



**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2026 MEETING**

Thursday, February 19, 2026 Friday, February 20, 2026	Tennessee State University Main Campus The Barn Agricultural Building 3500 John A. Merritt Blvd. Nashville, TN 37209
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**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

GOVERNANCE AND GOVERNMENTAL AFFAIRS COMMITTEE	
Thursday, February 19, 2026 1:00 p.m. CT	Tennessee State University Main Campus Farrell Westbrook Complex (The Barn) 3500 John A. Merritt Blvd. Nashville, TN 37209

AGENDA

- I. Call to Order
- II. Roll Call
- III. Opening Remarks by the Committee Chair
- IV. Adoption of Agenda
- V. Approval of Minutes: November 21, 2025, Governance and Governmental Affairs Committee Meeting (Action)
- VI. Legislative Update
- VII. Adjournment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of November 21, 2025, Governance and Governmental Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Terica Smith, Committee Chair

Background Information

The committee conducted the meeting(s) referenced below. The document reflecting the minutes from the meeting(s) are included in the Board materials:

November 21, 2025, Governance and Governmental Affairs Committee Meeting Minutes

Committee Action

The Committee Chair will call for a motion recommending the adoption of the agenda.

MOTION: I move to approve the November 21, 2025, Governance and Governmental Affairs Committee meeting minutes, as contained in the Board materials for the February 19, 2026, Board meeting.

**Meeting of the Tennessee State University Board of Trustees
Governance and Governmental Affairs Committee Meeting
November 21, 2025
Tennessee State University – The Farrell Westbrook Complex (the “Barn”)**

MINUTES

Committee Members Present: Trustees Terica Smith, Trevia Chatman, Leticia Towns, and Dakasha Winton. Other Board members present: Azana Bruce, Charles Traugher, Jeffery Norfleet, Marquita Qualls, Dimeta Smith Knight, Artenzia Young-Seigler.

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Robbie Melton, Provost & Vice President for Academic Affairs; Sterlin Sanders, Chief Information Officer; Jim Grady, Alvarez & Marsal

I. CALL TO ORDER

Committee Chair Smith called the meeting to order at 10:45 a.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Smith declared that everyone was present. Secretary Brown conducted the roll call. The following committee members were present: Trustees Terica Smith, Dakasha Winton, Leticia Towns, and Trevia Chatman.

III. ADOPTION OF AGENDA

Trustee Chatman moved to adopt the agenda as presented. The motion was seconded by Chair Winton. A voice vote was taken, with all Committee members present voting in favor of the motion. The motion passed unanimously.

IV. APPROVAL OF MINUTES: JUNE 12, 2025, GOVERNANCE AND GOVERNMENTAL AFFAIRS COMMITTEE MEETING.

The minutes from the June 12, 2025, meeting of the Governance and Governmental Affairs Committee were approved as submitted, with Trustee Smith making the motion and Chair Winton seconding the motion. A voice vote was taken, with all Committee members present voting in favor of the motion. The motion passed unanimously.

V. LEGISLATIVE UPDATE

Committee Chair Smith announced the first agenda item as the Legislative Update and recognized Leah Dupree Love of the Ingram Group to provide an overview of legislative matters affecting the University.

Ms. Love explained that the Ingram Group serves as Tennessee State University's state government relations firm and appears before the Board three times annually: in November to outline the upcoming legislative session, in February to review pending legislation, and in June to present a legislative wrap-up.

Ms. Love reviewed the current state budget process, noting that all public universities are presently presenting budget requests to the Governor's Office. She acknowledged President Tucker's participation in the Higher Education Committee hearing, where he represented locally governed institutions and highlighted University accomplishments, including TSU's distinction in producing the highest number of licensed cardiorespiratory care graduates.

Ms. Love addressed the University's upcoming sunset hearing, explaining that the Board of Trustees is scheduled to sunset in June 2026 as part of the State's standard review process. She clarified that the sunset does not affect the University's operations and requires the Board to appear before the legislature to present audit findings and institutional accomplishments. She reported that the Board is tentatively scheduled to appear before the Joint Education, Health, and General Welfare Subcommittee in mid-December, with Board attendance expected.

Ms. Love outlined the legislative timeline, noting that the General Assembly will convene on January 13 and proceed directly into committee hearings. She stated that the Governor's State of the State address, including the proposed budget, is anticipated in early February. She further noted that trustee confirmations will occur during February and March, including confirmation of newly appointed Trustee Towns.

Ms. Love reviewed recent statutory changes expanding public university boards from ten to twelve voting members, adding appointments by the Speaker of the House and the Speaker of the Senate while reducing gubernatorial appointees. She reported that the Board currently has two vacancies and that appointments and confirmations are expected later in the session.

Ms. Love noted that University leadership will appear before legislative committees for budget hearings during February and March and encouraged Board members to attend in support. She also advised that TSU Day on the Hill is anticipated during the same timeframe.

Ms. Love concluded by explaining that the Ingram Group will continue monitoring legislation impacting higher education throughout the session, with a full legislative summary to be presented at the June Board meeting. She also provided a brief federal update regarding the resignation of Congressman Mark Green and the upcoming special election affecting the University's congressional district.

VI. ADJOURNMENT

Committee Chair Smith stated that she would consider a motion to adjourn. Chair Winton moved to adjourn, and Trustee Towns seconded the motion. A voice vote was taken, with all Committee members present voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 19, 2026

ITEM: Legislative Update

RECOMMENDED ACTION: No action

PRESENTED BY: Leah Dupree Love, The Ingram Group

Background Information

Leah Dupree Love will present a report providing an update on recent legislative matters.



**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

FINANCE COMMITTEE	
Thursday, February 19, 2026 2:00 p.m. CT	Tennessee State University Main Campus Farrell Westbrook Complex (The Barn) 3500 John A. Merritt Blvd. Nashville, TN 37209

AGENDA

- I. Call to Order
- II. Roll Call
- III. Opening Remarks by the Committee Chair
- IV. Adoption of Agenda
- V. Approval of Minutes: November 20, 2025, Finance Committee Meeting (Action)
- VI. Financial Update
- VII. Finance Operations Report
- VIII. Report on Institutional Advancement
- IX. Approval of YMCA Parking Transaction (Action)
- X. Approval of Parking Rules (Action)
- XI. Approval of Debt Management Policy (Action)
- XII. Adjournment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of November 20, 2025, Finance Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Charles Traughber, Committee Chair

Background Information

The committee conducted the meeting(s) referenced below. The document reflecting the minutes from the meeting(s) are included in the Board materials:

November 20, 2025, Finance Committee Meeting Minutes

Committee Action

The Committee Chair will call for a motion recommending the adoption of the agenda.

