identify the nuance in each interaction. Assess issues and deliver answers, exercising judgment and latitude where appropriate.

Analyze and understand student account financial transactions thoroughly when researching problems and before offering answers/solutions. Engage fully in all team responsibilities and duties; strive to meet team goals and assume personal responsibility for individual and shared tasks. Maintain positive flow of communication with fellow team members. Exercise judgment and appropriate care in dealing with confidential student information. Communicate and interact by telephone, e-mail, and in-person with students and parents in a professional manner.

Demonstrate tact and diplomacy in managing complicated and difficult conversations. Analyze and research student account issues to effectively respond to customer inquiries and resolve questions. Quickly identify issue at hand and determine appropriate course of action. Follow established procedures for collecting past due student accounts. Counsel students and parents regarding these accounts and work with them to explore all available options. Coordinate these conversations with other central offices (Financial Aid, Student Loans) and contacts in the appropriate schools, as needed.

Monitor and enforce compliance with the University's policy on payment of student account charges. Assist agencies in the collection of outstanding debts for departed students. Maintain working knowledge of applicable University policies, government regulations, federal aid guidelines, and federal tax reporting rules to provide specialized information concerning student accounts.

Monitor accuracy of student account data through continuous analytical review, analysis, and testing to ensure accuracy of student account bills, sponsor accounts, tax reporting, and other external reporting.

Maintain environment of strong internal controls over accuracy and timeliness of recording and reporting of student account activity.

Maintain data for accurate statistics for reporting and analysis to management.

Work with other team members to coordinate, prioritize and organize activities to meet established goals by assigned deadlines.

Reconcile student refunds, daily cashier reports, daily bank deposits, transactions and transmits a daily ACH file to the Bank for check payments made on the web and through the TouchNet Cashiering System for the prior day. Analyze, identify, and correct daily load error reports.

Research credit card disputes for cashiering and web transactions.

Assist with the reconciliation of the University's operating bank account as well as with the reconciliation between Banner to third party systems. Prepare journal entries and account analyses as needed. Assist with fiscal year-end financial statements.

Handle other duties as assigned by the Bursar.

Updated Refunds Processes:

- We are using the automated refund process built in Banner to refund our students. The process recognizes students with credits and flags them (TSRRFND in Update/Flag Mode)
- Several UC4 scripts run to unflag students with less than 6 credit hours, students with no attendance record, and students with refunds over \$10,000 as they need additional approval from the Financial Aid office.
- When all refunds are confirmed, we process the refund process (TSRRFND in Update/RFND mode)
- Students with bank account setup as direct deposit will receive the refund as direct deposit to their account.
- Students with no bank account setup will receive refunds in the form of paper checks.

Provided by Sammy Zaki, Bursar _ Refund Analyst Update

Confirmed by Bradley White, Associate Vice President for Financial Services

Finding 2023-004:

For the federal Direct Loan and Pell Grant programs, Tennessee State University did not report timely and accurate information regarding students’ enrollment statuses.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

Additional staff will be hired to oversee enrollment reporting. Updates to the National Student Clearinghouse will be reported on the census date, every 30-45 days thereafter (subsequent-of-term), and at the end of the term. Any errors will be corrected within 5-7 business days. The withdrawal process will be communicated to the staff during training sessions and staff meetings.

Supporting Documentation Requested to Substantiate Implementation:

- Organizational Chart for Enrollment Management
Provided by Elmore Jones, Deputy, Chief Operating Officer
 - Organizational Chart for Office of the Registrar
Provided by Dr. Verontae Deams, Registrar
 - Evidence of National Student Clearing House Reporting
Provided by Dr. Verontae Deams, Registrar
 - Withdrawal Policy/Process
TSU Student Catalog and the Academic Calendar
 - Evidence of Withdrawal Process training for staff –
Training Lead by Dr. Verontae Deams _ Agenda Reviewed by Internal Audit
Provided by Dr. Verontae Deams, Registrar
- ✚ Dr. Verontae Deams, Registrar provided samples of the withdrawal listings sent daily to the Financial Aid, Bursar, Records and Office of Residence Life offices.
- ✚ Documentation provided to the Office of Internal Audit – May 29, 2024, email notification to staff member (Anna Murray) to run the Withdrawal Appox Chain Report every day until August 9, 2024 (summer).
- ✚ Documentation provided to the Office of Internal Audit – August 15, 2024, email notification to staff member (Anna Murray) to run the SFRWDRL Report every day from August 2024 until December 20, 2024 (fall).

