

AGENDA

TEXAS SOUTHERN UNIVERSITY BOARD OF REGENTS BOARD OF REGENTS RETREAT

Date: Friday, July 30, 2021
Time: 9:00 AM
Place: Texas Southern University
Kalahari Resort & Conventions
3001 Kalahari Boulevard
Round Rock, Texas 78665

Chair: Albert H. Myres
Vice Chair: Marc C. Carter
Second Vice Chair: Pamela A. Medina
Secretary: James M. Benham

I. Board of Regents Retreat (Day 1)

II. Call to Order and Roll Call

III. Opening Remarks

IV. President's Comments

3

V. Overview of the Retreat Topics & Outcomes

VI. Board Financial Overview

A. Overview of Workforce Size, Operating Budget, Personnel Costs: Schools & Administrative Units

B. Outline all State & Federal Funds TSU receives (including research grants)

C. Operating Budget & Staff size compared with Peer Institutions

VII. Administration & Finance

A. Balance Sheet, Income & Cash Flow Statements, Cash Balance & Ratios

B. Current Profit & Loss Statement & Operating Margin, Key Performance Indicators (KPI) and/or Modified EDITA

C. Outline of TSU's long-term (Solvency) & Short-term Obligations (Liquidity)

VIII. CARES Funding Overview & Updates

A. Update on CARES COVID Relief Funds received; by category, restrictions, balance, priorities, deadline to expend funds and if CARES funds had not been received; budget differences

IX. Budget & Scholarships Overview

A. Outline of the Budget Process 3-5 years, including current year changes, budget process transparency, updating the Board of Regents of dispersed funds

B. Credit Hour Multipliers & Upper/Lower level categorization for Funding

X. Law School Budgeting

A. ABA Requirements, Budget & IT Compliance

XI. Recruitment

A. Recruitment Efforts, New Geographical Areas, Retention, Graduation Rates, Expected Improvement Rates

B. Academic Curriculum Review

XII. Executive Session

A. Texas Government Code - Section 551.071 - Consultation with University Attorney(s).

B. Texas Government Code - Section 551.072 - Deliberations concerning Purchase, Lease or Value of Real Property.

C. Texas Government Code - Section 551.073 - Deliberations about Negotiated Contracts for Prospective Gifts or Donations.

D. Texas Government Code - Section 551.074 - Personnel Matters, including Appointment, Evaluation or Dismissal of Personnel.

XIII. Reconvene in Open Session to Consider Action on Executive Session Items as Necessary

XIV. Recess

TEXAS SOUTHERN UNIVERSITY

BOARD OF REGENTS RETREAT

Lesia L. Crumpton-Young Ph.D.
President

July 30, 2021



Leadership Team's Commitment

This marks the beginning of an era of transformation at TSU.

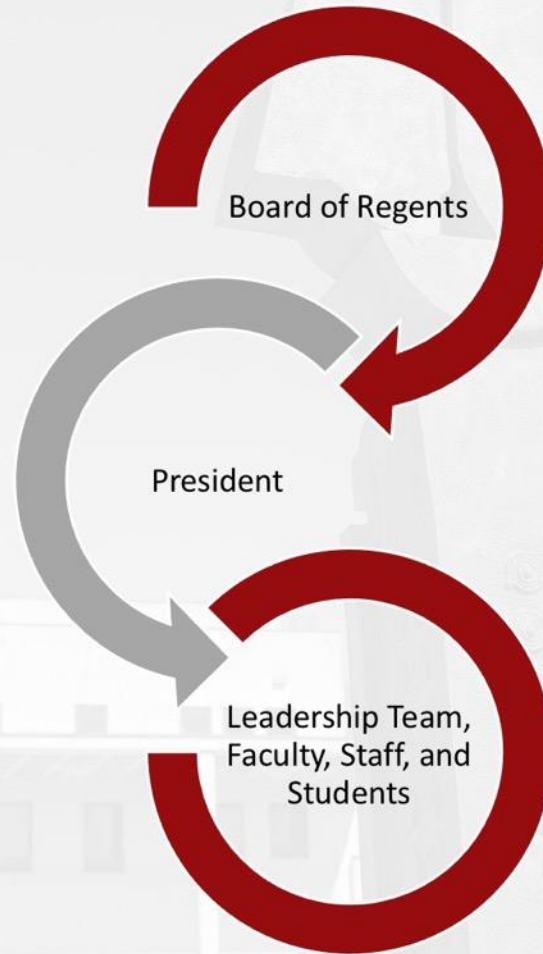
The leadership team is committed to:

- Ensuring student success
- Addressing management issues, freeing Board of Regents' time for their role of governance
- Providing transparency in all matters with the Board of Regents
- Creating a healthy financial position for the University
- Working collectively to achieve unprecedented success at an accelerated Pace

Year One Goals and Priorities

- A. Develop, discuss and implement a new organizational structure and reorganization plan
- B. Recruit highly-accomplished Leadership Team Members that will elevate the brand and reputation of the institution
- C. Increase alumni giving rate and formulate initial plans for a capital campaign
- D. Attract new funding from external funding sources
- E. Overhaul the enrollment management and student success strategies, initiatives, policies, and practices
- F. Restructure and enhance recruitment strategies, initiatives, and partnerships,
- G. Restructure and enhance retention strategies, initiatives, policies, and practices
- H. Restructure and enhance student persistence/matriculation strategies, initiatives, and practices
- I. Revive, strengthen and create new partnerships with industries, corporations, non-profits, foundations, and other organizations
- J. Create and implement a PR, marketing, and brand enhancement campaign
- K. Launch a "wow" initiative - (i.e... similar to an Ion-2)
- L. Complete a review and analysis of academic programs (health dashboard)
- M. Reduce redundancy and minimize the number of uniquely offered courses throughout the curriculum (cross-list, increase section size, etc.)
- N. Restructure the FY22 budget to align with expected revenue from expected enrollment
- O. Enhance strategies for improving quality and academic-related outcomes
- P. Enhance the experiential learning and co-curricular initiatives
- Q. Create professional training and development initiatives for students, faculty, and staff
- R. Launch faculty, students, and staff grants programs to offer micro-grants for big ideas, transformative initiatives, innovation initiatives, etc.
- S. Enhance University IT infrastructure, tools, and services
- T. Improve the efficiency of all critical business operations
- U. Enhance the compliance culture of the university community
- V. Implement greater expectations, methods, and systems of accountability
- W. Enhance career placement services
- X. Enhance facilities and campus aesthetics
- Y. Formulate plans for capital improvements on campus
- Z. Develop and implement a plan to increase state appropriations

Shared Governance Communication Protocol



BOARD FINANCIAL OVERVIEW

Kenneth R. Huewitt
Executive Vice President/Chief Operations Officer

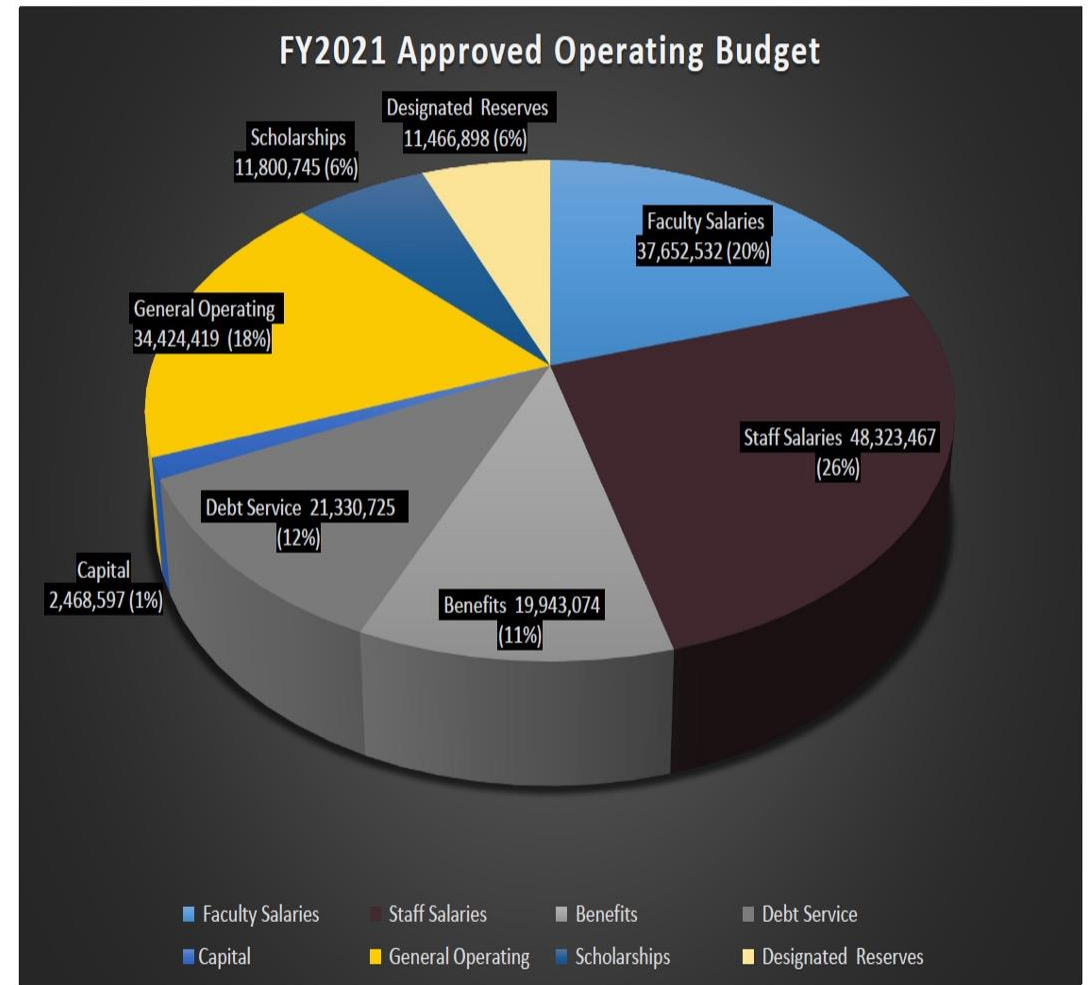
Anita Lockridge
Vice President Administration & Finance/Chief Financial Officer





Texas Southern University
FY2021 Operating Budget
Summary Operating Budget

Source of Funds	FY2020	Change		FY2021
	Approved Budget	Dollars	Percent	Approved Budget
Operating Budget				
General Funds	\$ 101,101,251	\$ (5,724,840)	-5.7%	\$ 95,376,411
Designated Funds	65,157,839	(7,175,190)	-11.0%	57,982,649
Auxiliary Funds	26,023,104	(971,706)	-3.7%	25,051,398
HBCU - Cares Act Fund Supplement	-	9,000,000	0.0%	9,000,000
Total Operating Budget	\$ 192,282,194	\$ (4,871,737)	-2.5%	\$ 187,410,457
Use of Funds by Object				
Salaries and Wages	\$ 85,082,233	\$ 893,766	1.1%	\$ 85,975,999
Benefits	20,363,595	(420,521)	-2.1%	19,943,074
M&O	36,937,797	(2,513,378)	-6.8%	34,424,419
Capital	2,618,691	(150,094)	-5.7%	2,468,597
Debt Service - Bonds	21,080,331	250,394	1.2%	21,330,725
Scholarships	12,733,049	(932,304)	-7.3%	11,800,745
Designated Reserves	13,466,498	(1,999,600)	0.0%	11,466,898
Total Uses	\$ 192,282,194	\$ (4,871,737)	-2.5%	\$ 187,410,457





FY2021 Operating Budget Summary



TSU - Report
Operating Budget Summary
Operating Budget vs Expense Summary by Area
 Fiscal Year: 2021 June