MOTION: I move to approve the November 20, 2025, Finance Committee meeting minutes, as contained in the Board materials for the February 19, 2026, Board meeting.

**Meeting of the Tennessee State University Board of Trustees
Finance Committee Meeting
November 20, 2025
Tennessee State University – The Farrell Westbrook Complex (the “Barn”)**

MINUTES

Committee Members Present: Trustees Charles Traughber, Jeffery Norfleet, Leticia Towns, and Dakasha Winton. Other Board members present: Azana Bruce, Trevia Chatman, Marquita Qualls, Dimeta Smith Knight, Terica Smith, and Artenzia Young-Seigler

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; Bradley White, Interim VP of Business and Finance; Sterlin Sanders, Chief Information Officer; Jim Grady, Alvarez & Marsal

I. CALL TO ORDER

Committee Chair Traughber called the meeting to order at 12:11 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Traughber declared that a quorum was present. Board Secretary conducted the roll call. The following committee members were present: Trustees Charles Traughber, Leticia Towns, and Dakasha Winton. Trustee Norfleet later joined the meeting virtually.

III. ADOPTION OF AGENDA

Chair Winton moved to adopt the agenda as presented. The motion was seconded by Trustee Towns. A roll call vote was taken:

- Trustee Traughber – Yes
- Trustee Towns – Yes
- Chair Winton – Yes
- Trustee Norfleet – Absent

The motion passed.

IV. APPROVAL OF SEPTEMBER 18, 2025, FINANCE COMMITTEE MEETING MINUTES

The minutes from the September 18, 2025, meeting of the Finance Committee were approved as submitted, with Chair Winton making the motion and Trustee Towns seconding the motion. A roll call vote was taken:

- Trustee Traughber – Yes
- Trustee Towns – Yes

- Chair Winton – Yes
- Trustee Norfleet – Absent

The motion passed.

V. APPROVAL OF BANK RECONCILIATION POLICY

Committee Chair Traughber introduced the first agenda item, the approval of the Bank Reconciliation Policy, noting that the proposed policy and supporting materials were included in the Board materials for the November 20, 2025, meeting. Mr. Bradley White, Associate Vice President of Business and Finance, presented the item.

Mr. White explained that the revised policy had previously been submitted to the Board in September and was returned for additional revisions, which have since been completed. He reported that the policy is now before the Committee for review and approval.

Mr. White further provided benchmarking information in response to prior Board requests, explaining that among locally governed institutions, two institutions utilize a model with one preparer and one approver, while three institutions, including Tennessee State University, utilize a model with one preparer and two approvers. He noted that approvers typically range from the Vice President for Business and Finance to the Assistant Controller.

Trustee Smith Knight raised a question regarding the policy’s description of the approval process, noting that the language referred to a three-step process rather than accurately reflecting a preparer and two-approver model. Mr. White acknowledged the issue and agreed that the policy language should be corrected to reflect a two-approver process following preparation.

Trustees inquired whether the Internal Auditor had reviewed the revised policy and whether the policy adequately supports timely and effective bank reconciliations. Mr. White confirmed that the policy had been reviewed and stated that it is achievable, sufficient, and does not omit any necessary provisions.

Trustee Young-Seigler asked whether the policy addressed alternative approvers in the event an assigned approver is unavailable. Mr. White explained that while not explicitly stated in the policy, standard University practice allows approval to escalate to the direct supervisor of the designated approver. He acknowledged that this practice is not specifically articulated in the policy.

Following discussion, Trustee Towns made a motion and Chair Winton seconded the motion to approve the Bank Reconciliation Policy subject to the correction identified by Trustee Smith Knight clarifying the two-approver process. A roll call vote was taken:

- Trustee Traughber – Yes
- Trustee Towns – Yes
- Chair Winton – Yes
- Trustee Norfleet – Absent

The motion passed.

VI. FISCAL YEAR 2025 INSTITUTIONAL REVISED BUDGET

Committee Chair Traugher introduced the next agenda item, the approval of the Fiscal Year 2026 revised institutional budget, noting that the materials were included in the Board's meeting packet. Jim Grady of Alvarez & Marsal was invited to present.

Mr. Grady explained that Tennessee public institutions submit three budgets annually: a proposed budget approved in June, a revised (October) budget reflecting finalized enrollment and updated assumptions, and an estimated budget projecting year-end results. He stated that the University was seeking approval of the revised FY 2026 budget.

Mr. Grady reviewed a comparison between the proposed budget approved in June and the revised budget, noting that the proposed budget reflected a net operating deficit of approximately \$39 million, while the revised budget reflects a net operating deficit of approximately \$1.8 million—an improvement of roughly \$37 million. He explained that the improvement was primarily driven by increased revenues, including \$35 million received under the State Memorandum of Understanding (MOU) and approximately \$6 million in additional tuition and fee revenue resulting from stronger-than-projected enrollment.

Mr. Grady further explained revenue adjustments, including a \$1.5 million increase in indirect cost recovery (IDC) based on year-to-date performance and trends, increased homecoming and parking revenues, and an accounting adjustment recognizing previously unused state scholarship funds as scholarship expense.

Turning to expenditures, Mr. Grady reported an \$8.3 million increase in expenses compared to the proposed budget. He explained that approximately \$6.1 million of the increase related to personnel costs, primarily due to updated salary and benefit assumptions for vacant positions that were filled at current market rates rather than outdated salary tables. Additional personnel-related increases included temporary faculty benefits, recruiting investments, internal audit positions, police overtime, restoration of program positions, and employee education assistance.

Mr. Grady also reviewed approximately \$2.2 million in non-personnel expense increases, including the TBR services contract, recruitment and enrollment system investments (including Slate), insurance premiums previously omitted from the budget, THEC financial aid assistance services, lobbying services, transportation insurance, and miscellaneous departmental and operational expenses.

Following discussion, Chair Winton made a motion and Trustee Towns seconded to approve the FY 2026 revised institutional budget. Secretary Brown conducted a roll call vote, including Trustee Norfleet participating via Zoom. The motion passed unanimously.

VII. INSTITUTIONAL ADVANCEMENT UPDATE

Committee Chair Traughber introduced the next agenda item, an update on Institutional Advancement, and welcomed Ms. Eloise Abernathy Alexis, Vice President for Institutional Advancement. Committee Chair Traughber noted that materials were included in the Board's meeting packet.