- ✚ Documentation provided to the Office of Internal Audit – Withdrawn Student Report for Fall Term by student.
- ✚ Documentation provided to the Office of Internal Audit – Students Eligible to enroll who have no active registration as of September 26, 2024.

Finding 2023-005:

Tennessee State University did not return Title IV funds in compliance with federal regulations.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- The Office of Financial Aid has restructured this position and created an additional position, Assistant Director of Compliance, both reporting to the Director.
- The Office of Financial Aid will review 2022-2023 Title IV Funds and make necessary corrections. Additionally, the Return of Title IV report will be reviewed daily by both the Financial and Records Office to ensure federal regulations are followed.
- The Registrar’s Office is in the process of developing internal automated withdrawal notices to ensure the respective departments are aware of withdrawals in real time.

Supporting Documentation Requested to Substantiate Implementation

- Updated Organizational Chart
Provided by Temisha D. Hardy, Associate Director of Financial Aid
- Assistant Director of Compliance
(See Finding 002 for Job Description)
- Evidence of Return of Title IV Funds
- Updated policies/procedures
- Evidence of Automated Withdrawal Notices
- Evidence of the daily review of refunds

🚧 TSAC will provide assistance and guidance to TSU Financial Aid Department as memorialized in the MOU

This Memorandum of Understanding ("MOU") (additional details available upon request)

This Memorandum of Understanding ("MOU"), by and between the State of Tennessee, Tennessee Student Assistance Corporation, hereinafter referred to as "STATE" or "TSAC," and Tennessee State University, hereinafter referred to as "TSU" or "Institution," together referred to as the "Parties," outlines a process whereby TSAC will provide assistance and

guidance to TSU for the purpose of strengthening the institution's ability to administer state financial aid programs, as described in the Scope of Services.

This MOU shall be effective upon signature by the approving authorities of both Parties and remains in effect for a term not to exceed June 16, 2025, unless terminated prior to the end of the term by either Party.

✚ The Office of Internal Audit classified this finding as Partially Corrected: Significant Improvement Made, because the TSAC work was in the beginning stages.

Finding 2023-006: Tennessee State University’s Office of Financial Aid granted Title IV funds to ineligible students.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- The Office of Financial Aid has restructured this position and created an additional position, Assistant Director of Compliance, both reporting to the Director.
- The Office of Financial Aid has created an additional internal control that prevents readmitted and transfer students from being included in the automation of evaluation until admission requirements are verified by Enrollment Services.

Supporting Documentation Requested to Substantiate Implementation:

- Updated organizational chart (Financial Aid MOU)
- Documentation of Controls to prevent readmitted and transfer students being included in automated eval until verified by Enrollment Services
- Evidence of controls to ensure that staff confirms that students do not receive aid when they have already reached the loan limits or if the total funds would be greater than the cost of attendance
- Evidence of controls that ensure that staff monitor satisfactory academic progress - Policy on Satisfactory of Academic Progress

This Memorandum of Understanding ("MOU"), by and between the State of Tennessee, Tennessee Student Assistance Corporation, hereinafter referred to as "STATE" or "TSAC," and Tennessee State University, hereinafter referred to as "TSU" or "Institution," together referred to as the "Parties," a process whereby TSAC will provide assistance and guidance to TSU for the purpose of strengthening the institution’s ability to administer state financial aid programs, as described in the Scope of

- Verification that a student has been admitted before Financial Aid is awarded.
- ✚ TSU has contracted the State of Tennessee Assistance Corporation to administer the state financial aid programs:
- ✚ Per a discussion with Elmore Jones, Deputy to the Chief Operating Officer, as of

Spring 2024, TSU has discontinued using Auto-Admission for all students. This will prevent readmitted and transfer students from being included in the automated evaluations. A four-member staff team must manually review applicants for admission.



Department of Internal
Audit 3500 John A. Merritt
Boulevard Nashville, TN
37209-1561

September 27, 2024

Dr. Ronald Johnson, Interim President
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, TN 37209-1561

Dear Dr. Johnson:

Transmitted herewith is the Department of Internal Audit's report on our follow-up of the status of management's implementation of the audit recommendations for the findings included in the Division of State Audit's Finance and Compliance report for the fiscal year ended June 30, 2022. The review was conducted in accordance with the *International Standards for the Professional Practice of Internal Auditing* issued by The Institute of Internal Auditors.

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

We wish to express our appreciation for the cooperation of university staff contacted during our review.