TEXAS SOUTHERN UNIVERSITY

Area	Area Manager	Approved Budget	Current Adj Budget	YTD Expense	Encumbered	% YTD & Encum.	Available Balance
FY2021		\$ 187,410,457	\$ 205,032,673	\$ 142,230,024	\$ 19,367,106	79%	\$ 43,435,543
Academic Affairs	Lillian Poats	64,822,633	66,758,693	51,242,346	7,019,969	87%	8,496,378
Athletics	Kevin Granger	9,194,553	9,596,808	8,756,724	681,110	98%	158,973
Development	Melinda Spaulding	1,444,386	2,153,322	1,646,458	282,195	90%	224,669
Enrollment	Teresa McKinney	2,988,574	3,047,828	2,030,284	391,770	79%	625,773
Fiscal/ Admin	Anita Lockridge	10,932,225	22,747,669	16,078,572	4,485,898	90%	2,183,198
General University	Anita Lockridge	59,602,451	60,468,171	38,327,636	1,367,594	66%	20,772,941
President	Lesia Crumpton-Young	18,117,548	19,256,221	15,099,542	2,169,162	90%	1,987,518
Student Svcs	Teresa McKinney	20,308,085	21,003,962	9,048,463	2,969,406	57%	8,986,093

Expense Category	\$ 187,410,457	\$ 205,032,673	\$ 142,230,024	\$ 19,367,106	79%	\$ 43,435,543
1. Faculty Salaries	37,652,532	38,290,507	31,620,064	4,092,712	93%	2,577,732
2. Staff Salaries	48,323,467	49,686,534	37,282,864	7,139,511	89%	5,264,160
3. Benefits	19,943,074	20,501,240	17,478,609	-	85%	3,022,631
4. Travel	1,295,777	963,016	296,134	3,845	31%	663,037
5. Food	623,852	550,822	200,246	78,943	51%	271,633
6. General Operating	26,559,626	30,586,294	19,283,718	5,345,809	81%	5,956,767
7. Capital	2,468,597	9,099,581	6,993,452	1,736,346	96%	369,782
8. Utilities	5,945,164	7,908,585	5,242,261	944,858	78%	1,721,466
9. Debt Service	21,330,725	20,799,035	13,397,998	25,082	65%	7,375,955
9a. Scholarships	11,800,745	12,070,496	10,434,679	-	86%	1,635,817
9b. Designated Reserves	11,466,898	14,576,563	-	-	0%	14,576,563

Source: Banner-Budget Office





Texas Southern University		
POSITION BUDGET SUMMARY		
FY 2021		
Division	Amount	FTEs
Academic Affairs	\$ 54,573,472	597.14
Athletics	3,866,035	50.94
Enrollment	1,689,926	28.35
Fiscal/Admin	8,997,989	191.50
General University	46,463	1.00
President	11,033,368	178.00
Student Services	4,506,514	70.15
University Advancement	1,703,759	20.74
Total	\$ 86,417,525	1,137.82



10

Source - Argos

Position Budget

Texas Southern University							
POSITION BUDGET & FTE SUMMARY							
Division	Faculty	Faculty FTE	Staff	Staff FTE	Student	Total Amount	Total FTEs
Academic Affairs	\$ 38,167,796	385.07	\$ 14,874,427	212.07	\$ 1,531,248	\$ 54,573,472	597.14
Athletics			3,857,035	50.94	9,000	3,866,035	50.94
Enrollment	18,000		1,561,798	28.35	110,128	1,689,926	28.35
Fiscal/Admin			8,910,420	191.50	87,568	8,997,989	191.50
General University			46,463	1.00		46,463	1.00
President			10,588,145	178.00	445,223	11,033,368	178.00
Student Services			3,985,143	70.15	521,371	4,506,514	70.15
University Advancement			1,698,784	20.74	4,975	1,703,759	20.74
Total	\$ 38,185,796	385.07	\$ 45,522,215	752.75	\$ 2,709,514	\$ 86,417,525	1137.82

Texas Southern University							
FY2021 POSITION BUDGET & BENEFITS SUMMARY							
Division	Faculty	Staff	Student	Amount Budgeted	Benefits	Total Amount	Total FTEs
Academic Affairs	\$ 38,167,796	\$ 14,874,427	\$ 1,531,248	\$ 54,573,472	\$ 1,922,624	\$ 56,496,096	597.14
Athletics		3,857,035	9,000	3,866,035	887,819	4,753,854	50.94
Enrollment	18,000	1,561,798	110,128	1,689,926	120,041	1,809,967	28.35
Fiscal/Admin		8,910,420	87,568	8,997,989	460,405	9,458,394	191.50
General University	-	46,463		46,463	15,007,208	15,053,671	1.00
President		10,588,145	445,223	11,033,368	901,819	11,935,187	178.00
Student Services		3,985,143	521,371	4,506,514	1,065,457	5,571,971	70.15
Development		1,698,784	4,975	1,703,759	135,866	1,839,625	20.74
Total	\$ 38,185,796	\$ 45,522,215	\$ 2,709,514	\$ 86,417,525	\$ 20,501,240	\$ 106,918,765	1137.82

Source - Argos





Position Budget



Texas Southern University									
FY2021 POSITION BUDGET/FTEs SUMMARY									
Division	Unit	Faculty	Faculty FTE	Staff	Staff FTE	Student	Total Amount	Total FTEs	
Academic Affairs	Academic Affairs Administration	\$ 1,140,745	1.50	\$ 1,423,564	14.95	\$ 79,293	\$ 2,643,602	16.45	
	Business School	4,243,479	35.92	1,198,451	14.21	44,941	5,486,872	50.13	
	Central Library			677,368	13.00	203,624	880,992	13.00	
	COLAB -College of Liberal Arts & Be	6,490,603	91.12	1,300,757	21.06	58,627	7,849,988	112.18	
	College of Education	3,348,902	39.97	617,679	10.19	76,836	4,043,416	50.16	
	College of Pharmacy & Health Sci.	4,541,664	45.35	1,720,926	23.00	35,465	6,298,055	68.35	
	College of Sci & Technology(COSET)	7,664,095	79.18	1,470,317	23.14	475,159	9,609,572	102.32	
	Continuing Education			138,834	2.25	43,400	182,234	2.25	
	Faculty Assembly			96,446	1.00		96,446	1.00	
	Graduate School			252,926	3.85	24,600	277,526	3.85	
	Honors College			316,902	3.25	94,500	411,402	3.25	
	Law School	5,839,041	39.50	3,067,561	43.50	103,228	9,009,830	83.00	
	Office of Research Development			429,789	8.83	29,208	458,998	8.83	
	School of Communications	1,700,512	21.20	786,955	10.38	18,392	2,505,859	31.58	
	SOPA-Schl of Public Affairs	3,198,755	31.33	1,155,242	16.46	243,975	4,597,972	47.79	
	TSU Online			220,710	3.00		220,710	3.00	
	Academic Affairs Total		\$ 38,167,796	385.07	\$ 14,874,427	212.07	\$ 1,531,248	\$ 54,573,472	597.14
Athletics	Administration			1,075,441	14.49		1,075,441	14.49	
	Baseball			141,994	2.00		141,994	2.00	
	Football			1,113,247	13.00	9,000	1,122,247	13.00	
	Track			49,173	0.40		49,173	0.40	
	Women's Track			69,655	1.00		69,655	1.00	
	Men's Basketball			647,403	7.00		647,403	7.00	
	Women's Basketball			361,660	5.00		361,660	5.00	
	Men's Golf			16,728	0.37		16,728	0.37	
	Women's Golf			22,829	0.63		22,829	0.63	
	Volleyball			60,000	1.00		60,000	1.00	
	Softball			69,093	2.00		69,093	2.00	
	Athletics-Academic Support			177,792	3.05		177,792	3.05	
	Women's Soccer			52,020	1.00		52,020	1.00	
Athletics Total			\$ 3,857,035	50.94	\$ 9,000	\$ 3,866,035	50.94		
Enrollment	Admissions			159,160	3.09		159,160	3.09	
	Enrollment			168,970	1.25	2,700	171,670	1.25	
	International Student Affairs			112,607	2.91	80,200	192,807	2.91	
	Recruitment			369,815	7.00	11,520	381,335	7.00	
	Registrar			413,341	8.00	15,708	429,049	8.00	
	SASS	18,000	-	231,367	4.10		249,367	4.10	
	Testing			106,538	2.00		106,538	2.00	
Enrollment Total		\$ 18,000	-	\$ 1,561,798	28.35	\$ 110,128	\$ 1,689,926	28.35	

Source - Argos



Position Budget

Fiscal/Admin	Budget	285,665	4.00		285,665	4.00
	Business Affairs	1,215,166	18.00	21,470	1,236,636	18.00
	CFO	586,903	4.00	24,154	611,057	4.00
	Custodial / Grounds	2,715,032	88.00	19,219	2,734,251	88.00
	Facilities	2,278,035	47.00	18,938	2,296,973	47.00
	Financial Aid	615,137	11.00	3,787	618,924	11.00
	Purchasing & Procurement	967,349	16.50		967,349	16.50
	Treasury	247,134	3.00		247,134	3.00
Fiscal/Admin Total		\$ 8,910,420	191.5	\$ 87,568	\$ 8,997,989	191.5
General University	General University Operations	46,463	1.00		46,463	1.00
General University Total		\$ 46,463	1.00		\$ 46,463	1.00
President	Board Relations	217,073	3.00		217,073	3.00
	DPS	4,258,740	100.00		4,258,740	100.00
	Executive VP/Chief Operations Offic	11,053	2.00		11,053	2.00
	General Counsel	561,336	6.00		561,336	6.00
	Human Resources	1,050,051	14.50	8,001	1,058,052	14.50
	I.A.P.E.	402,498	5.00		402,498	5.00
	Internal Auditor	497,951	6.00		497,951	6.00
	Office of Compliance	804,630	10.00		804,630	10.00
	Office of Technology	1,925,321	25.00	411,151	2,336,472	25.00
	President's Office	859,491	6.50	26,071	885,562	6.50
President Total		\$ 10,588,145	178.00	\$ 445,223	\$ 11,033,368	178.00
Student Services	Residential Life & Housing	1,009,690	19.00	45,117	1,054,807	19.00
	Student Center Admin	551,771	10.00	163,056	714,827	10.00
	Student Svcs Admin	2,423,682	41.15	313,197	2,736,880	41.15
Student Services Total		\$ 3,985,143	70.15	\$ 521,371	\$ 4,506,514	70.15
University Advancement	KTSU Radio Station	287,274	4.56		287,274	4.56
	Marketing	421,536	6.00		421,536	6.00
	University Advancement	989,974	10.18	4,975	994,949	10.18
University Advancement Total		\$ 1,698,784	20.74	\$ 4,975	\$ 1,703,759	20.74
Grand Total		\$ 38,185,796	385.07	\$ 45,522,215	\$ 86,417,525	1137.82

Source - Argos





Position Budget



Texas Southern University					
FEDERAL AND STATE REVENUE					
Source: Trial Balance as of FY2017 - FY2021					
Category	2017	2018	2019	2020	2021
Federal Funds:					
Federal Revenue	\$ 15,983,660	\$ 20,005,822	\$ 19,374,525	\$ 20,429,889	\$ 15,682,874
Federal Non-Operating Grant	21,284,771	25,348,224	31,447,951	30,356,097	47,440,638
Federal Pass Through Revenue	395,158	364,410	847,692	639,223	58,118
Total Federal Funds	\$ 37,663,589	\$ 45,718,457	\$ 51,670,168	\$ 51,425,210	\$ 63,181,630
State Funds:					
Legislative Revenue	\$ 51,603,046	\$ 55,516,210	\$ 55,474,393	\$ 51,561,004	\$ 51,491,043
Additional Appropriations	10,726,890	11,373,752	11,022,840	10,624,882	10,038,141
State Grant Revenue	1,376,007	758,076	982,178	760,315	656,512
State Pass-Through Revenue	8,403,595	8,217,385	9,210,005	4,886,641	4,698,982
Total State Funds	\$ 72,109,538	\$ 75,865,424	\$ 76,689,415	\$ 67,832,843	\$ 66,884,677
Grand Total	\$ 109,773,127	\$ 121,583,880	\$ 128,359,583	\$ 119,258,052	\$ 130,066,308