Ms. Alexis provided an overview of her initial months in the role and reiterated that Institutional Advancement's charge is to build a culture of involvement and giving to Tennessee State University that is significant and sustainable. She identified three priorities: building trust, inspiring giving, and driving results.

Ms. Alexis reported that trust-building efforts have focused on engagement with alumni leadership, university-connected boards, students, faculty, corporate partners, foundations, and community stakeholders, including collaboration with the TSU National Alumni Association, the TSU Foundation Board, and student groups.

To inspire giving, Ms. Alexis emphasized transparent and consistent communication through alumni town halls, homecoming, and other engagement activities. She noted that Institutional Advancement has taken a coordinated approach to donor engagement across university and community events.

Ms. Alexis also discussed efforts to strengthen fundraising operations, including onboarding a new Director of Fundraising, restoring operational capacity, resolving gift-processing backlogs, and stabilizing electronic giving and payroll deduction systems. She reported that reconciled fundraising totals reflect modest growth compared to the prior year and that approximately \$1.4 million in private grant proposals have been submitted.

Finally, Ms. Alexis outlined two strategic initiatives underway: transitioning the alumni giving model to improve coordination and reduce donor fatigue, and preparing for a comprehensive fundraising campaign focused on student success, scholarships, and campus infrastructure.

VIII. ADJOURNMENT

Chair Winton moved to adjourn, with the motion seconded by Trustee Towns. A voice vote was taken, with all Committee members present voting in favor of the motion. The meeting was adjourned.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 19, 2026

ITEM: Financial Update

RECOMMENDED ACTION: No action

PRESENTED BY: Trustee Charles Traughber, Chair of Finance Committee;
Jim Grady, Alvarez & Marsal

Background Information

Jim Grady will present a financial update.



**Meeting
of the
TSU Board of Trustees**

Finance Committee

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

VI. Financial Update

2

FY26 Budget-to-Actual (July 1 – Dec 31)

Tennessee State University
 FY26 Fall Budget vs Actual (July 1 through Dec 31)
 (\$ in 000s)

	FALL BUDGET	FALL ACTUALS	VARIANCE
	FY26	FY26	FY26
REVENUES			
① Tuition & Fees	\$ 33,697	\$ 32,723	(974)
Less: Scholarships	(16,102)	(15,468)	634
State Appropriations	72,064	72,064	-
Other E&G Revenues	6,169	7,155	986
Total E&G Revenues	95,828	96,474	646
② Total Auxiliary Revenues	19,394	18,131	(1,263)
Total Revenues	115,222	114,605	(617)
EXPENSES			
③ Personnel Costs	(53,099)	(46,606)	6,493
Non-Personnel Costs	(15,864)	(15,205)	659
Total E&G Expenditures	(68,963)	(61,811)	7,151
③ Personnel Costs	(2,525)	(2,005)	519
Non-Personnel Costs	(11,490)	(11,166)	324
Total Auxiliary Expenditures	(14,015)	(13,172)	843
Debt Service	(5,806)	(5,806)	-
Total Expenses	(88,783)	(80,789)	7,994
Net Operating Surplus/(Deficit)	\$ 26,439	\$ 33,816	7,377

The University generated a higher surplus than originally budgeted in the first 6 months of FY26 – largely driven by attrition and vacancy savings.

① Variance caused by overestimate of revenues in October budget. See slide 13 for further detail.

② Housing revenue budget assumed higher occupancy than occurred – among other smaller variances tied to book fees and ancillary items.

③ Unfilled positions and/or attrition, coupled with strong governance applied to backfill process, have generated significant savings with respect to budget.

3

FY25 vs FY26 Actuals (July 1 – Dec 31)

Tennessee State University
 FY25 vs FY26 Actuals (July 1 through Dec 31)
 (\$ in 000s)

	FALL ACTUALS	FALL ACTUALS	VARIANCE
	FY25	FY26	FY26
REVENUES			
Tuition & Fees	\$ 40,798	\$ 32,723	(8,075)
Less: Scholarships	(16,840)	(15,468)	1,373
① State Appropriations	38,074	72,064	33,990
Other E&G Revenues	6,998	7,155	157
Total E&G Revenues	69,030	96,474	27,444
Total Auxiliary Revenues	21,242	18,131	(3,111)
Total Revenues	90,272	114,605	24,333
EXPENSES			
② Personnel Costs	(53,339)	(46,606)	6,733
Non-Personnel Costs	(12,534)	(15,205)	(2,671)
Total E&G Expenditures	(65,873)	(61,811)	4,061
③ Personnel Costs	(2,700)	(2,005)	695
Non-Personnel Costs	(7,332)	(11,166)	(3,834)
Total Auxiliary Expenditures	(10,033)	(13,172)	(3,139)
Debt Service	(4,986)	(5,806)	(820)
Total Expenses	(80,892)	(80,789)	102
Net Operating Surplus/(Deficit)	\$ 9,381	\$ 33,816	24,435

The University has kept pace with revenue shortfalls by reducing costs but still requires further cost reduction to remain stable long term.

① \$11M of rolled forward State Appropriations in August 2024, offset by \$45M of MOU funding in FY26.

② Fall 2024 experienced artificially low spending on non-personnel items, influenced by the short-term liquidity pressures at that time.

③ Fall 2024 auxiliary non-personnel does not include a \$5M+ expenditure to Aramark, as a result of vendor negotiations to improve short-term liquidity in Fall 2024.

4

Liquidity Update

Tennessee State University (TSU)

Monthly Liquidity Outlook - FY26

USD 000s

	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Cash Receipts						
AR / Financial Aid / Student Payments	\$ 3,215	\$ 24,106	\$ 9,384	\$ 3,199	\$ 2,780	\$ 3,792
Grant Reimbursement	4,689	5,332	6,498	6,219	6,557	12,628
Total Cash Receipts	7,904	29,438	15,882	9,418	9,336	16,420
Operating Disbursements						
Payroll & Related	(10,664)	(11,712)	(10,782)	(11,632)	(12,582)	(22,082)
AP / General Operating	(6,111)	(15,518)	(10,016)	(12,518)	(10,176)	(8,518)
Total Operating Disbursements	(16,776)	(27,230)	(20,798)	(24,150)	(22,758)	(30,600)
Net Operating Cash Flow	(8,872)	2,208	(4,916)	(14,732)	(13,421)	(14,180)
Non-Operating Receipts/(Disbursements)	5,408	5,892	5,539	2,131	5,678	4,816
Net Cash Flow	(3,464)	8,100	624	(12,601)	(7,743)	(9,364)
Liquidity						
Beginning Unrestricted Cash	\$ 36,918	\$ 33,454	\$ 41,554	\$ 42,178	\$ 29,577	\$ 21,834
Net Cash Flow	(3,464)	8,100	624	(12,601)	(7,743)	(9,364)
Ending Unrestricted Cash	\$ 33,454	\$ 41,554	\$ 42,178	\$ 29,577	\$ 21,834	\$ 12,470

TSU expects to have enough liquidity in June to execute VSP buyout, prior to disbursement of \$25M of MOU funds on July 1.