Sincerely,

Renée L. Forbes

Dr. Renée L. Forbes, CPA
Department of Internal Audit

Cc: Trustee Smith Knight, Tennessee State University Audit Committee Chair
Dr. Daarel Burnett, Senior Advisor to the President, Executive Vice President and Interim Vice President

Department of Internal Audit
Tennessee State University
External Audit
Report of Action
Finance and Compliance Audit for the year ended June 30, 2022
Executive Summary

Key Areas: Division of Business and Finance

Auditor: Dr. Renée Forbes, CPA

Introduction: The Comptroller of the Treasury, Division of State Audit, issued a report related to the Tennessee State University Financial Statement Audit for the year ended June 30, 2022. The report included nine audit findings.

Objective: The objective of this review was to determine whether adequate corrective actions have been taken to address the audit findings, implement the audit recommendations, and mitigate the risks that either errors or fraud could occur and not be detected in a timely manner.

Report of Action: TSU Financial Statement Audit for the year ended June 30, 2022

Finding 1

TSU management lacks appropriate oversight, allowing a breakdown of controls that created a error-prone environment that has resulted in errors in the financial statements, inadequate daily operations, and deficiencies in oversight of federal programs.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

Supporting Documentation Requested to Substantiate Implementation:

- Credentials of Accounting Staff

Current General Accounting Credentials as of 9/24/2024

Director

Lori-Anne Morse – AA Accounting Kodiak College 1992, AA Accounting College of Southern Idaho 1998, BS Western Kentucky University 2006, Licensed CPA State of TN ID 20413.

Assistant Director

Zarela Machado – BBA – Accounting Florida Atlantic University 2021

Staff

Kathryn Sistrunk – (1) MS Accounting & Finance, Minnesota State University Moorhead 2021, (2) BS Accounting, Minnesota State University Moorhead 2019

Chris Shannon - BAS 2002 Tennessee State University, MBA University of Phoenix 2005, Master of Accounting Strayer University, 2012.

Krishia Davis – BBA University of Memphis 2021

Queen Johnson – Business Diploma Barrell Business College 1987

Credential details provided by Jay Turney, Controller

Interim Controller of Business and Finance *effective, October 26, 2024*

Miller, Franchetta - BA in Accounting (Strayer University) and MBA: Concentration – Management (Strayer University); Interim title: Interim Controller of Business and Finance

Interim Executive Director of Grants Accounting and Foundation *effective, October 26, 2024*

Lawanda Johnson - BA in Accounting from MTSU, pursuing MBA in Accounting from TSU (Currently)

Significant turnover in executive leadership began in August 2024.

TSU has contracted a consulting firm to assist in the areas of Business and Finance

This Memorandum of Understanding ("MOU"), by and between the Tennessee Board of Regents, hereinafter referred to as "TBR", and Tennessee State University, hereinafter referred to as "TSU" or "Institution," together referred to as the "Parties," outlines a process whereby TBR will provide assistance and guidance to TSU for the purpose of strengthening the Institution's processes and procedures within the areas of business and finance, as described in the Scope of Services.

- ✚ Office of Internal Audit reviewed active CPA licenses status within the Business and Finance Department.
- ✚ The Office of Internal Audit reviewed the following checklists recently implemented by the Director of General Accounting (*Checklist provided by Lori-Anne Morse,*

Director of General Accounting)

- Financial Statement Preparation Responsibility Checklist
- Fiscal Year and Tasks Procedures Checklist

✚ The Office of Internal Audit reviewed the MOU between TSU and TBR executed for the purpose of strengthening the Institution's process and procedures within the areas of business and finance.

Finding 2

As noted in the prior five audits, management has continued to disregard basic financial controls by not sufficiently performing bank reconciliations, and management has recorded unsupported financial transactions to improperly eliminate differences in the reconciliations.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

Supporting Documentation Requested to Substantiate Implementation:

- Bank Reconciliation Policy
- Bank Reconciliation Documentation – (Dec 2023, Jan 2024, Mar 2024, Apr 2024)
- Bank Reconciliation Documentation for Foundation (Dec 2023, Jan 2024, Mar 2024, Apr 20)
- Organizational Chart of General Accounting Department

Accounting and Payroll Org Chart Org (Banner 22000)

- Evidence of Review of Daily Cash Transactions
- Evidence of Journal Entry Policy

Provided by Jay Turney, Controller

✚ The Office of Internal Audit reviewed the bank reconciliation policy approved by the Board of Trustees in November 2022.

✚ The Office of Internal Audit reviewed all the requested bank reconciliation. All were completed timely and did not have any large unreconciled differences.