Source: FY2017-2021 Trial Balance

Position Budget



Texas Southern University			
RESEARCH GRANT AWARDS			
Grant Title	Awarding Agency	Department	Amount
<i>Antibody Somatic Hypermutation under Spaceflight Conditions</i>	National Aeronautics and Space Administration	Biology	\$ 30,000.00
<i>Houston-Louis Stokes STEM Pathways and Research Alliance</i>	National Science Foundation	Chemistry	800,000
<i>Center for Biomedical and Mnority Health Research</i>	National Institute on Minority Health and Health Disparities/National Institutes of Health	Pharmaceutical Sciences	1,726,423
<i>Development of Predictive Model and Social Determinants-Based Interventions for Aggressive Prostate Cancer Among Africa Americans</i>	Centers for Medicare and Medicaid Services	Pharmacy Practice	250,000
<i>Maternal and Infant Environmental Health Riskscape (MIEHR) Research Center</i>	Baylor College of Medicine/NIH	Urban Planning and Environmental Policy	152,029
<i>The Age-Dependence and Cell-Specificity of Breast Cancer Driven by Mutant</i>	National Institute of General Medical Sciences/National Institutes of Health	Pharmaceutical Sciences	137,700
<i>Building Civic Engagement in the Post-Harvey Context: Exploring Facilitators and Barriers to Civic Activity in Four Hurricane-Affected</i>	University of Houston/Corporation for National and Community Service	Urban Planning and Environmental Policy	26,858
<i>The Age-Dependence and Cell-Specificity of Breast Cancer Driven by Mutant</i>	National Institute of General Medical Sciences/National Institutes of Health	Pharmaceutical Sciences	153,000
<i>Houston-Louis Stokes STEM Pathways and Research Alliance</i>	National Science Foundation	Chemistry	800,000
<i>UTC Tier 1 Center: Cooperative Mobility for Competitive Megaregions</i>	University of Texas at Austin/U. S. Department of Transporation	Transportation Studies	217,330
<i>Center for Biomedical and Mnority Health Research</i>	National Institute on Minority Health and Health Disparities/National Institutes of Health	Pharmaceutical Sciences	1,726,423
<i>Catalyst Award: Characterization of p27Kip1 as an Enhancer of Stem-Like Properties in Breast Cancer Stem Cells</i>	National Science Foundation	Biology	149,877
<i>Mechanism of IOP-Lowering Effects of Hydrogen Sulfide</i>	National Eye Institute/National Institutes of Health	Pharmaceutical Sciences	458,859
<i>Cybercops: The Houston Alliance for Student Research on Deceptive Attacks</i>	University of Houston/Office of Naval Research	Mathematics	40,874
Total			\$ 6,669,373

Source: Adana Brown, Project Coordinator II

State Peer Institutions
Texas State University (san marcos)
Texas Woman's University
Sam Houston State University
Texas A & M Commerce
Texas A & M Kingsville
Prairie View A & M
Stephen F. Austin
Lamar University
University of Houston Downtown
University of Texas San Antonio

HBCU Peer Institutions-Public	HBCU Peer Institutions-Private
North Carolina A&T State University	Howard University
Florida A&M University	Hampton University
Jackson State University	Bethune-Cookman University
Tennessee State University	Clark Atlanta University
Prairie View A & M	Xavier University
Morgan State	Tuskegee University
North Carolina Central University	Benedict College
Southern University A&M	Morehouse College
Norfolk State	
Alabama A&M University	
Alabama State University	
Virginia State	

16

Source - THECB/IPEDS



HBCU Peer Institutions - Public			
Staff Size Fall 2019			
Institutions	Full-Time	Part-Time	Total
Texas Southern University	1167	253	1420
Prairie View A&M University	1177	85	1262
Alabama A&M University	725	226	951

State Peer Institutions - Public			
Staff Size Fall 2019			
Institutions	Full-Time	Part-Time	Total
Texas Southern University	1167	253	1420
Sam Houston State University	2174	274	2448
Stephen F. Austin University	1455	261	1716

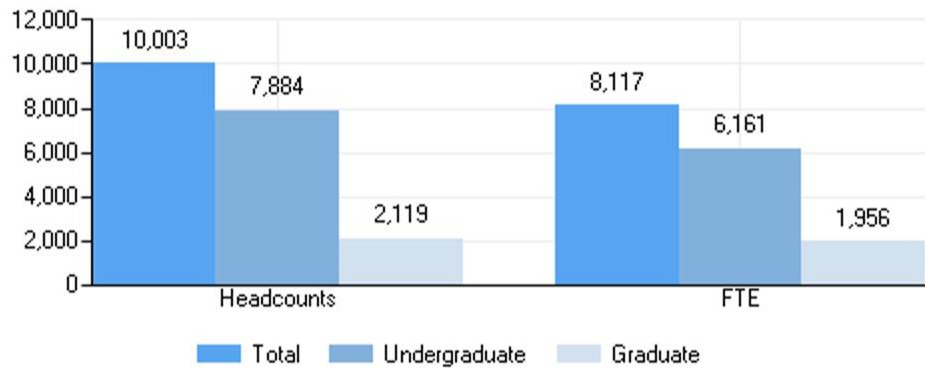
Source – IPEDS & Institution’s Website

Texas Southern University			
FY2021 Operating Budget			
17			
Institution	Salaries	Benefits	Total Amount
Texas Southern University	\$ 85,975,999	\$ 19,943,074	\$ 105,919,073
Prairie View A&M University	\$ 104,143,947	\$ 26,657,767	\$ 130,801,714
Sam Houston State University	\$ 119,071,300	\$ 48,410,975	\$ 167,482,275



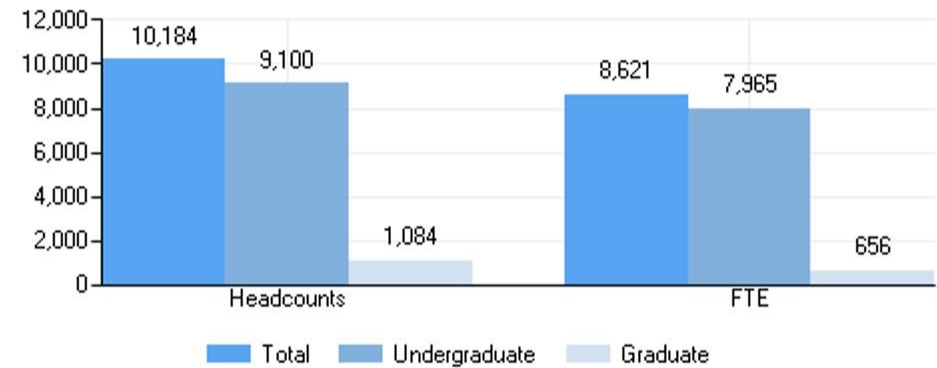
Texas Southern University

Unduplicated 12-month headcount and total FTE, by student level: 2019-20



Prairie View A&M University

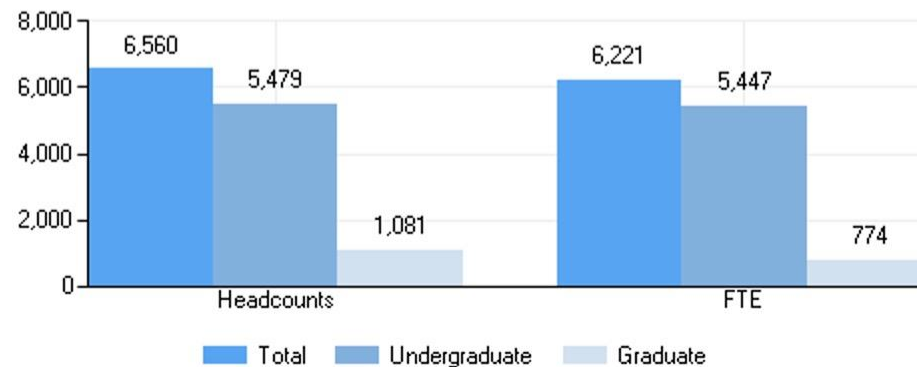
Unduplicated 12-month headcount and total FTE, by student level: 2019-20



18

Alabama A&M University

Unduplicated 12-month headcount and total FTE, by student level: 2019-20

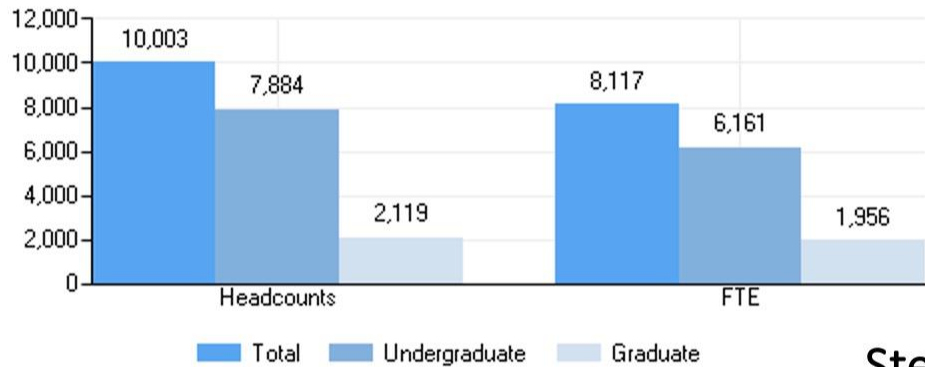


Source – IPEDS



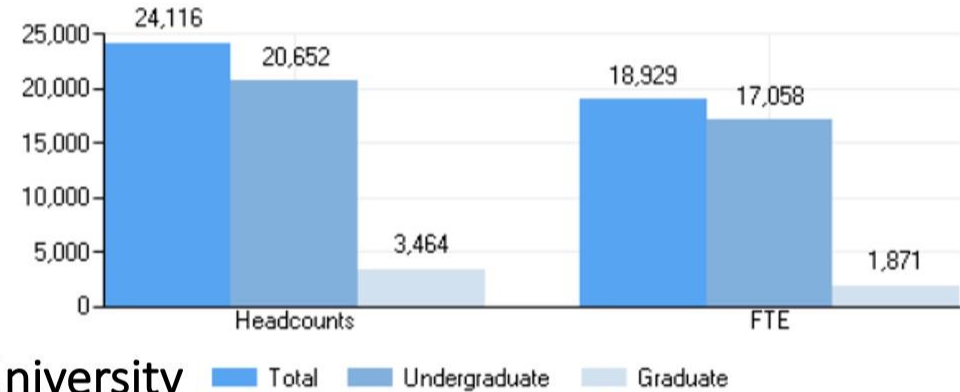
Texas Southern University

Unduplicated 12-month headcount and total FTE, by student level: 2019-20



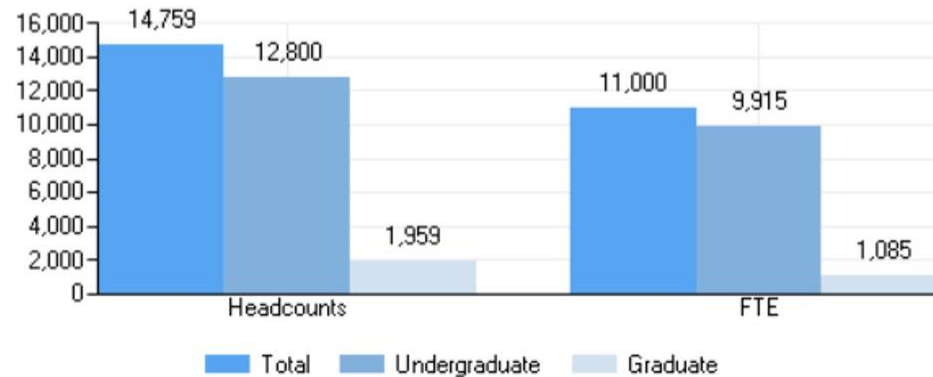
Sam Houston State University

Unduplicated 12-month headcount and total FTE, by student level: 2019-20



Stephen F. Austin University

Unduplicated 12-month headcount and total FTE, by student level: 2019-20



Source – IPEDS

ADMINISTRATION & FINANCE

20





Balance Sheet Statement

June 30, 2021



Texas Southern University
(An Agency of the State of Texas)
STATEMENT OF NET POSITION
as of June 30, 2021