①

①

Includes a preemptive draw down of reimbursement in late June to provide additional liquidity for VSP buyouts.

②

②

Includes \$10.9M of estimated cash outflow on June 30 to fund VSP buyouts.

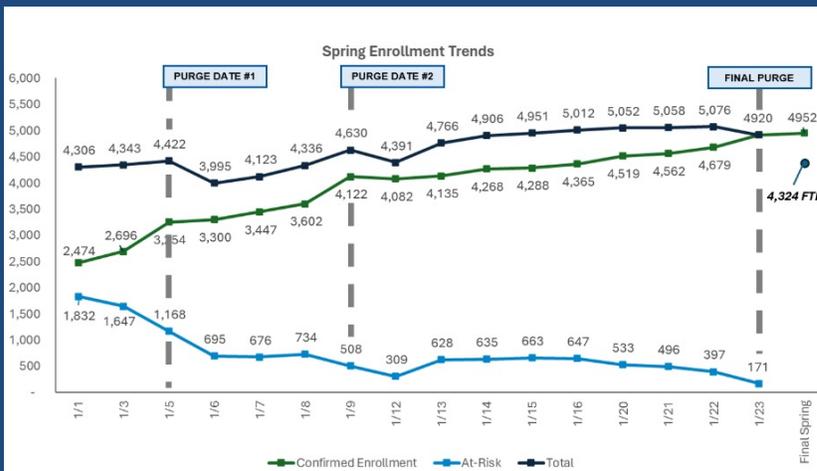
③

③

Includes monthly State Appropriations, insurance premium payments, and \$1.9M of debt service in April.

5

Spring Enrollment Update



Key Takeaways

- TSU made significant strides to improve top-line enrollment while reducing outstanding student balances
- Although Spring enrollment exceeded budgeted targets, FTE fell short
- October budgeted FTE for Spring was **4,364**
- Final Spring FTE is **4,324**

Class	Students Purged
Freshman	49
Sophomore	28
Junior	30
Senior	21
Graduate	40
Special	3
Total	171

6

SACSCOC Financial Considerations

- TSU under 5th Year Interim Review due March 1, 2026 (other standards will be reviewed in 2030)
- Section 13 of the Interim Review reviews 3 standards relative to Finance:
 - Section 13.6 Federal & State Responsibilities
 - Section 13.7 Physical Resources
 - Section 13.8 Institutional Environment (i.e., safety)
- In addressing section 13.6, based on the advice of TSU's SACSCOC consultant, TSU provided the Single Audit Findings and Corresponding Responses for FY23 and FY24, including a report on actions taken

7



8

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 19, 2026

ITEM: Finance Operations Report

RECOMMENDED ACTION: No action

PRESENTED BY: Trustee Charles Traugber, Chair of Finance Committee;
April Robinson, Chief Financial Officer

Background Information

April Robinson will present a report on finance operations.



**Meeting
of the
TSU Board of Trustees**

Finance Committee

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

VII. Finance Operations

2

CFO Introduction – April M. Robinson

Education & Licensure

- Certified Public Accountant – Tennessee 2025, Texas 2008
- MBA – St. John's University, *Global Leadership*, NYC 2018
- BBA – Tennessee State University, Accounting, Nashville 2006

Capabilities

- Financial Analysis & Insight Generation
- Forecasting and P&L Management
- Cash Liquidity & Management
- Risk Management
- Controls Environment Establishment & Management
- Budget Ownership & Management
- Executive Stakeholder Management
- People Leadership & Management

Professional Experience

- **Diageo Public Limited Company**
 - Served as the New York State Market Leader
 - Managed multiple Sales territories
 - Led risk management teams on assignments in Europe, Africa, and North & South America
 - Finance Manager for multiple business units
- **Ernst & Young**
 - Executed over 75 high-profile mergers and acquisitions for the buying client
 - Executed one long-term divestiture of a Fortune 50 company
- **PricewaterhouseCoopers**
 - Performed external audits for over 20 engagements
 - Performed FDIC Bank Closings during 2008-2010 financial crisis
 - Launched the firm's first Audit Outsourcing Services Center, including hiring, training, and developing the staff

3

30-Day Reset

- Resetting work expectations and culture
- Establishing each departments "Go-Live" Priorities
- Control Environment Assessment
 - Assessment of fitness for 3 objectives: Compliance, Effectiveness, & Impact
 - Re-reviewing and updating audit findings corrective actions
- Purge and post-purge structured process and procedures
- Realignment of Financial Aid Capabilities & Structure
- Established targets and parameters for our updated FY27 budget process
- Established "Must-Do" Financial Integrity Measures
 - Restricting access to change vendor payment functionality
 - Banner month-end closing
 - University notice of the close out of all encumbrances/POs at year-end

4

180-Day Plan

60 Days

- **Bank reconciliations** – Additional focus needed on the quality of the reconciliation as well as non-operating accounts
- **FY27 Budget process** – Defining targets and revised procedures
- **VSP approval** – Finalizing Voluntary Separation Plan
- **Org Structure** – Solidifying business and finance, financial aid, and other finance-adjacent areas' org structures with strong leadership in all critical roles

90 Days

- **Liquidity** – Ensure stable liquidity through FY26
- **Spend control** – Implement clear budget-to-actual accountability to dept heads
- **FP&A responsibility** – Identify resources for FP&A and cash management responsibilities
- **Real Estate Plan** – Finalize real estate plan and obtain board approval for associated sales and long-term planning

180 Days

- **Procurement** – Comprehensive review current structure and proficiency for needed updates and support, including contract management
- **Foundation** – Expand resources, capabilities, and expertise of the University Foundation support for increased responsibility
- **Risk Management** – Conduct an enterprise-wide risk management assessment

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6

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 19, 2026

ITEM: Report on Institutional Advancement

RECOMMENDED ACTION: No action

PRESENTED BY: Eloise Alexis, Vice President for Institutional Advancement

Background Information

Alexis will present a report on fundraising and engagement.