✚ The Office of Internal Audit reviewed the Daily Cash Reports prepared by Krishhia Davis, General Accounting, Accountant III. Copies are provided to the following: General Accounting, Grants, Timara Gore, Ticket Manager, Delon Flanagan, Assistant Bursar, Patrice Murray, Collections and the Account Manager.

Finding 3

As noted in the prior seven audits, management allowed controls to break down, resulting in errors in the financial statements.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- Controls have been implemented to enhance the accuracy and timeliness of financial statements.
- Financial Management will conduct multiple reviews of the Financial Statement and Notes.
- Training will be conducted to ensure staff are knowledgeable on how to prepare the reports and provide backup documentation for accuracy.

Supporting Documentation Requested to Substantiate Implementation

- Organizational chart with updated positions for General Accounting
- Verification that reviews of the financial statements are being conducted
- Documentation and verification of staff training
- Evidence of submission of financial statements to TBR from the University and the Foundation

✚ The Office of Internal Audit has reviewed the organizational chart for General Accounting. There is one Accountant III vacant position in the Department of General Accounting.

✚ The Office of Internal Audit reviewed the following checklists recently implemented by the Director of General Accounting (*Checklist provided by Lori-Anne Morse, Director of General Accounting*)

- Financial Statement Preparation Responsibility Checklist
- Fiscal Year and Tasks Procedures Checklist

The Controller previously submitted Financial Statements. The Office of Internal Audit was unable to verify the submission of the Financial Statements to TBR. *Significant turnover in executive leadership began in August 2024.*

✚ The Office of Internal Audit could not verify staff training for the Department of General Accounting.

✚ MOU: TSU has contracted a consulting firm to assist in Business and Finance areas. The Office of Internal Audit reviewed the MOU between TSU and TBR. The purpose of the consulting firm is to strengthen TSU's processes and procedures in business and finance.

Finding 4

The university has not properly reported costs associated with construction projects.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

Supporting Documentation Requested to Substantiate Implementation:

- Policy for Capitalization
- Depreciation Schedule
- Documentation of Quarterly meeting between General Accounting and Facilities
- Capital Project Report

✚ The Office of Internal Audit has confirmed that the university has addressed some of the staffing needs and hired a qualified and competent staff to help address this issue. The Accountant III will be responsible for capitalization of construction projects.

✚ The Office of Internal Audit reviewed the Capital Project Report.
Capital Project Report provided by Dr. Daarel Burnette, Executive Vice President

✚ The Office of General Accounting and the Department of Facilities Management provided emails documenting meetings; however, no documentation to support monthly and quarterly meetings.

- 10/24/23
Met with facilities in Operations Building Conference Room 11am. Jay Turney, Controller and Lori Morse, Director of General Accounting & Financial Reporting met with Nickolaus Corniea, Executive Director of Planning, and Design Campus Planning, Design, and Construction and Fabian Jolivette, Assistant Director of Planning, Design and Construction.
- 3/27/24
Spreadsheet regarding Construction in Process (CIP) shared with Facilities so they could update the status of the projects. Tameka Snowden returned the spreadsheet with the status of each project noted.
- 8/20/24
Jay Turney, Controller met with Nickolaus Corniea, Executive Director of Planning and Design via telephone to go over the status of CIP. This was needed to finish the 6/30/24 year end and capitalize projects that were done.

Finding 5

The university did not appropriately charge tuition for some courses and did not charge student fees in accordance with the approved fee chart.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- Management has taken measures to ensure that tuition and fees are charged for all courses.
- The IT department has restricted access to the tuition waiver setting to the Assistant Bursar, Registrar, and Assistant Registrar.
- The Assistant Bursar is working with IT to develop a report to assist in reviewing tuition and fees prior to publication each semester.

Supporting Documentation Requested to Substantiate Implementation:

- **Confirmed access to Banner in terms of tuition fees.**
- **Tuition and Fee Waiver indicator SSASECT report.**
 - ✚ The Office of Internal Audit verified restricted access to everyone except the following individuals as of March 2024:
 - Assistant Vice President of Academic Affairs - Dr. Seay
 - Assistant Vice President of Academic Affairs - Dr. Johnnie Smith
 - Associate Vice President of Enrollment and Registrar - Dr. Verontae Deams
 - Associate Registrar - Stacey Benford-Oggs
 - Assistant Bursar - Delon Flanagan

Restricted access verification provided by Tim Warren, Chief Information Officer, Sammy Zaki, Bursar and Delon Flanagan, Assistant Bursar

- ✚ The Office of Internal Audit reviewed the Tuition and Fees Waiver indicator (SSASECT) report for the Fall 2024 term.