Assets	2021, June	Deferred Outflows	
Current Assets		Deferred Outflow of Resources	\$ 88,058,307
Cash and Cash Equivalents	\$ 60,405,420	Total Deferred Outflows	\$ 88,058,307
Cash Equivalent	7,672,708		
Short Term Investments	4,065,329	Liabilities	
Legislative Appropriations	29,012,396	Current Liabilities	\$ 21
Receivables	37,050,895	Non-Current Liabilities	\$ 57,452,349
Consumable Inventories	555,533	Total Liabilities	\$ 245,293,314
Prepaid Costs	2,717,165		
Total Current Assets	\$ 141,479,446	Deferred Inflows	
		Deferred Inflow of Resources	\$ 27,953,152
Non Current Assets		Total Deferred Inflows	\$ 27,953,152
Investments	\$ 82,837,302		
Capital Assets	21,063,294	NET POSITION	
Capital Assets Depreciable	635,187,051	Net investment in capital assets	\$ 217,940,013
Less: Accumulated Depreciation	(370,590,883)	Restricted	108,627,836
Total Capital Assets Depreciable	\$ 264,596,168	Unrestricted	(1,779,798)
Total Non-Current Assets	\$ 368,496,764	Total Net Position	\$ 324,788,051
Total Assets	\$ 509,976,210		

Source – Trial Balance

Balance Sheet Statement

June 30, 2021

TEXAS SOUTHERN UNIVERSITY
 (An Agency of the State of Texas)
STATEMENT OF REVENUES, EXPENSES, AND CHANGE IN NET POSITION
 as of June 30, 2021

	2021, June
OPERATING REVENUES	
Tuition and Fees-Pledged	\$ 77,047,339
Discount on Tuition and Fees	-
Auxiliary Enterprises-Pledged	7,136,969
Other Sales of Goods and Services-Pledged	27,369
Federal Revenue	15,682,874
Federal Pass-Through Revenue	58,118
State Revenue	656,512
State Pass-Through Revenue	4,698,982
Other Contracts and Grants-Pledged	1,536,853
Other Operating Revenue	3,818,347
Total OPERATING REVENUES	\$ 110,663,362
OPERATING EXPENSES	
Salaries and Wages	78,042,221
Payroll Related Costs	18,970,769
Professional Fees and Services	9,525,454
Travel	624,890
Materials and Supplies	5,610,304
Communication and Utilities	4,982,344
Repairs and Maintenance	10,788,527
Rental and Leases	1,001,699
Printing and Reproduction	255,319
Federal Pass-Through Expense	-
Bad Debt Expense	2,203,501
Scholarships	39,651,474
Other Operating Expenses	7,034,628
Depreciation and Amortization	19,097,220
Total OPERATING EXPENSES	\$ 197,788,348
Source – Trial Balance	
Operating Gain (Loss)	\$ (87,124,986)

NON-OPERATING REVENUES (EXPENSES)

Legislative Revenue	51,491,043
Additional Appropriation	10,038,141
Gifts	357,786
Federal Revenue Nonoperating	47,438,558
Interest Income	894,815
Investing Activities Expenses	(425,768)
Interest Expense and Fiscal Charges	(3,324,766)
Net Increase (Decrease) Fair Value	11,963,202
Other Nonoperating Revenue/Expense	104,457,596
Total NON-OPERATING REVENUES (EXPENSES)	\$ 222,890,606

Gain Before other Revenues, Expenses, Gains/Losses and Tr: **\$ 135,765,619**

OTHER REVENUES, EXPENSES, GAINS, AND TRANSFERS

Capital Appropriations (HEAF)	11,719,335
Additions to Permanent and Term Endowments	809,008
Transfer Out/In	164,511
Lapses in Appropriations	(1,840,061)
Total OTHER REVENUES, EXPENSES, GAINS, AND TRANS:	\$ 10,852,792

Change in Net Position **\$ 146,618,411**

Beginning Net Position **\$ 178,169,639**

Ending Net Position **\$ 324,788,051**

Income Statement

June 30, 2021

Cash Flows from Operating Activities

	<u>2021</u>
Proceeds from tuition and fees	\$ 40,801,042
Proceeds from research grants and contracts	15,574,480
Proceeds from state grants and contracts	9,822,061
Proceeds from auxiliary enterprises	11,406,546
Proceeds from other revenues	8,555,222
Payments to suppliers for goods and services	(82,273,063)
Payments to employees for salaries and wages	(85,562,343)
Payments for employee related costs	(19,054,379)
Payments for other expenses	(5,586,088)
Net Cash Provided (Used) by Operating Activities	<u>(106,316,522)</u>

Cash Flows from Noncapital Financing Activities

Proceeds from state appropriations	165,037,497
Proceeds from gifts	1,166,794
Proceeds from grants receipts	47,948,660
Net Cash Provided (Uses) by Noncapital Financing Activities	<u>214,152,950</u>

Cash Flows from Capital and Related Financing Activities

Payments for additions to capital assets	(13,027,618)
Payments of principal on debt issuance	(97,203,152)
Payments of interest on debt issuance	(3,834,532)
Net Cash Provided (Used) by Capital and Related Financing Activities	<u>(114,065,302)</u>

Cash Flows from Investing Activities

Proceeds from sale of investments	(680,198)
Proceeds from interest and investment income	469,047
Net Cash Provided (Used) by Investing Activities	<u>(211,152)</u>

Net (Decrease) in Cash and Cash Equivalents (6,440,026)

Beginning cash and cash equivalents as restated 74,518,154

Ending Cash and Cash Equivalents **\$ 68,078,128**

Unrestricted cash and cash equivalents 60,405,420

Restricted cash and cash equivalents 7,672,708

Ending Cash and Cash Equivalents **\$ 68,078,128**

Source – Trial Balance



Income Statement June 30, 2021



U.S. Not-For-Profit Higher Education: Key Ratios Breakout for Issuers TEXAS SOUTHERN UNIVERSITY, TX							
	2016	2017	2018	2019	2020	2020 less DoE debt	June 2021
Financial Leverage (Spendable Cash & Investments to Total Debt) (x)	0.29	0.28	0.49	0.62	0.47	0.97	1.44
Operating Reserve (Spendable Cash & Investments to Operating Expenses) (x)	0.27	0.32	0.49	0.60	0.38	0.38	0.57
Operating Margin (%)	1.9	4.4	8.6	8.3	(8.1)	(8.1)	(3.8)
Reputation and Pricing Power (Annual Change in Operating Revenue) (%)	5.7	6.4	8.8	(2.8)	(7.3)	(7.3)	(7.3)
Operating Cash Flow Margin	13.8	18.1	20.7	21.0	6.8	6.8	7.9
Debt Service Coverage	1.31	1.44	1.96	2.17	0.65	0.65	1.02
Three-Year Average Debt Service Coverage (x)	1.11	1.30	1.58	1.83	1.60	1.60	
Debt Affordability (Total Debt to Cash Flow) (x)	6.66	5.90	4.43	4.17	12.87	6.27	5.15
Revenue Diversity (Max Single Contribution) (%)	47.5	50.1	51.1	50.2	46.2	46.2	50.6
Monthly Liquidity (\$000)	29,609	29,697	60,453	77,481	53,032	53,032	53,032
Monthly Days Cash on Hand (x)	65.4	63.7	124.3	164.5	103.6	103.6	108.1
Monthly Liquidity to Demand Debt (%)	No DD	No DD	No DD	174.1	126.3	No DD	No DD
Net Tuition per Student (\$)	9,210	10,046	10,046	9,890	9,604	9,604	9,604
Government Appropriations per Student (\$)	8,050	8,684	7,474	7,838	7,979	7,979	7,979
Total Tuition Discount (%)	39.0	38.5	36.8	41.3	38.8	38.8	
Primary Market Selectivity (%)	52.0	66.7	56.6	90.8	66.5	66.5	
Primary Market Matriculation (%)	22.5	22.8	20.6	19.0	16.2	16.2	

Potential Key Performance Indicators

1. **Days Cash on Hand – measures liquidity**
Number of days operating expenses can be paid, given the amount of cash available
2. **Debt Service Coverage – measures leverage**
This ratio measures the capacity for income to meet annual debt service requirements (principal and interest payments).
3. **Gross and Net Tuition Revenue – annual revenue; Gross - full amount of tuition and fees charged; Net – gross tuition amount minus the amount of financial aid awards**
The tuition revenue category is the main source of the University’s annual revenue, outside of State appropriations. It is an indicator of the institution’s ability to increase the Fund Balance.
4. **Scholarship Expense as a Percentage of Total Revenue – measures performance**
This ratio can be helpful in determining an amount that can be available to provide scholarship assistance without negatively affecting cash on hand and other liquidity and performance metrics.
5. **Administrative Spending per Student – measures performance**
This ratio can be helpful in budgeting and in determining a target for expense reduction in the event of a precipitous decline in enrollment.



Cash Flow Statement June 30, 2021



TEXAS SOUTHERN UNIVERSITY
Days Cash on Hand
July 2021

	2018	2019	2020	Jun-21
Monthly Liquidity (Cash & Equivalents)	\$ 60,470,403	\$ 77,481,127	\$ 53,031,855	60,405,420
Operating Expenses	203,583,219	231,754,208	197,788,348	197,788,348
Less: Depreciation	19,267,982	19,810,066	22,732,130	19,097,220
Days Cash on Hand	119.7	133.4	110.6	123.4

TEXAS SOUTHERN UNIVERSITY
Gross and Net Tuition
July 2021

	2018	2019	2020
Gross Tuition	\$ 113,330,977	\$ 107,977,661	\$ 96,229,869
Discounts	(33,242,663)	(38,869,739)	(34,040,324)
Net Tuition	80,088,314	69,107,922	62,189,545

TEXAS SOUTHERN UNIVERSITY
Debt Service Coverage
July 2021

	2018	2019	2020
Operating Cash Flow	\$ 44,478,438	\$ 43,963,168	\$ 13,155,172
Debt Service Payments	22,900,411	21,328,990	20,410,459
Debt Service Coverage	1.94	2.06	0.64



Cash Flow Statement

June 30, 2021



TEXAS SOUTHERN UNIVERSITY
Scholarship Expense per Student
July 2021

	2018	2019	2020	Jun-21
Scholarship Expense	\$ 20,785,452	\$ 22,449,873	\$ 19,111,464	\$ 39,651,474
FTE	9,245	8,829	8,155	6,525
Expense per Student	\$ 2,248	\$ 2,543	\$ 2,344	\$ 6,077

TEXAS SOUTHERN UNIVERSITY
Administrative Cost per Student
July 2021

	2016	2017	2018	2019	2020
Institutional Support	\$ 31,436,534	\$ 27,564,907	\$ 24,803,172	\$ 46,436,386	\$ 56,136,949
FTE (Fall of FY)	8,263	8,158	9,245	8,829	8,755
Cost per Student	\$ 3,804	\$ 3,379	\$ 2,683	\$ 5,260	\$ 6,884





Texas Southern University

LONG-TERM OBLIGATIONS

Non-Current Liabilities	June 2021
Net Pension Liability	\$ 37,133,090
Revenue Bonds Payable, Net	67,531,835
Employees' Compensable Leave	3,342,093
Capital Lease Obligations	13,284
OPEB Obligations	79,820,663
Total Non-Current Liabilities	\$ 187,840,965

Source – Trial Balance as of June 30, 2021





Texas Southern University	
SHORT - TERM OBLIGATIONS	
Current Liabilities	June 2021
Accounts Payable	\$ 4,016,971
Payroll Payable	4,104,493
Interest Payable	813,616
Escheat Payable	508,758
Unearned Revenues	28,646,188
Student Refunds Payable	(146,870)
Other Payables	3,655,700
Revenue Bonds Current Payable, Net	10,284,137
Employees' Compensable leave	2,956,683
OPEB Obligations-Curr	2,612,674
Total Current Liabilities	\$ 57,452,349

Source – Trial Balance as of June 30, 2021



CARES FUNDING OVERVIEW (HEERF)