**Meeting
of the
TSU Board of Trustees**

Finance Committee

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

**VIII. Report on Institutional
Advancement**

2

FUNDRAISING SUMMARY

July 1, 2025 - January 31, 2025

- We have received and receipted **\$4,137,315 in philanthropic fundraising** this fiscal year, as of the date of this report.
- The total reported is a **\$127,762 increase** over the total giving receipted during the same period last fiscal year.
- This increase in the total reported represents **gifts from 1,907 donors**. This represents 639 fewer donors than the count during the same period last year, resulting in a larger average gift per donor.
- It is also important to note:
 - Due to the active migration to a new CRM, Blackbaud Raisers Edge, with a “go live” date of Feb 1, two weeks of gifts received and deposited in January are not reflected in this last report generated from the old database.
 - During this period we have received **new grant award notifications and documented pledges totaling \$1,680,500** that are not reflected in the current fundraising report.

Year-to-Date Giving Comparison By Gift Category (7/1/25 - 1/31/26)

GIFT CATEGORY	FISCAL YEAR 2025	FISCAL YEAR 2026	DIFFERENCE
Capital	\$29,702.68	\$5,375.00	(\$24,327.68)
Endowment (Scholarships)	\$387,231.21	\$555,266.69	\$168,035.48
Endowment (Other)	\$9,700.00	\$12,042.00	\$2,342.00
Restricted (Scholarships)	\$926,327.11	\$1,115,088.06	\$188,760.95
Restricted (Other)	\$2,177,666.50	\$2,126,283.35	(\$51,383.15)
Unrestricted Operating Funds	\$478,925.59	\$323,260.38	(\$155,665.21)
TOTAL	\$4,009,553.09	\$4,137,315.48	\$127,762.39

Year-to-Date Giving Comparison By Donor Category (7/1/25 - 1/31/26)

DONOR CATEGORY	FISCAL YEAR 2025	FISCAL YEAR 2026	DIFFERENCE
Alumni (Degree and non-Degree)	\$1,087,572.94	\$1,453,271.57	\$365,698.63
Alumni Estate	\$2,500.00	\$0.00	(\$2,500.00)
Alumni Organizations	\$11,135.00	\$28,777.64	\$17,642.64
Corporations/Businesses	\$2,104,328.65	\$1,290,838.99	(\$813,489.66)
Estates/Trusts	\$500.00	\$11,660.01	\$11,160.01
Faculty and Staff (Non-Alumni)	\$33,612.41	\$22,034.24	(\$11,578.17)
Foundations	\$204,941.01	\$267,247.60	\$62,306.59
Friends	\$336,862.12	\$242,908.17	(\$93,953.95)
Other Organizations	\$201,842.79	\$747,310.47	\$545,467.68
Parents	\$8,760.23	\$3,914.82	(\$4,845.41)
Religious Organizations	\$10,225.00	\$65,027.86	\$54,802.00
Students	\$7,272.94	\$4,324.11	(\$2,948.83)
TOTAL	\$4,009,553.09	\$4,137,315.48	\$127,762.39

Year-to-Date Comparison By Donor Count (7/1/25 - 1/31/26)

DONOR CATEGORY	FISCAL YEAR 2025	FISCAL YEAR 2026	DIFFERENCE
Alumni (Degree and non-Degree)	1,544	1,129	(415)
Alumni Estate	1	0	(1)
Alumni Organizations	8	9	1
Corporations/Businesses	99	85	(14)
Estates/Trusts	1	2	1
Faculty and Staff (Non-Alumni)	100	31	(69)
Foundations	10	13	3
Friends	583	452	(131)
Other Organizations	34	30	(4)
Parents	42	6	(36)
Religious Organizations	6	9	3
Students	118	141	23
TOTAL	2,546	1,907	(639)

Institutional Advancement Priorities



Build Relationships

- Board Engagement (Trustees, Foundation, TSUNAA, Research & Sponsored Programs)
 - Foundation Board Partnerships, Projects, and Planning
 - CRM migration
 - Aligning processes, policies and procedures
 - Gift and grant submissions and agreements
 - TSUNAA Partnerships, Projects and Planning
 - Chapter activities and events
 - Changing the Alumni Giving Model
 - Steering Committee participation and Task Force leadership
 - Affinity engagement and listening sessions



Inspire Involvement and Giving

- Alumni Town Hall meetings
- Alumni Exchange panel of Engineering Alumni sharing career insights and advice

ALUMNI Town Hall
 Join President Tucker as he updates alumni on TSU's bridge to financial stability.
Thursday, December 18
6:00PM CT - Location: ZOOM
 Scan the QR Code or Visit the Link Below to Register.
 zoom
 bit.ly/tsualum25

TSU SOUTH CENTRAL ALUMNI PRESENT
OUR CHRISTMAS
Holiday Luncheon Scholarship Fundraiser
 GUEST SPEAKER: PRESIDENT DWAYNE TUCKER
 JOIN US FOR GREAT FOOD & LEFT-RIGHT GIFT EXCHANGE GAME
SATURDAY DECEMBER 6
1:00 PM
HELEN'S ON THE GREEN
 604 COLONY TRAIL DR
 McMINNVILLE, TN 37110
 MENU:
 TURKEY LEGS
 CHICKEN SALAD
 BAKED POTATOES
 FRESH BREAD FRANKS
 BEVER: TEA, COKE, & WATER
 \$10 PER PERSON
 TICKETS: \$10 EACH
 ENTERTAINMENT:
 TSU SOUTH CENTRAL TSU ALUMNI CHAPTER
 CHRISTMAS HOLIDAY LUNCHEON
 CHAIRS:
 SHARNA SANGEL TSU GAA FOOD SERVICE
 AT 100 AND 1000
 1000 1000
 SHARNA@ALUMNI.SOUTHCENTRAL.COM

TENNESSEE STATE UNIVERSITY
 OFFICE OF ALUMNI RELATIONS
ALUMNI Exchange
 PANELISTS
 DON HARDIN CYNTHIA SNYDER ELISE RUSS MARCHEL BUCKNER
 SIMONE FERGUSON MARY MURRAY
 HOSTED BY TSU OFFICE OF ALUMNI RELATIONS AND SOCIETY OF WOMEN ENGINEERS
WEDNESDAY, FEBRUARY 4TH | TIME: 5PM
 TSU MAIN CAMPUS
 HEALTH SCIENCE BUILDING AUDITORIUM