Tuition and Fees Waiver Report provided by Sammy Zaki, Bursar and Delon Flanagan, Assistant Bursar

Finding 6

The university did not adequately support or identify student withdrawal dates and types.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- The Registrar continues to ensure that withdrawal dates and types are accurate and adequately supported and that faculty communicates procedures to appropriately update student accounts upon withdrawal.
- Moreover, the Records Office sends email messages using the University’s email distribution system or exchange to remind faculty of attendance reporting deadlines and procedures.
- The Interim Provost/ Vice President for Academic Affairs & Vice President for Technology Innovations will be responsible to see that the Office of Academic Affairs sends follow-up emails to the deans and to the respective faculty on missing attendance.

Supporting Documentation Requested to Substantiate Implementation:

- Policy covering the withdrawal process - to include purging and manual deletions.
- Copy of email messages/correspondence to faculty related to attendance reporting.
- Documentation of controls to prevent readmitted and transfer students being included in automated eval until verified by Enrollment Services.
 - ✚ The Office of Internal Audit was directed to the University catalog and academic calendar for the withdrawal policies. However, the Office of Internal Audit did not receive any documentation on purging and manual deletions.
 - ✚ Per a discussion with Elmore Jones, Deputy to the Chief Operating Officer, as of Spring 2024, TSU has discontinued using auto-admission for all students. This will prevent readmitted and transfer students from being included in the automated evaluations. A four-member staff team must manually review applicants for admission.
- ✚ Dr. Verontae Deams, Registrar provided the Office of Internal Affairs with copies of email messages/correspondence to faculty related to attendance reporting.

Finding 7

As noted in the prior five audits, university personnel did not perform adequate collection procedures for accounts receivable.

Current Status:

Action	Status
Corrected	
Partially Corrected: Significant Improvement Made	√
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

- Management has taken steps to address collection procedures.
- Management wrote off 1,496 accounts totaling \$5,457,369 in FY 2023.
- The Bursar and Assistant Bursar are working to implement automated notifications to agencies to assign collections more efficiently.
- The Flywire Collection Management software will be implemented to help with this.
- The Associate Vice President for Financial Services will be responsible to see that the Bursar office personnel perform adequate collection procedures for accounts receivable and that these improvements be made by the start of FY 2025.

Supporting Documentation Requested to Substantiate Implementation:

- Updated policies
- Accounts Receivable Write-Off Report and Write-Off Approval
- Collection agency contract
- Accounts Receivables Aging Report

✚ The Office of Internal Audit reviewed the November 15, 2023, Accounts Receivable Write-Off Request Approval for \$5,457,369 approved by the Tennessee Comptroller of the Treasury.

✚ The Office of Internal Audit accessed Flywire Collection Management Software and tested some of the system's functionalities.

✚ The Office of Internal Audit was unable to verify a current contract with an Account Receivable Collection Agency. The last signed contract made available expired in June 2024.

✚ The Office of Internal Audit reviewed Aging Analysis Report for Accounts Receivable as of June 30, 2024.

Accounts Receivable Report Totals:

Days: 0 To 60: 1,231,056.24

Days: 61 To 90: 73,064.59

Days: 91 To 180: 2,330,154.87

Days: 181 +: 52,710,877.54

Total Account Balance: 56,345,153.24

Finding 8

The university did not discharge student debt within federal guidance or their internal policy, and scholarship determinations and award calculations were not adequately documented in compliance with federal guidelines for Higher Education Emergency Relief Funds.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

✚ The Office of Internal Audit previously submitted the following policies to the *Legislative Auditor*, Comptroller of the Treasury, Division of State Audit in response to TSU Single Audit 2022:

- Scholarship, Grants, and Emergency Funding Award Policy
- Grant Accounting Office Close-Out Procedures

All policies requiring Board approval will be presented to the Board.

Finding 9

The university did not provide adequate internal controls in one specific area.

Current Status:

Action	Status
Corrected	√
Partially Corrected: Significant Improvement Made	
Not Corrected: Improvement Made	
Not Corrected	

TSU Action Plan Submitted to State Auditors:

The university will continue to monitor the process to ensure internal controls remain effective.

Supporting Documentation Requested to Substantiate Implementation:

- Policy and procedures for the posting of journal entries

✚ The Office of Internal Audit reviewed a spreadsheet listing all journal entries for FY 24; all journal entry transactions showed approvals for each journal entry. Per the checklist provided by the General Accounting department, no one can complete and approve their posted journal entries.