30





TEXAS SOUTHERN UNIVERSITY

HIGHER EDUCATION EMERGENCY RELIEF FUNDING

The Heart and Soul of Houston



Texas Southern University

HEERF ALLOCATION

As of July 21, 2021

Award	Student	Institutional	HBCU	Net Authorization
(CARES) First Allocation	\$ 5,898,449	\$ 5,898,449	\$ 24,065,187	\$ 35,862,085
(CRRSAA) Second Allocation	5,898,449	13,616,071	32,194,353	51,708,873
(CRRSAA) Third Allocation	-	-	40,781	40,781
(ARP) Fourth Allocation	17,044,881	16,839,988		33,884,869
Total Awards	\$ 28,841,779	\$ 36,354,508	\$ 56,300,321	\$ 121,496,608
Less Drawdowns:				
FY20 Drawdowns	\$ 4,499,900	\$ 5,257,840	\$ -	\$ 9,757,740
FY21 Drawdowns	5,956,550	918,671	30,530,581	37,405,802
Total Drawdowns	\$ 10,456,450	\$ 6,176,511	\$ 30,530,581	\$ 47,163,541
Current Available Balance	\$ 18,385,329	\$ 30,177,997	\$ 25,769,741	\$ 74,333,067

Source: U.S. DOE Award External Award Activity Report





Texas Southern University		
HEERF Emergency Grant Awards as of 7/15/21		
Term	# of Students	Amount Awarded
Spring 2020	5,324	\$ 4,525,400.00
Fall 2021	573	487,050.00
Spring 2021	4,520	4,520,000.00
May Mini-Mester	164	82,000.00
Summer I	842	842,000.00
Total	11,423	\$ 10,456,450.00



Categories of Allowable HEERF Fund Expenditures

- Providing additional emergency financial aid grants to students to help cover the cost of food, housing, course materials, technology, healthcare and childcare related to the disruption of campus operations due to coronavirus.
- Covering the cost of providing additional technology hardware to students, such as laptops or tablets, or covering the added cost of technology fees.
- Subsidizing off-campus housing and food services cost due to reduce density in dormitories and dining facilities, to provide pre-packaged meals, or to add hours to food service operations to accommodate social distancing
- Campus safety and operations
- Replacing lost revenue from academic sources and auxiliary sources.
- Purchasing, leasing, or renting additional equipment or software to enable distance learning, or upgrading campus Wi-Fi access or extending open networks to parking lots or public spaces etc.

Source: American Rescue Plan Act of 2021
Published May 11 & 24, 2021

33



BUDGET & SCHOLARSHIP OVERVIEW

34



Scholarship Process

Current Scholarship Process

- Awards are entered into a database for processing, which is very manual. This creates delays in processing times.
- The budget allocations in the past have been provided in late July, a month prior to school beginning.
- Currently, all students complete the scholarship application process for the General University scholarships.
- All students currently must complete 12 credit hours at the end of each semester.



New Scholarship Process

- Purchase new Scholarship Software.
- Budget Allocations projections will be provided to the Scholarship office to make award offers available to students in November.
- Enhance the application process so the institution can be more competitive with our peer institutions by being more efficient in the timeliness of offering scholarships to our students. This strategy would increase our recruitment efforts.
- Consider updating the length of time scholarships are offered to our students from 5 years to 4 years. Consider updating the credit hours to 30 credit hours for the academic year.

FY2019-2021 Scholarship By Scholarship Type

Scholarship/Grant Type	AY21 Amount	No. of Students	AY20 Amount	No. of Students	AY19 Amount	No. of Students
Athletics Scholarships	\$ 3,425,197.70	262	3,537,763	273	\$ 3,637,134.44	286
Departmental Scholarships Total	1,714,597.81	332	1,496,842	353	2,026,440.84	642
External Scholarships/Grants Total	2,760,013.63	587	1,755,184	602	2,000,934.10	886
Giddings Grants (BOT 5% of Designated Tuition Set-Aside)	828,061.37	715	1,416,800	1148	1,353,584.98	1006
General University Scholarships (Restricted Set Aside)	3,144,829.69	552	4,056,593	941	2,987,992.35	937 ³⁶
TPEG Grants	2,372,411.00	2,030	2,796,554	1941	2,703,909.25	2481
General University Scholarships (Unrestricted)	1,797,514.82	326	1,771,175	404	2,028,238.92	691
Total as of July 19, 2021	\$ 16,042,626.02	4,804	16,830,912	5,662	\$ 16,738,234.88	6,929



FY2021 Scholarship By Student Classification

Student Classification	Amount	No. of Students
Freshman Total	\$ 2,797,208.00	604
Sophomore Total	2,420,545.10	617
Junior Total	2,678,456.00	700
Senior Total	3,421,276.63	847
Post Bac UG Total	118,061.69	21
Graduate Total	1,047,085.73	249
Doctoral (Graduate School) Total	133,513.18	45
First Prof Yr Phar (JR) Total	255,119.18	30
Second Prof Yr Phar (SR) Total	98,409.96	21
Third Prof Yr Phar (MS) Total	204,094.18	33
Fourth Prof Yr Phar (DR) Total	217,830.32	24
First Prof Yr Phar (PD) Total	47,889.20	7
Second Prof Yr Phar (PD) Total	16,750.00	5
Third Prof Yr Phar (PD) Total	46,415.88	13
Fourth Prof Yr Phar (PD) Total	37,294.72	3
First Year Law Total	1,240,151.91	135
Second Year Law Total	704,461.33	122
Third Year Law Total	558,063.01	121
Total as of July 19, 2021	\$ 16,042,626.02	3,597
<i>* No. of students represents unduplicated count</i>		



Scholarship Criteria For Undergraduate Recipients

Scholarship Units	Initial Awarding Criteria	Renewal Criteria																				
First-time Freshman	<table border="0"> <tr> <td></td> <td>G.P.A.</td> <td>SAT</td> <td>ACT</td> </tr> <tr> <td>Regents</td> <td>3.75-4.0</td> <td>1370 and up</td> <td>30-36</td> </tr> <tr> <td>President</td> <td>3.5-3.74</td> <td>1240-1369</td> <td>26-29</td> </tr> <tr> <td>Genesis I</td> <td>3.0-3.49</td> <td>1050-1239</td> <td>19-25</td> </tr> <tr> <td>Genesis II</td> <td>2.50-2.99</td> <td>900-1049</td> <td>17-18</td> </tr> </table>		G.P.A.	SAT	ACT	Regents	3.75-4.0	1370 and up	30-36	President	3.5-3.74	1240-1369	26-29	Genesis I	3.0-3.49	1050-1239	19-25	Genesis II	2.50-2.99	900-1049	17-18	Maintain a 3.0 G.P. A (end of spring semester)
	G.P.A.	SAT	ACT																			
Regents	3.75-4.0	1370 and up	30-36																			
President	3.5-3.74	1240-1369	26-29																			
Genesis I	3.0-3.49	1050-1239	19-25																			
Genesis II	2.50-2.99	900-1049	17-18																			
Continuing Students	<p>Complete 24 credit hours in the academic year Maintain 3.0 G.P. A</p>	<p>Complete 24 credit hours in the academic year Maintain 3.0 G.P. A</p>																				
Athletic Scholarships	<p>Good Academic Standing Varied Credentials during the application process</p>	<p>1ST year overall GPA 1.8 2nd year overall 1.9 G.P. A Maintain a 2.0 G.P. A thereafter</p>																				
Academic Competitive Scholarship	Scholarships are decided by Talent or other departmental criteria	Varies																				



- Budget planning began May 1st of the year
- Additional dollars for new initiatives were very limited
- Budget hearings were not held at the College/Department level
- Department allocations remained constant
- Budgets were balanced and submitted timely to the state and to the departments

39





- **No Paper – Electronic submission using Self-Service Banner**
 - Improve Budget controls with the flexibility to monitor and report budget activity at all levels
 - Better Data for Better Decisions
 - Ease for Departments to understand, manage and propose their Budget
 - Improves consistency and efficiency of Budget cycle processing
 - Budget Fund/Org security enables departments to only review their own budget

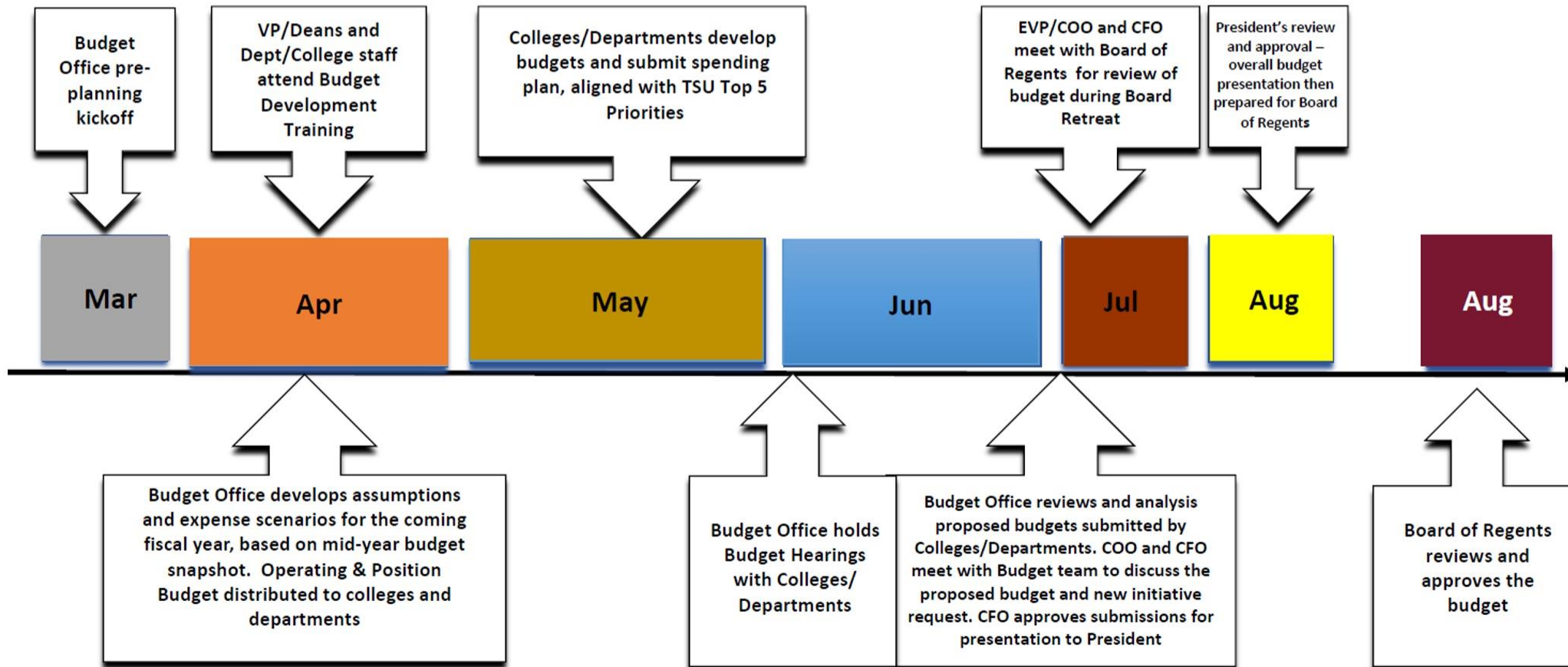
- **Seamless process for Budget office**
 - Ability to forecast and perform budget modeling
 - Review a summary of budget proposal changes by accessing audit history records including comparison with current operational budget
 - Integration of Position Budget with Finance.
 - Slice and Dice Data
 - Use of new Reports enables Budget Office to perform budget modeling.