Institutional Advancement Priorities



Drive Results

- Increase engagement and fundraising capacity
 - Reestablish Electronic Funds Transfer and Payroll Deduction capabilities
 - Pursue and respond to gift and grant opportunities
 - Complete migration to new CRM (Blackbaud Raisers Edge) - Feb 1
 - Secure funding for capacity-building technology and software
 - Instrumentl grants database
 - Kindsight prospect research tool
 - LinkedIn Navigator for alumni employment and matching gift data
 - Laptops
 - Develop an integrated IA master calendar (appeals, proposals, visits, events, etc.)
- Produce targeted fundraising appeals at calendar year end
- Generate 2025 Tax Statements
- Changing the Alumni Giving Model
 - Steering Committee and Task Force convenings
- Conduct a Comprehensive Fundraising Campaign

CODE BLUE

Committed to Opening Doors for Education... Building Legacy. Unity. Excellence

Dear TSU graduate,

As 2025 comes to a close, Tennessee State University is sounding a **CODE BLUE** for our students, our future, and our legacy. As the result of 4-year scholarship awards promised to students in 2022, initiated with one-time COVID-19 Relief Funding, the University faces a multi-year budget deficit and a significant scholarship funding gap. To address this issue, last August the TSU Foundation awarded existing scholarship funds to 497 students to reduce tuition balances by \$1,400,000.

Gifts from alumni, combined with other private contributions, kept these students enrolled for the fall semester. Yet, in January 2026:

- **TSU students will again face the threat of having to withdraw for the spring semester because they are unable to pay their balances.**
- **Year-end and new year gifts to the TSU Foundation in support of the General Scholarship Fund will provide a lifeline for students in need of financial assistance.**

CODE BLUE is our rallying cry to come together to fund scholarships and open doors of opportunity. If you have given in the past, consider giving again, and increasing your investment. If you are making your first gift to the TSU Foundation, we ask you to consider making TSU an annual or recurring part of your giving game plan. Please review the ways to give on the contribution form below and make your tax-deductible gift on or before December 31.

Together, we can Commit to Opening Doors for Education and Build Legacy, Unity and Excellence for a new generation of TSU students.

Name: _____
 Address: _____
 Email: _____ Phone: _____
 Class year: _____ Degree: _____ Major: _____

Designate my gift to: General Scholarships Other: _____

OPTION 1: CHECK
 Enclosed is my check in the amount of \$ _____
 Make checks payable to the TSU Foundation

OPTION 2: ONLINE
 Visit our website at www.tstate.edu/givenow
 Select General Scholarship Fund

OPTION 3: CREDIT CARD
 Apply a one-time investment of \$ _____ to my credit card on (date) _____
 Apply a monthly investment of \$ _____ to my credit card on (date) _____

MASTER CARD VISA AMEX

Name on card: _____
 Card #: _____ Expires: ____/____/____ CVV: _____
 Signature: _____

I would like more information about Legacy Giving (Gifts of Stock, Insurance Policy, Leave TSU in Your Will). If you have questions, please call the TSU Foundation at 615.963.5481.

Things to do!

Make year end gift to TSU

Unpack Christmas decorations

Email holiday party invitations

Dear TSU Alumni,

As you check items off your holiday "Things To Do" list, we invite you to include making a year-end gift to Tennessee State University.

TSU students continue to face the possibility of not returning for the spring semester due to unpaid balances. Together, we can help remove financial barriers and keep doors of opportunity open.

Please review the giving options below and make your tax deductible gift by December 31 at 11:59 p.m. CT.

WAYS to GIVE

10

ONLINE

General Scholarship Fund

Greatest Need Fund

PHONE

Contact the TSU Foundation at 615.963.5481

MAIL

Make checks payable to the TSU Foundation and mail to:
 3500 John A. Merritt Blvd
 Campus Box 9542
 Nashville, Tennessee. 37209-1561

1

Day until

End of 2025

Dear TSU Alumni Friends,
 There's just ONE day left to make your year-end gift to TSU before we welcome another year - 2026.

TSU students continue to face the possibility of withdrawing from the spring semester due to unpaid balances. Your support helps remove financial barriers, and keep doors of opportunity open for students who need it the most.

Please review the giving options below and make your calendar year-end gift by December 31 at 11:59 p.m. CT to receive a tax credit.

WAYS to GIVE

ONLINE

General Scholarship Fund

Greatest Area of Need Fund

PHONE

Contact the TSU Foundation at 615.963.5481

MAIL

Make checks payable to the TSU Foundation and mail to:
 3500 John A. Merritt Blvd
 Campus Box 9542
 Nashville, Tennessee. 37209-1561

Guiding Principles

- **Eliminate Dues**
 - Replace dues requirement with gifts to the Foundation
- **Use a Single 501(c)(3)**
 - All fundraising activity is consolidated under the TSU Foundation for better compliance and alignment
- **Centralize Collection and Stewardship of Funds**
 - All funds raised in the name of TSU are received and receipted by the Foundation
 - Ensures accountability according to fundraising standards, federal tax laws and donor intent
 - Scholarship recipients can be validated and awarded according to Foundation and University policies and procedures

STEERING COMMITTEE



PURPOSE & ROLE

Strategic Oversight

The Steering Committee receives Task Force recommendations and ensures they are strategically sound, institutionally aligned, properly governed, and positioned for successful implementation.



REPRESENTATIVES

- University Leadership (4)
- TSUNAA Executive Board (4)
- TSU Foundation Board (3)



PRIMARY RESPONSIBILITIES

- Ensures recommendations align with institution's mission, strategic plan, and priorities.
- Reviews, challenges, and validates recommendations to ensure they are actionable, sustainable, and measurable before moving forward.
- Ensures appropriate risk management, compliance, and accountability are addressed.
- Assesses resource implications (budget, staff, systems).



Meets the **Third Week** of each month beginning January - June 2026

Steering Committee Members

- **Convene the AGM Steering Committee (Jan 2026)**
 - **University Representatives**
 - Dwayne Tucker, President
 - Eloise Alexis, VP for Institutional Advancement
 - Cassandra Griggs, Director of Fundraising
 - Debbi Howard, Director of Alumni Relations
 - **TSUNAA Executive Committee Representatives**
 - Katrina Kerr, President
 - Derrick Hodges, VP of Virtual Affinity Region/Groups
 - Tonya McKennley, National Strategic Planning
 - Frando Patterson, VP of Fareast Region
 - **Foundation Board Representatives**
 - Keith Caine
 - Martez Moore
 - Cynthia Snyder

TASK FORCE



PURPOSE & ROLE

Analytical and Operational

The Task Force conducts analysis, engages stakeholders, and develops integrated recommendations for the Steering Committee's review and decision-making.