Report provided by Jay Turney, Controller

Checklist provided by Lori-Ann Morse, Director of General Accounting

**Tennessee State University
Office of Internal Audit
Report of Action Summary
As of November 1, 2024**

Single Audit FY23 Findings

Finding #	Finding	Status
Finding 2023-001	Tennessee State University continued not to follow federal guidance for the Higher Education Emergency Relief Fund.	Corrected
Finding 2023-002	The financial aid office did not adequately reconcile its direct loan records to the Direct Loan Servicing System’s records, as required by federal regulations, and therefore could not resolve discrepancies timely.	Partially Corrected MOU TSAC
Finding 2023-003	Tennessee State University did not have adequate procedures to ensure Title IV credits were refunded timely per federal guidelines.	Corrected
Finding 2023-004	For the federal Direct Loan and Pell Grant programs, Tennessee State University did not report timely and accurate information regarding students’ enrollment statuses.	Corrected
Finding 2023-005	Tennessee State University did not return Title IV funds in compliance with federal regulations.	Partially Corrected MOU TSAC
Finding 2023-006	Tennessee State University’s Office of Financial Aid granted Title IV funds to ineligible students.	Corrected

**Tennessee State University
Office of Internal Audit
Report of Action Summary Status
As of November 1, 2024
Financial and Compliance FY22 Findings**

Finding #	Findings	Status
1	TSU management lacks appropriate oversight, allowing a breakdown of controls that created an error-prone environment that has resulted in errors in the financial statements, inadequate daily operations, and deficiencies in oversight of federal programs.	Partially Corrected MOU TBR
2	As noted in the prior five audits, management has continued to disregard basic financial controls by not sufficiently performing bank reconciliations, and management has recorded unsupported financial transactions to improperly eliminate differences in the reconciliations.	Corrected
3	As noted in the prior seven audits, management allowed controls to break down, resulting in errors in the financial statements.	Partially Corrected
4	The university has not properly reported costs associated with construction projects.	Corrected
5	The university did not appropriately charge tuition for some courses and did not charge student fees in accordance with the approved fee chart.	Corrected
6	The university did not adequately support or identify student withdrawal dates and types.	Partially Corrected
7	As noted in the prior five audits, university personnel did not perform adequate collection procedures for accounts receivable.	Not Corrected
8	Higher Education Emergency Relief Funds	Corrected
9	The university did not provide adequate internal controls in one specific area.	Partially Corrected

**Tennessee State University
Conflict of Interest Review Report
Submitted to: Office of Internal Audit
Submitted by: Risk and Financial Compliance Office
As of October 31, 2024**

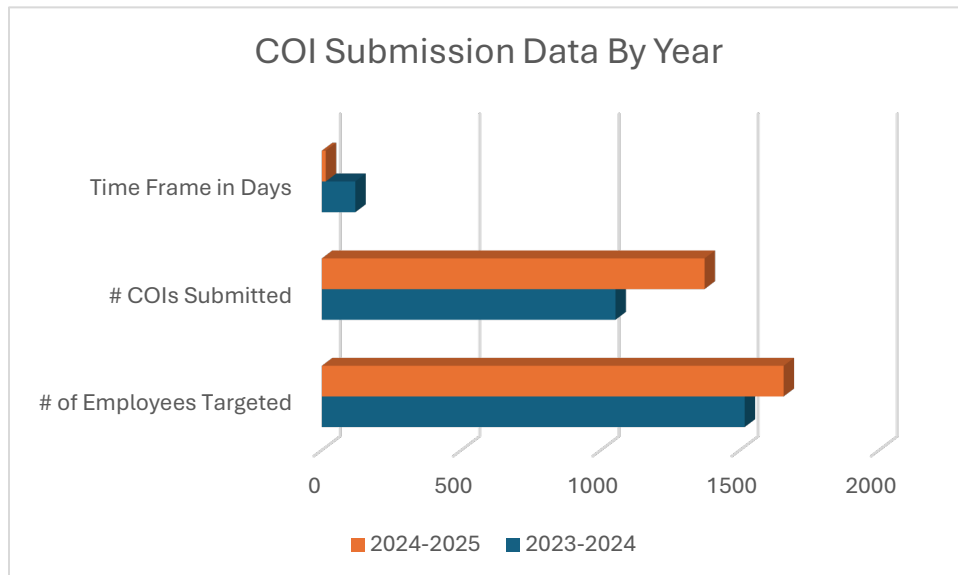
INTRODUCTION

In 2023, in accordance with the Tennessee State University Conflict of Interest Policy (01-07), the Internal Auditor sent the Conflict-of-Interest Disclosure form to all cabinet members, requesting them to forward the form to all their direct reports. Over a four-month period, 1,053 individuals submitted the form to the Internal Auditor, resulting in a submission rate of 69.4%.