- **Improvements in progress**
 - Optimize usage and training of various departments to adopt new methodology including Budget Office
 - Completely remove use of spreadsheets and paper for Budget Development
 - Streamline Budget cycle for greater efficiency and consistency



Budget Process

BUDGET PREPARATION/REVIEW TIMELINE

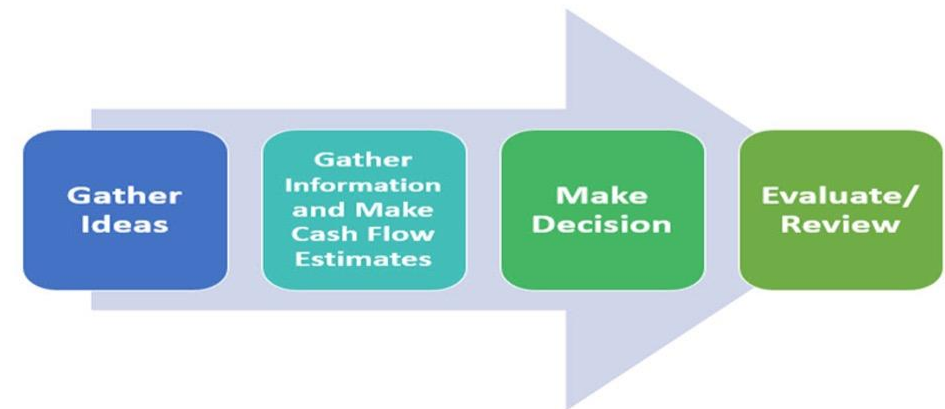




TEXAS SOUTHERN UNIVERSITY
BUDGET CALENDAR
2021-2022 Budget

DUE DATE	ACTION STEPS
March 29, 2021	Budget Office downloaded a Snapshot of as of March 2021 Operating Budget.
April 15, 2021	Budget Office created New Fiscal Year 2022 Budget ID/Phase and rolled Other Operating Budget electronically into Banner.
April 6 – 29, 2021	Budget Office started reviewing, editing and compiling Budget/Position and Operating Budget to be distributed to VPs/Deans/Divisions.
April 27, 2021	Memo from Interim VP of Finance/Adm to be sent out to the VPs/Deans/Divisions to complete Spending Plans and clear Negative Available Balances.
April 28, 2021	Budget Office will roll FY2022 Operating Budget to Banner 9 and send out Position Summary to Department/Colleges VPs.

42





TEXAS SOUTHERN UNIVERSITY
BUDGET CALENDAR
2021-2022 Budget

DUE DATE	ACTION STEPS
April 30, 2021	Ellucian holds training for Budget Office on Banner 9: Finance Self Service
May 4 – 6, 2021	Budget Office holds Banner 9: Finance Self Service Trainings with VPs/Deans/Directors/CBA/DBA
May 7, 2021	Department Spending Plan FY2021 to be returned to the Budget Office
May 10-27, 2021	Budget Office will open the FY2022 Operating Budget to the Departments/Colleges in Banner 9: Finance Self Service to make proposed budget changes and adjustments.





**TEXAS SOUTHERN UNIVERSITY
BUDGET CALENDAR
2021-2022 Budget**

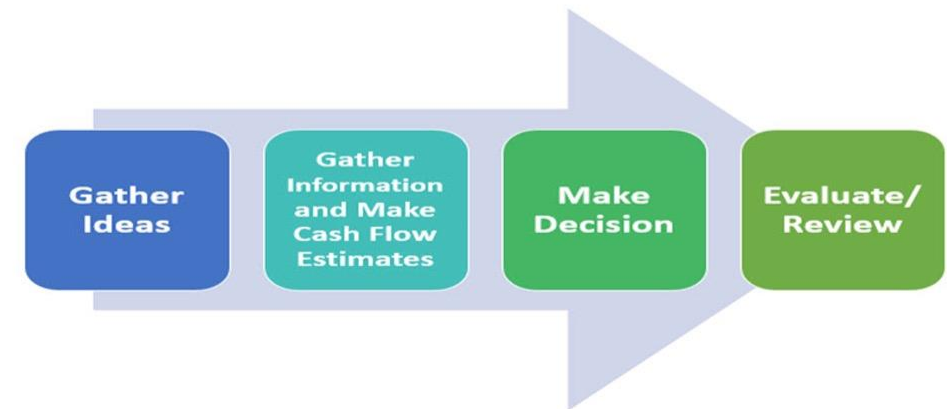
DUE DATE	ACTION STEPS
May 28, 2021	Budget Office will close FY2022 Departments Position FTE & Operating Budget in Banner 9: Finance Self Service.
June/July 2021	Budget Office holds Departments/Colleges and schools Budget Hearing after close of FY2022 position FTE and Operating Budget.
June/July 2021	Budget Office begins analysis on the proposed budgets submitted by VPs, making revisions and changes in Banner 9.
July 1 - 23, 2021	EVP/COO & CFO review comprehensive University Operating Budget for changes in preparation for presentation to the President & Board of Regents





**TEXAS SOUTHERN UNIVERSITY
BUDGET CALENDAR
2021-2022 Budget**

DUE DATE	ACTION STEPS
July 19 - 27, 2021	EVP/COO & CFO review and finalize FY2022 Budget documents for submission to President.
TBD	Board of Regents to review the current draft of the Operating Budget.
August 6, 2021	President reviews FY2022 Budget for final submission to the Board of Regents.
August 12, 2021	Board of Regents Approval of FY2022 Operating Budget.

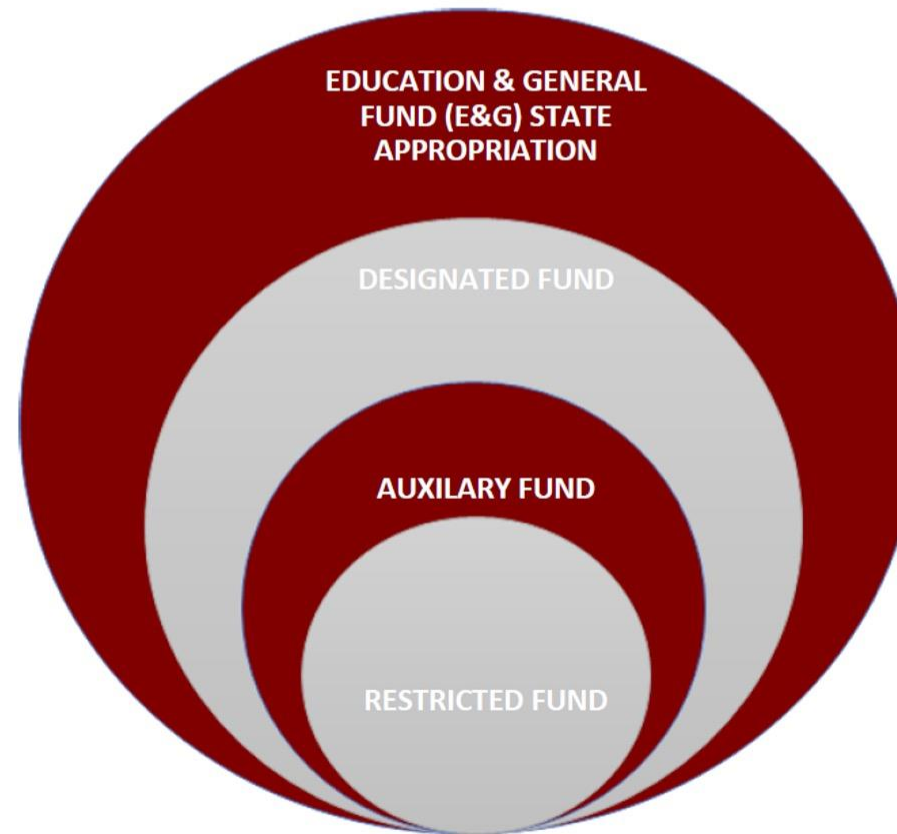




UNIVERSITY FUND CLASSIFICATIONS

The “University Operating Budget” source of funds consist of four fund groupings:

- Education & General Funds (State Appropriation/Statutory Tuition)
- Designated Funds (Tuition & Fees)
- Auxiliary Funds (Sales & Services, Housing/Dining)
- Restricted Funds (Gift, Endowment and other Special Project Funds)





TEXAS SOUTHERN UNIVERSITY FUNDS MANAGEMENT

UNRESTRICTED (E&G, DESIGNATED & AUXILIARY)

- Managed by the Budget Office
- Monitored by the Budget Office

NOTE: "Budget targets" apply to the combination of the Unrestricted Fund and the Designated Funds, but not Grants.

NOTE: All hiring for all funds must be approved by HR. HR will only fill positions with approved budget funding.

RESTRICTED (ENDOWMENTS & CASH DRIVEN)

- Managed by the Office of Treasury
- Monitored by the Budget Office (for budget compliance)
- Monitored by the Treasury Office (fund availability)
- Funds have specific conditions and uses






GRANTS

- Managed by the Research Office and Grants Office
- Funds have end dates
- Funds have grantor-approved budgets and allowable uses of funds
- Monitored by Grants Accountant



BUDGET OFFICE ROLES & RESPONSIBILITIES

NOTE: Budget preparation and monitoring for Texas Southern University is the responsibility of the Budget Office.

-  • Develop, implement, monitor and manage the University's operating budget
-  • Act as liaison between "Colleges & Departments" and the CFO's office
-  • Provide advice and support regarding approved budgeted positions
-  • Execute position plan and reconcile to the approved budget
-  • Assist "Colleges & Departments" to stay within budget based on the University's strategic plan

ACADEMIC PROGRAM, ACCREDITATION & FUNDING

Dr. Lillian Poats
Provost and Sr. Vice President of Academic Affairs

49





FY2020-2021 Weighted Semester Credit Multiplier



Instruction and Operation Formula. The Instruction and Operations Formula shall provide funding for faculty salaries, including nursing, departmental operating expense, library, instructional administration, research enhancement, student services, and institutional support. These funds are distributed on a weighted semester credit hour basis. The rate per weighted semester credit hour for the 2020-21 biennium is \$55.85 in fiscal year 2020 and fiscal year 2021.

Weighting is determined by the following matrix:

	Lower Div.	Upper Div.	Masters	Doctoral	Special Professional
Liberal Arts	1.00	1.75	4.30	12.38	
Science	1.51	2.76	7.33	21.87	
Fine Arts	1.45	2.66	6.69	8.47	
Teacher Ed	1.46	1.98	2.41	8.12	
Agriculture	1.87	2.38	7.43	13.58	
Engineering	1.96	2.99	6.00	18.47	
Home Economics	1.11	1.80	3.06	10.50	
Law					4.99
Social Services	1.58	1.85	2.31	23.84	
Library Science	2.19	1.75	3.02	15.16	
Vocational Training	1.22	2.93			
Physical Training	1.38	1.33			
Health Services	0.97	1.56	2.62	11.28	2.80
Pharmacy	7.37	4.13	34.67	39.21	4.47
Business Admin	1.13	1.79	3.27	28.23	
Optometry					7.08
Teacher Ed Practice	2.00	2.19			
Technology	1.91	2.29	3.82	11.55	
Nursing	1.37	2.04	2.74	10.29	
Developmental Ed	1.00				
Veterinary Medicine					24.58

Z. Develop and implement plan to increase state appropriations



FY2022-2023 Weighted Semester Credit Multiplier



Instruction and Operation Formula. The Instruction and Operations Formula shall provide funding for faculty salaries, including nursing, departmental operating expense, library, instructional administration, research enhancement, student services, and institutional support. These funds are distributed on a weighted semester credit hour basis. The rate per weighted semester credit hour for the 2022-23 biennium is \$52.31 in fiscal year 2022 and fiscal year 2023.