Subcommittees provide focused expertise that is factored into the recommendations



REPRESENTATIVES

Ten (10) regional and chapter leaders who volunteered to represent the Association membership in determining how the organization will help address the University's financial challenges.



TASK FORCE SUBCOMMITTEES

- **Structure Subcommittee**
Alignment & accountability
- **Programs Subcommittee**
Activities, services & recognition
- **Finance Subcommittee**
Financial transition & asset alignment
- **Communications Subcommittee**
Messaging & change management



Meets the **Fourth Week** of each month beginning January – June 2026

Task Force Members

- **Launch the AGM Volunteer Task Force (Jan 2026)**

- Danielle Wormsley (Atlanta)
- Leroy Craighead (Chicago)
- Sonja Revell (Gallatin)
- Donald Minter (Jackson, MS)
- Constance Williams King (Memphis-Shelby County)
- Khortini Rogers (VP of Midwest Region)
- Cedric Hall (National Parliamentarian)
- Stephanie Hill (Greater St. Louis)
- Dwight Beard (Nashville)

The Next Steps

- **Conduct Kick-Off Meetings**

- **Frame the Charge**

- What is required to remove the dues requirement?
- What is required to consolidate under a single 501c3?
- What is required to direct all funds raised in the name of TSU to the Foundation?
- What is required for all alumni engagement and giving to be aligned with the University?

- **Organize and Convene Subcommittees (Feb - Jun 2026)**

- Each subcommittee will focus on two workstreams and consist of Task Force and Steering Committee members
 - **Structure** (Chapters, Association, Foundation, University)
 - Alignment & accountability around processes, policies, procedures
 - **Financials** (Finances and Data)
 - Review existing finances and assets and what change will require
 - **Programs** (Impact and Value Proposition)
 - Outline existing activities, programs, services and what change will require
 - **Communications** (Chapter and Member Engagement)
 - Messaging & change management

CAMPAIGN PLANNING

TIMELINE

- **Goal: \$100 million**
 - January 1, 2025 - December 31, 2027
- **Campaign Preparation**
 - Gift Processing and Acknowledgement
 - Database Migration
 - Budget
 - Staffing
 - Fundraising SWOT Analysis
- **Public Launch**
 - June 19, 2026 (Founders Day)
 - Launch Milestone: \$30 million in gifts and commitments

CAMPAIGN PRIORITIES

- **Student Experiences**
 - Academic Initiatives
 - Leadership and Career Development
 - Scholarships and Support
- **Campus Infrastructure**
 - Residential and Student Spaces
 - Engineering Building Match
 - Athletics / Stadium
 - Operations and Areas of Opportunity

CAMPAIGN GIFT PLANNING

GIFT RANGE CHART FOR \$100 MILLION CAMPAIGN

Gift Level	# of Gifts	Total at Level	Cumulative	Prospects Needed	Percentage of Goal
\$10,000,000	1	\$10,000,000	\$10,000,000	3	10%
\$5,000,000	3	\$15,000,000	\$25,000,000	9	25%
\$2,500,000	5	\$12,500,000	\$37,500,000	15	37.5%
\$1,000,000	10	\$10,000,000	\$47,500,000	30	47.5%
\$500,000	20	\$10,000,000	\$57,500,000	60	57.5%
\$250,000	20	\$7,500,000	\$65,000,000	90	65%
\$100,000	50	\$5,000,000	\$70,000,000	150	70%
\$50,000	100	\$5,000,000	\$75,000,000	300	75%
\$25,000	200	\$5,000,000	\$80,000,000	600	80%
\$10,000	400	\$4,000,000	\$84,000,000	1,200	84%
\$5,000	800	\$4,000,000	\$88,000,000	2,400	88%
\$1,000	2,500	\$2,500,000	\$90,500,000	7,500	90.5%
<\$1,000	30,000	\$9,500,000	\$100,000,000	Broad base	100%

Save The Date

VINTAGERS REUNION *Weekend*

APRIL 30-MAY 3, 2026

CELEBRATING CLASS YEARS
 1946 • 1951 • 1956 • 1961 • 1966
 1971 • 1976 • 1981 • 1986



What's Ahead....



*Vintagers
Call*

INVITING THE CLASSES
 1946 • 1951 • 1956 • 1961 • 1966
 1971 • **1976** • 1981 • 1986

FOR A CLASS REUNION CALL
 MONDAY, FEBRUARY 9, 2026
 6:30 PM CST

[▶ REGISTER NOW](#)




BOARD CALL TO ACTION

- Reimagine your personal philanthropic vision and goals
 - If you have an upcoming Reunion consider a lead gift!
 - Classes ending in 1 and 6 will reunion this year
 - Classes ending in 2 and 7 will reunion next year
- Develop a list of 3-5 potential donors and ways to inspire their gifts
- Share alumni and donor insights and experiences
- Help us thank current donors, volunteers and advocates
- Reengage former advocates and donors



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of YMCA Parking Transaction

RECOMMENDED ACTION: Approval

PRESENTED BY: Jerome Oglesby, Vice President of Administration, Chief Operating Officer

Background Information

Tennessee State University (TSU) proposes to enter into a lease and/or license agreement with the YMCA of Middle Tennessee at its downtown location near Church Street, for the use of 100 individually designated parking spaces. The YMCA has identified the need for additional proximate parking to support its operations while it is building a parking structure, and TSU has the capacity to accommodate this request. This transaction will be recurring revenue stream for the University.

The parking spaces are within the parking lot used for the Avon Williams Campus, and given current enrollment numbers and projected use, the University anticipates that a lease of up to 100 parking spaces can be done with minimal to no impact to University students, faculty, staff, and guests, while also bringing revenue to the University.

The proposed transaction includes a short-term license to allow for the immediate use of the parking spots by the YMCA and receipt of rents by TSU while the University works with the Office of the State Architect to submit a longer-term lease agreement to the State Building Commission for review and approval. A draft of the proposed lease agreement, including the business and legal terms, is enclosed herewith. The University anticipates that the final lease agreement will have substantially similar terms, and any license agreement will follow the terms presented in the draft lease agreement.