To improve the submission rate, the Office of Internal Audit and Risk Management and Compliance Offices recommended that the Board approve automating the process. This automation would increase submission rates, help minimize errors and enhance the tracking and reporting of disclosures. We received approval to move forward, and with assistance from the IT Department, specifically Karl Lehenbauer, we developed an electronic system using Dynamic Forms. The system underwent beta testing by managers from the Business and Finance Department. Each question was accompanied by a detailed explanation of its purpose, which the beta testers found very beneficial. The system was officially launched on October 16, 2024, with a submission deadline set for October 25, 2024.

This year, the number of employees targeted was greater than in previous years, encompassing all full-time individuals receiving compensation from Tennessee State. As of October 31, 2024, a total of 1,373 people submitted completed forms, resulting in an impressive 83% return rate—nearly a 20% increase compared to 2023, which was achieved in just 12 days, as compared to a 120-day collection period last year.

FINDINGS



**Tennessee State University
Office of Internal Audit
Conflict of Interest Review Summary**

As of October 31, 2024

Conflict of Interest Forms	FY 2023	FY 2024
Number of Conflict-of-Interest Forms Submitted	1,053	1,373
Percentage of Conflict-of-Interest Forms Submitted	69.4%	83%

**Tennessee State University
Board of Trustees**



**Review of Outstanding
Audit Issues**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: November 22, 2024

ITEM: Review of Outstanding Audit Issues

RECOMMENDED ACTION: None

PRESENTED BY: Dr. Renée Forbes-Williams, Director of Internal Audit

Background/Facts: Dr. Forbes-Williams will review outstanding audit issues. The materials associated with this agenda item are included in the Board materials document.

**Tennessee State
University Office of
Internal Audit
Audit Issues Outstanding as of November 2024**

INTERNAL AUDITS

Report Date	Audit Issues	Status
8/23/2022	Procurement Card	<i>Follow-up to begin Fall 2024</i>
<p>Cardholders did not always obtain approval to exceed the single transaction limit of \$1,000.</p> <ol style="list-style-type: none"> Cardholders did not always ensure adequate supporting documentation was provided for procurement card transactions. 		
2/21/2022	Foundation Gifts	<i>Follow-up to begin Fall 2024</i>
<p>For 3 of 18 (16.7%) daily deposits tested, daily gifts were not deposited within one business day. The funds were deposited from one to four business days late.</p> <ol style="list-style-type: none"> For 9 of 22 (41%) bank statement credit transactions selected for testing, the transaction was not recorded within 10 days of the receipt of the donated funds. For 3 of 56 (5%) scholarship recipients selected for testing, the awarded students did not meet the documented awarding criteria as determined by the donor. For 1 of 20 (5%) non-scholarship disbursements, \$24,000 in consulting fees were erroneously paid from a fund where funds were solicited to provide scholarships to university students. 		
2/16/2022	Follow-Up Review of Federal Work-Study Timesheets- Fall 2021	<i>Follow-up to begin Spring 2025</i>
<ol style="list-style-type: none"> For 14 of 30 (47%) timesheets selected for detailed review, we found where the students performed FWS duties during scheduled class hours for at least one day during the months under review. For 15 of the 50 (30%) timesheets reviewed, the students worked more than 20 hours a week for at least one week while classes were in session. For 3 of the 20 (15%) timesheets reviewed where the student worked in excess of 6 hours for at least one day in the month, we found where the student did not take the required minimum 30-minute unpaid rest/meal break. A net underpayment of \$262.00 was paid to 5 of the students included in our sample. In addition, an over award of \$340 was also identified. 		
5/26/2022	Grants Management	<i>Follow-up to begin Spring 2025</i>
<p>Management did not ensure that financial and performance reports were always submitted in a timely manner during the period under review. We found where 1 of 19 project/progress reports, and 11 of 16 financial reports were not timely submitted. We were not provided with 2 of 16 financial reports and were unable to determine if the reports were timely submitted.</p> <ol style="list-style-type: none"> Management did not ensure that the effort reporting system accurately supported the work performed. 		

- A) Management did not always ensure that time and effort was timely certified or that there was evidence to support timely certification.
- B) Management did not ensure that time and effort certifications were supported by the underlying payroll charges to the project.