Weighting is determined by the following matrix:

	Lower Div.	Upper Div.	Masters	Doctoral	Special Professional
Liberal Arts	1.00	1.82	4.72	14.74	
Science	1.38	2.75	7.67	22.30	
Fine Arts	1.39	2.70	7.49	9.73	
Teacher Ed	1.40	1.91	2.34	8.70	
Agriculture	1.64	2.33	8.51	15.18	
Engineering	1.83	2.85	7.28	19.68	
Home Economics	1.04	1.82	3.65	13.66	
Law					5.53
Social Services	1.63	1.91	2.41	28.72	
Library Science	2.73	1.99	3.50	16.55	
Vocational Training	1.38	3.46			
Physical Training	1.54	1.60			
Health Services	0.93	1.60	2.72	11.99	3.17
Pharmacy	5.95	4.48	47.05	48.02	4.69
Business Admin	1.13	1.82	3.47	35.95	
Optometry					5.76
Teacher Ed Practice	1.98	2.30			
Technology	1.89	2.42	4.86	36.15	
Nursing	1.35	2.07	2.68	10.71	
Developmental Ed	1.00				
Veterinary Medicine					22.77

Z. Develop and implement plan to increase state appropriations



Jessie H. Jones School of Business

- Association to Advance Collegiate Schools of Business (AACSB)
- Accreditation review February 27-March 1, 2022

College of Education

- Council for the Accreditation of Educator Preparation (CAEP)
 - Formerly NCATE – National Council for the Accreditation of Teacher Education
 - Merged with TEAC – Teacher Education Accreditation Association
 - Accreditation review –April 2022
- Accreditation Review annually from the Texas Education Agency

52

Thurgood Marshall School of Law

- American Bar Association
- Accreditation Review in November 2021

L. Complete academic program review and analysis
O. Enhance strategies for improving quality and academic related outcomes



Academic Programs, Accreditation



College of Pharmacy and Health Sciences

- American Council for Pharmacy Education
- Accreditation Review – April 2022
- **Clinical Laboratory Science (Medical Technology) Program** is accredited by the National Accrediting Agency for Clinical Laboratory Sciences (NAACLS).
- **Environmental Health Program** is accredited by National Environmental Health Science and Protection Accreditation Council (EHAC).
- **Health Information Management Program** is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).
- **Respiratory Therapy Program** is accredited by the Committee on Accreditation for Respiratory Care (CoARC).

53

Barbara Jordan –Mickey Leland School of Public Affairs

- **Masters of Urban Planning and Environmental Policy Program** is accredited by the Planning Accreditation Board (PAB).
- **Master of Public Administration (MPA)** program is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA).

L. Complete academic program review and analysis

O. Enhance strategies for improving quality and academic related outcomes



Academic Programs, Accreditation



College of Science, Engineering and Technology. (COSET)

- **Industrial Technology Programs** accredited by the National Association of Industrial Technology
- **Airway Science Management** is accredited by the Association of Technology, Management and Applied Engineering (ATMAE)
- **Electronics Engineering Technology** is accredited by Accreditation Board for Engineering & Technology
- **Aviation Science** accredited by the Federal Aviation Administration (FAA)

54

College of Liberal Arts and Behavioral Sciences (COLABS)

- **Social Work Program** is accredited by the Council on Social Work Education (CSWE).

L. Complete academic program review and analysis

O. Enhance strategies for improving quality and academic related outcomes



- Review of undergraduate curriculum
 - Lower division classes –
 - Core classes
 - Gen Ed Requirements –articulated for the State
 - Upper division classes
 - Classes in major and minor areas
 - Electives
- Graduate programs
 - Core classes
 - Specific classes in major area
- At the State Level, Funding is based on the level of the class
- Need for graduate Programs becomes obvious
- Current discussions
 - Interdisciplinary graduate programs
 - Revisit with State Commissioner regarding new doctoral programs

- L. Complete academic program review and analysis
- O. Enhance strategies for improving quality and academic related outcomes
- Z. Develop and implement plan to increase state appropriations



- Undergraduate and Graduate Program Review at Texas Southern University exists to ensure that programs are functioning at the highest possible levels of academic quality and are operating in ways that are consistent with the mission of the University.
- The process of Program Review serves as a means to inform faculty, administrators, students, and University governance bodies of the strengths and weaknesses in our programs.
- Program Review is a tool for critical reflection and change.
- Through careful documentation and analysis, faculty and students can take advantage of the review process to assess the quality, centrality, demand, and costs associated with specific programs and subsequently develop plans for program improvement.
- Program reviews should result in a set of recommendations crafted by faculty and endorsed by academic administrators that include concrete strategies and benchmarks for achieving improved quality.
- In some cases, reviews may point to the need to significantly restructure a program or, in exceptional cases, initiate program closure.



Academic Curriculum Review



- Program reviews begin with a self study which includes:
 - General Program Characteristics
 - Program Curricula
 - Faculty Characteristics
 - Quality of Student Applicant Pool
 - Student Progress and outcome measures
 - Program Resources and Facilities
 - Other measures of quality
 - Administration of the Unit

- External Review
 - Conducted on a 5-year cycle
 - The external examiners' panel will be identified in the early fall of the academic year of the review.
 - The panel will consist of three senior faculty members from other universities with recognized expertise in the appropriate discipline or field.
 - At the conclusion of the site visit, the team prepares an assessment which is received by the Department Chairperson and program faculty, Academic Affairs and University Assessment

- L. Complete academic program review and analysis
- O. Enhance strategies for improving quality and academic related outcomes



TEXAS SOUTHERN UNIVERSITY

Academic Curriculum Review

The Heart and Soul of Houston



- Based on the self-study (including plans for improvement), the report from the external review panel, and any response to the panel's report from the program faculty, the University Curriculum Council will make a final assessment and recommendations

58

- L. Complete academic program review and analysis
- O. Enhance strategies for improving quality and academic related outcomes

RESEARCH VP AND RESEARCH FUNDING

Dr. Lesia Crumpton-Young
President

59





TEXAS SOUTHERN UNIVERSITY

Vice President for Research and Innovation

The Heart and Soul of Houston



- Reports directly to the President
- Responsible for the leadership, management, and administration of research at Texas Southern University
- Leads innovation initiatives throughout the University
- Promotes TSU research locally, provincially, nationally, and internationally, and will act as a TSU liaison with all constituents on matters that relate to its interest in research, innovation, commercialization, technology transfer, and entrepreneurship
- Create a university infrastructure, environment and culture inside the University that facilitates, encourages, inspires, nurtures, enhances and supports research and innovation
- Enable and assist faculty to identify and secure external funds through regional, national and international grants (institutional and individual), partnerships and contracts to support research at TSU
- Showcase TSU faculty and student research programs and initiatives
- Support joint research programs with partner institutions.
- Foster mission-critical research that responds to challenges confronting urban communities

60

- A.** Recruit highly-accomplished Leadership Team Members that will elevate the brand and reputation of the institution
- D.** Attract new funding from external funding sources

- Enhance the Global Reputation and Branding of TSU to Assume a Prominent Position of Leadership Among HBCUs and Other Urban Serving Institutions
- Position TSU to Become One of the First HBCUs to Reach R1- Carnegie Classification Research Status
- Pursue Opportunities For Additional External Funding For Research and Sponsored Programs
- Establish Critical Local, Regional, Federal and Global Partnerships That Will Enhance TSU's Mission and Priorities

61

D. Attract new funding from external funding sources



Texas Southern University			
RESEARCH GRANT AWARDS			
Grant Title	Awarding Agency	Department	Amount
<i>Antibody Somatic Hypermutation under Spaceflight Conditions</i>	National Aeronautics and Space Administration	Biology	\$ 30,000.00
<i>Houston-Louis Stokes STEM Pathways and Research Alliance</i>	National Science Foundation	Chemistry	800,000
<i>Center for Biomedical and Mnority Health Research</i>	National Institute on Minority Health and Health Disparities/National Institutes of Health	Pharmaceutical Sciences	1,726,423
<i>Development of Predictive Model and Social Determinants-Based Interventions for Aggressive Prostate Cancer Among Africa Americans</i>	Centers for Medicare and Medicaid Services	Pharmacy Practice	250,000
<i>Maternal and Infant Environmental Health Riskscape (MIEHR) Research Center</i>	Baylor College of Medicine/NIH	Urban Planning and Environmental Policy	152,029
<i>The Age-Dependence and Cell-Specificity of Breast Cancer Driven by Mutant</i>	National Institute of General Medical Sciences/National Institutes of Health	Pharmaceutical Sciences	137,700
<i>Building Civic Engagement in the Post-Harvey Context: Exploring Facilitators and Barriers to Civic Activity in Four Hurricane-Affected</i>	University of Houston/Corporation for National and Community Service	Urban Planning and Environmental Policy	26,858
<i>The Age-Dependence and Cell-Specificity of Breast Cancer Driven by Mutant</i>	National Institute of General Medical Sciences/National Institutes of Health	Pharmaceutical Sciences	153,000
<i>Houston-Louis Stokes STEM Pathways and Research Alliance</i>	National Science Foundation	Chemistry	800,000
<i>UTC Tier 1 Center: Cooperative Mobility for Competitive Megaregions</i>	University of Texas at Austin/U. S. Department of Transporation	Transportation Studies	217,330
<i>Center for Biomedical and Mnority Health Research</i>	National Institute on Minority Health and Health Disparities/National Institutes of Health	Pharmaceutical Sciences	1,726,423
<i>Catalyst Award: Characterization of p27Kip1 as an Enhancer of Stem-Like Properties in Breast Cancer Stem Cells</i>	National Science Foundation	Biology	149,877
<i>Mechanism of IOP-Lowering Effects of Hydrogen Sulfide</i>	National Eye Institute/National Institutes of Health	Pharmaceutical Sciences	458,859
<i>Cybercops: The Houston Alliance for Student Research on Deceptive Attacks</i>	University of Houston/Office of Naval Research	Mathematics	40,874
Total			\$ 6,669,373

Source: Adana Brown, Project Coordinator II

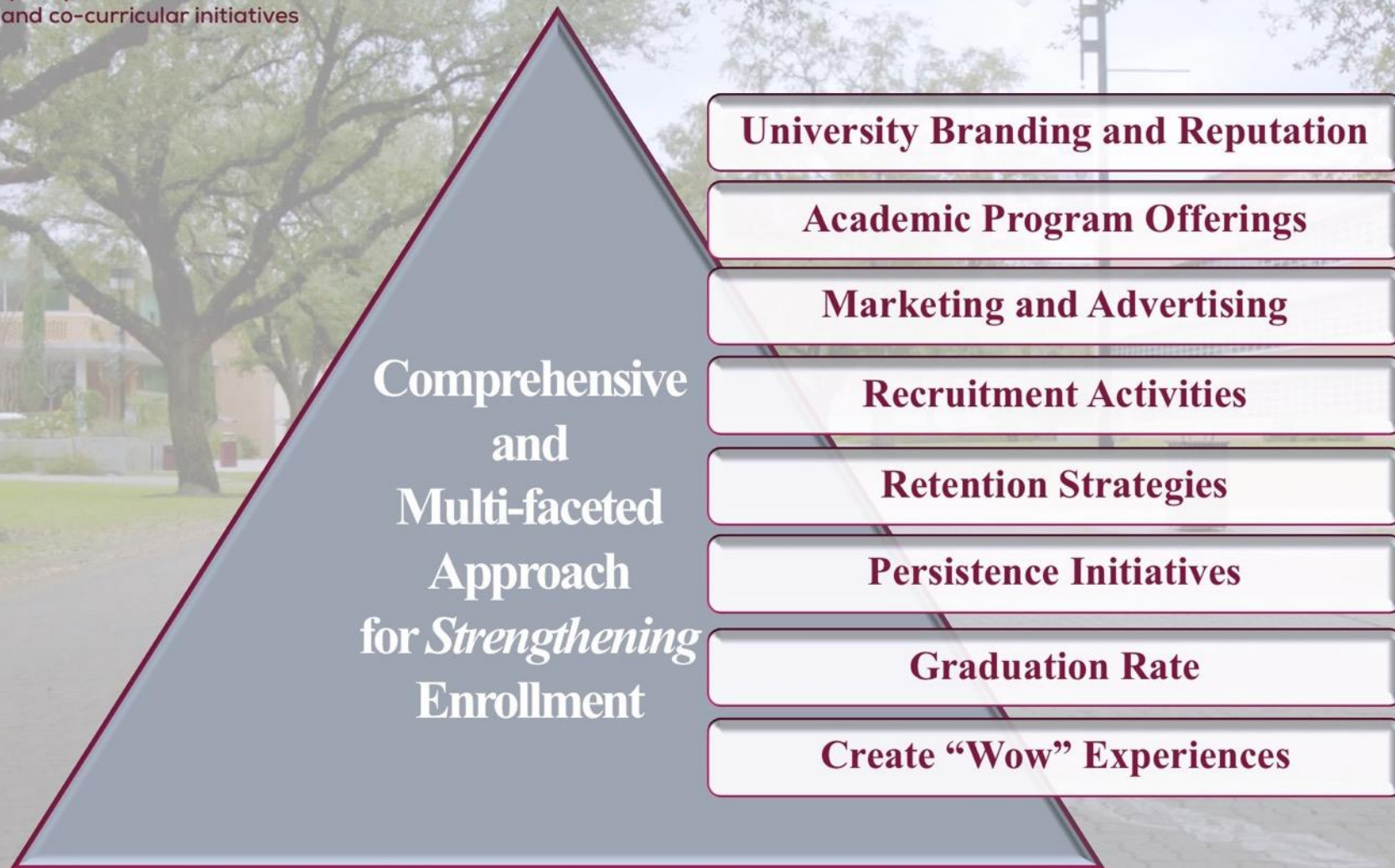
D. Attract new funding from external funding sources