10/28/2022 **Tennessee Immunization Requirements Compliance - Fall**

*Follow-up to
begin Spring
2025*

Vaccination information in the university's student information system found that the university did not obtain adequate proof of the student's receipt of mandated vaccinations for 279 of the 3,738 (7.5%) students included in our testwork.

2/5/2024 **Audit of TSU Department of Human Resources**

*Follow-up to
begin
Spring 2025*

1. Management did not ensure that all staff performance evaluations were submitted to the Tennessee State University Department of Human Resources.
2. Details of noncompliance in this area were determined to be confidential per Section 10-7-504(i), Tennessee Code Annotated.

**Tennessee State University
Department of Internal Audit
Internal Audit Plan
Fiscal Year Ending June 30, 2025**

Rank/Status	Type	Area	Audit	Budget (Hours)	Estimated Start	Estimated Completion
Required/Review Completed	R	AT	NCAA Student Assistance Fund FY 2024	150	July 2024	August 2024
Required/Completed	R	FM	State Audit (Single Audit FY 2023) Follow-up	150	July 2024	September 2024
Risk-Based	A	FM	Travel Card Transactions and Program Review	250	July 2024	October 2024
Risk-Based	A	IT	General IT Controls Review	100	September 2024	November 2024
Required/Completed	R	FM	State Audit (Financial Audit 2022) Follow-up	75	August 2024	September 2024
Required/Completed	R	FM	State Audit (EEE Audit FY 2022) Follow-up	30	August 2024	August 2024
Required/In Process	R	FM	President's Expenses FY 2024	125	October 2024	November 2024
Required	R	IS	Quality Assessment Review- External	275	July 2024	September 2024
Risk-Based	A	FM	Tuition and Fees Revenue Review	225	September 2024	November 2024
Risk Assessment	M	IS	Review Management's Risk Assessments	75	October 2024	November 2024
Follow-Up Review	F	IS	Follow-Up Reviews of Internal Audit Findings	600	July 2024	June 2025
Follow-Up Review	F	SS	(A) Admissions - Immunizations Compliance			
Follow-Up Review	F	FM	(B) Federal Work-Study			
Follow-Up Review	F	IS	(C) Department of Human Resources			
Follow-Up Review	F	AD	(D) Foundation Gifts			
Follow-Up Review	F	RS	(E) Grants Management			
Follow-Up Review	F	FM	(F) Procurement Card Review			
Inventory	M	FM	General (Limited)	200	TBA	TBA
Risk-Based	A	FM	Office of Financial Aid Efficiency Review	200	December 2024	February 2025
Required/In Process	R	IS	Review of Conflict-of-Interest Forms	300	September 2024	December 2024
Investigation	I	IS	Unscheduled Audits/Projects/Investigations	350	TBD	TBD
Consultation	C	IS	Unscheduled Consultations	150	TBD	TBD
Risk-Based	A	FM	Student Housing Assignment Review	150	February 2025	March 2025
Risk-Based	A	FM	Accounts Payable/ Disbursements	225	February 2025	April 2025
Risk-Based	A	AX	Bookstore and Food Services Revenue Review	225	March 2025	May 2025
Required	R	IS	Quality Assessment Review- Internal	50	April 2025	June 2025
Required/In Process	R	FM	Cash Counts	10	June 2025	June 2025
			Required	1165		
			Total	3915		
Audit Types: R - Required A - Risk-Based (Assessed) S - Special Request I - Investigation M- Management's Risk Assessment C - Consultation F - Follow-up Review			Functional Areas: AD – Advancement AT – Athletics AX – Auxiliary FM - Financial Management IA – Instruction & Academic Support IS – Institutional Support IT - Information Technology PP - Physical Plant RS - Research SS - Student Services			

**Tennessee State University
Board of Trustees**



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

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

DISCUSSION ITEM

DATE: November 22, 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**



**Tennessee State University
Board of Trustees**



**FY 25 TSU Revised
Budget**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 22, 2024

ITEM: FY 25 TSU Revised Budget

RECOMMENDED ACTION: To be determined

PRESENTED BY: Dr. Daarel Burnette, Interim VP of Business and Finance

Background/Facts: Please see Finance Committee report materials.

**Tennessee State University
Board of Trustees**



**Approval of TSU Policy
Governing Institutional
Accreditation**

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: November 22, 2024

ITEM: Approval of TSU Policy Governing Institutional Accreditation

RECOMMENDED ACTION: Approval

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

Background/Facts: Please see Student and Academic Affairs Committee report materials.

**Tennessee State University
Board of Trustees**



**Board Chair's Closing
Remarks**

**Tennessee State University
Board of Trustees**



Adjournment