RECRUITMENT AND STUDENT SUCCESS

Dr. Lesia Crumpton-Young
President

63





INCREASING ENROLLMENT WHILE ENSURING STUDENT SUCCESS

- E. Overhaul the enrollment management and student success strategies, initiatives, policies, and practices
- O. Enhance strategies for improving quality and academic-related outcomes
- P. Enhance the experiential learning and co-curricular initiatives

*Strategies for
Increasing
Enrollment*

- Strengthen pipeline and dual degree programs with other Institutions
- Launch Direct marketing and advertising campaigns
- Increase institutional aid
- Expand Dual enrollment
- Increase Transfer enrollment

- Place retention specialists within academic units
- Implement digital “chat bots” to assist students and parents
- Enhance the financial aid and scholarship process
- Simplify the university application process and join many common applications services
- Review of courses with high W/D/F rates

- Create a university-wide award/incentive system to engage faculty and staff in student success initiatives
- Offer faculty training and development workshops on student retention strategies
- Implement an intrusive mentoring program
- Provost’s Circle of Teaching Fellows

**INCREASING ENROLLMENT WHILE ENSURING
STUDENT SUCCESS**

ENROLLMENT INITIATIVES IN PROGRESS

- Convened meeting with deans and enrollment team to discuss strategies for immediate implementation
 - Automation in Admissions Process
 - Enrollment and Student Success Roundtable Professional Development Event
 - I am a Tiger! Funds
- Began analyzing enrollment and student services unit to assess pros & cons of decentralized structure
- Increased course availability to ensure that students are taking courses that count towards their degree program
- Met with Deans and leadership team to accelerate efforts to re-enroll continuing students
 - Party with a Purpose” Campus Enrollment Event for Continuing Students
 - Incentives for Continuing Student Enrollment
- Commissioned a report on obstacles to degree completion task force
- Initiated discussions of summer and fall program initiatives to prepare students for entry
- Increased scholarship funds for entering class of students
- Contacted national consultant to perform an external assessment of student retention and success
- VP of Enrollment and Student Success for increased synergy

- E. Overhaul the enrollment management and student success strategies, initiatives, policies, and practices
- O. Enhance strategies for improving quality and academic-related outcomes
- P. Enhance the experiential learning and co-curricular initiatives

TSU TEXAS SOUTHERN UNIVERSITY
Division of Student Services

presents **THURSDAY, JULY 22TH**

PARTY with a **PURPOSE**

11:30 am-1:30 pm: Lunch
(Student Center Cafeteria)
A Taste of Texas (BBQ, Mexican & Cajun)
Join KTSU Personalites / TSU President
Student Leaders / Cheer Team & Mascot
Prizes/Giveaways/Games

2 pm-6 pm: Outdoor Activity (Sawyer Plaza)
Water Slides, Obstacle Course & more
Sloppy Dogg Food Truck
DJ playing music

Open to Faculty, Staff and Students

GOVERNMENTAL RELATIONS, LEGISLATIVE UPDATES & AREAS OF CONCERN

Melinda Spaulding
Vice President for University Advancement

67



GEER Phase II Funding

(\$48.1M) Expanding Capacity for High-demand High Value Education

- Institutional capacity Grants
- Centralized Credential Repository
- Cost Analyses: Expenditures and Cost Drivers at Community Colleges
- **TSU STEM Scholars Program**

(\$28.5M) Financial Aid & Enrollment Support

- Texas Reskilling Support Fund Grants 2.0
- Texas Leadership Scholarship Program
- Texas Transfer Grants
- Student Success Consortium
- Advising Resources
- **TSU Accelerates Program**

(\$10M) My Texas Future

- Student Engagement
- Data Analytics
- Educator Training
- Portal and Supporting Tools
- **TSU Graduates Program**

(\$4M) GradTX 2.0 Expansion

- Scale the newly relaunched GradTX engagement efforts across the state in order to re-engage adult learners.
- **Conversation with Commissioner Keller will help guide efforts to assist with THECB's Reskilling & Upskilling Initiatives**

(\$4M) Data Security and Accessibility

- Support the completion of the agency's legacy Application Portfolio Modernization Project
- Reduce maintenance costs
- Increase IT Security
- Increase our effectiveness
- TSU RENEW 2022

F. Restructure and enhance student persistence/matriculation strategies, initiatives, and practices
G. Revive, strengthen and create new partnerships with industries, corporations, non-profits, foundations, and other organizations
O. Enhance strategies for improving quality and academic related outcomes
S. Enhance University IT Infrastructure , tools, and services

Preliminary Special Session Legislative Affairs Strategy

- **Specify Highly Competitive Programmatic Initiatives for Legislative Support**
- **Tiger Caucus**
 - TSU is working to formally establish the Tiger Caucus, which will be a state-recognized caucus of Texas House of Representatives members. The Tiger Caucus will be a tool to help TSU excel at advocacy, branding, and relationship-building.
- **Strategic Introductions**
 - President Dr. Young has begun meeting with key individuals and organizations that can help TSU move toward its mission and goals. These high-level meetings include Governor Abbott, Commissioner Keller, Superintendent House, and several other officials and groups.
- **Interim On-Campus Visits**
 - TSU will open its campus to host state and national elected officials in effort to exhibit TSU's positive attributes and potential for excellence. These meetings will provide an intimate familiarization with TSU's campus, students, leadership, capabilities, challenges, and opportunities.
- **Tailored Advocacy**
 - President Dr. Young is already shaping TSU's legislative advocacy in a manner that aligns with the Governor and the Coordinating Board's top priorities. TSU will position itself as a state partner, ensuring success for both.
- **Research Excellence**
 - TSU is pursuing federal grants, earmarks, relationships, and other opportunities that will aid our efforts to reach R1 status. A \$2M earmark was recently secured for facilities improvements.

69

F. Restructure and enhance student persistence/matriculation strategies, initiatives, and practices
G. Revive, strengthen and create new partnerships with industries, corporations, non-profits, foundations, and other organizations
O. Enhance strategies for improving quality and academic related outcomes
S. Enhance University IT Infrastructure , tools, and services

FUNDRAISING, UNIVERSITY ADVANCEMENT & DEVELOPMENT

70

Melinda Spaulding
Vice President for University Advancement





DIVISION OF ADVANCEMENT

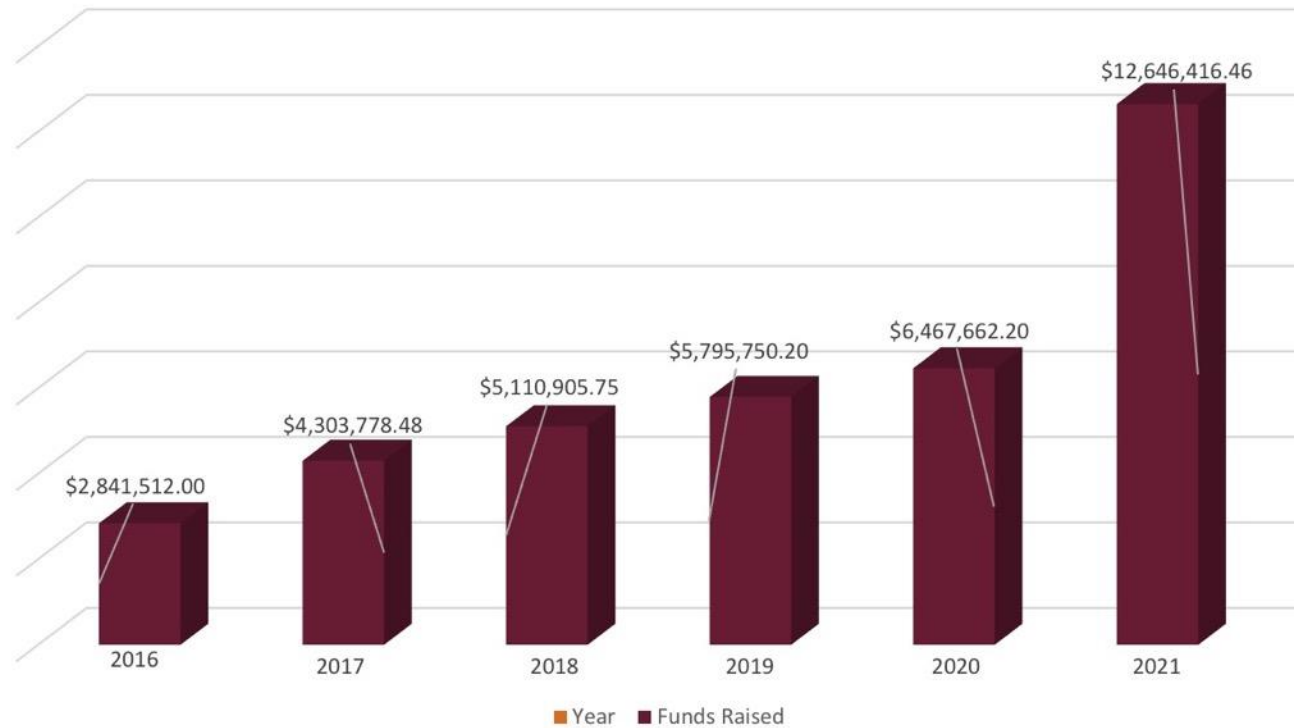
	Goal	February BO Committee Meeting	April BOR Committee Meeting	May BOR Committee Meeting	June BOR Committee Meeting
Total Fundraising	\$6m	\$9,361,502.10	\$9,721,216.62	\$12, 225,115.69	\$12,646,416.46
Endowments	21	15	18	26	30

71



5 Year Fundraising Comparison

FUNDS RAISED



72
***TSU 2022 Goal**
\$6,000,000

2021 Y-T-D
 as of
 7/26/2021

Diversify and Expand Fundraising Efforts

- ❖ Corporations and Organizations
- ❖ State Agencies
- ❖ Federal Funds
- ❖ Foundations
- ❖ Alumni Giving
- ❖ Individual Donor Initiatives
- ❖ Event Initiatives

Focus on Transformative Gifts

- ❖ Seven-Figure Gifts
- ❖ Priority Driven Advancement

Develop A Robust Plan

- ❖ Pursue Opportunities For Additional External Funding For Research and Sponsored Programs
- ❖ Seize Foundation Funding Sources
- ❖ Create Revenue-generation Opportunities Resulting from Public-Private Partnerships
- ❖ Attract Funding for Capital Enhancements On Campus
- ❖ Acquire Real-estate and Other TSU Campus Locations

73

D. Attract new funding from external funding sources

Summary of Key Points:

- Expand the leadership team
- Increase partnerships to grow enrollment
- Strengthen Efforts to Retain Continuing Students
- Expedite efforts to garner federal grants, state appropriations, and external funding
- Expedite Development and Fundraising efforts
- Initiate Planning of a Comprehensive Campaign
- Optimize Budget/Spending Initiatives
- Develop, discuss and implement a new organizational structure and reorganizational plan
- Work closely and collectively with the Board of Regents to achieve unprecedented success at an accelerated pace!

THANK YOU
for all you do for TSU!