Key Transaction Terms and Conditions

Parking Allocation: The YMCA will have access to up to 100 designated parking spaces within the TSU Avon Williams campus parking lot. These spaces will be clearly marked with painted indicators to distinguish them from general University parking.

Hours of Operation: YMCA patrons may utilize the designated spaces during YMCA operational hours, with peak hours expected from 4:00 PM to 10:00 PM daily. No overnight parking permitted.

Access Control: The YMCA is responsible for issuing and managing parking credentials for its patrons. These credentials will grant access to the designated parking area during the approved hours. The University has the right to enforce all parking rules applicable to the parking lot, including the right to tow or ticket cars parked in violation of University rules. The University will be responsible for maintaining the parking lot.

Financial Terms

TSU will receive compensation of \$23,100.00 per month (\$277,200.00 annually) under this agreement. The University expects that the YMCA will renew this agreement for up to two years, possibly three.

Agreement Duration

The shared use agreement will have an initial term of one year and be renewable. Both parties retain the right to immediately terminate the agreement with 30 days' written notice.

Committee Action

The Committee Chair will call for a **motion to recommend the adoption** of the following Resolution by the Board of Trustees.

RESOLVED: Subject to receipt of any other required governmental approvals, the TSU Board of Trustees hereby approves the University entering into a license and/or lease agreement with the YMCA of Middle Tennessee, consistent with the key lease terms presented in the meeting materials. A copy of the proposed lease agreement shall be attached to this resolution.

The President of the University is hereby authorized to: (i) finalize a license and/or lease agreement and any ancillary documents, subject to review by the Office of the General Counsel, and to submit such documents to the state agencies for approval, as required; and (ii) enter into negotiations necessary to finalize the same.

Further, the proper officers of the University are hereby authorized to take any and all such actions as may be required, or for which they may deem necessary and appropriate, in order to accomplish the foregoing.



**Meeting
of the
TSU Board of Trustees**

Finance Committee

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

Approval of YMCA Parking Transaction

2



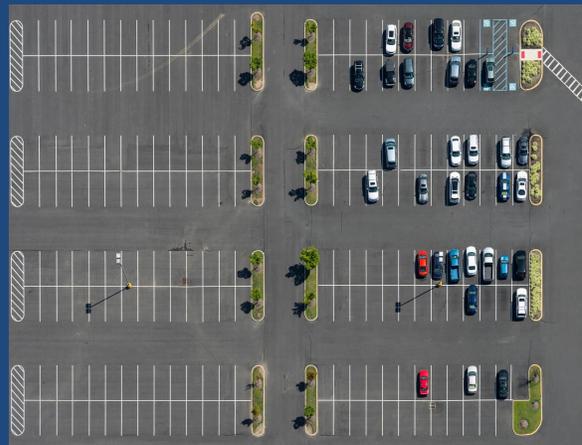
3

Executive Overview & Financials

Executive Summary

Tennessee State University (TSU) proposes renting **100 individually designated parking spaces** to the Downtown YMCA near Church Street to address the YMCA's parking needs while generating recurring revenue for the University.

- **Proposed Rental Structure**
- **Spaces:** 100 individually assigned spaces
- **Rate:** \$231 per space / month
- **Monthly Revenue:** \$23,100
- **Annual Revenue:** \$277,200
- **Term:** 1 year (renewable; expected 2 years)
- **Total Contract Value:** \$554,400
- **Financial & Strategic Benefits to TSU**
- Generates **predictable, non-academic recurring revenue**
- Rate is **below downtown market**, ensuring competitiveness
- Low operational risk; TSU retains ownership and control
- Strengthens **community partnership** with a major nonprofit institution
- **Market-Based Rate Validation**
- Downtown Nashville parking averages **\$280–\$400+ per space/month**
- Nearby garages charge **\$12–\$15+ per day**
- TSU effective rate: **~\$7.70/day**
- Provides value to YMCA while remaining fiscally responsible to TSU



4

Operations, Compliance & Board Action

- **YMCA Responsibilities**
 - Assign and track authorized users
 - Issue parking decals or credentials
 - Monitor compliance and report misuse
 - Coordinate with TSU as needed for enforcement
- **TSU Responsibilities**
 - Maintain parking lot (striping, lighting, signage, fencing, cleanup)
 - Reserve and clearly mark designated YMCA spaces
 - Coordinate access and enforcement support
- **Site Improvement (TSU Investment)**
 - Pedestrian entrance/exit on YMCA Way
 - Estimated cost: **\$14,000 (TSU-funded)**
 - Target completion: **January 1, 2026**
 - Improves safety, access, and long-term usability of the lot
- **Legal & Compliance Confirmation**
 - TSU retains full ownership, control, and operational authority
 - TSU to work with necessary state entities to obtain required approvals



5



6

This instrument prepared by:

LEASE AGREEMENT

This Lease Agreement (“**Lease**”) is entered into this ___ of _____, 2026 (the “**Effective Date**”), by and between STATE OF TENNESSEE (“**State**”) on behalf of TENNESSEE STATE UNIVERSITY, hereinafter referred to as the “**University**,” and YOUNG MEN’S CHRISTIAN ASSOCIATION OF MIDDLE TENNESSEE, hereinafter referred to as the “**YMCA**”.

WITNESSETH:

WHEREAS, pursuant to that certain Quitclaim Deed recorded in Book 5630, page 84, Register’s Office for Davidson County, Tennessee State owns the parking lot located at 330 10th Ave North, Nashville, TN 37203, hereinafter referred to as the “**Parking Lot**”; and

WHEREAS, YMCA desires to lease 100 parking spaces in the Parking Lot in the area outlined in red on Exhibit A attached hereto and incorporated herein by reference (the “**Premises**”) for the purpose of providing parking for YMCA members and guests.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, State, University and YMCA do hereby enter into an agreement for the lease of the Premises and agree as follows:

1. **Lease and Use of Premises.** Subject to the terms and conditions set forth herein, State hereby leases the Premises to YMCA, and YMCA hereby leases the Premises from State, for the Term (as defined below) of this Lease. The Premises may be used for the purpose of providing parking spaces to YMCA employees, members and guests (collectively, “**YMCA Users**”) only.
2. **Term.** The term of this Lease shall commence on the Effective Date and end on December 31, 2027 (the “**Term**”), unless otherwise terminated by either party in accordance with this Lease. At the end of the Term and upon mutual agreement, the parties may extend the term for an additional one (1) year under the rates, terms, and conditions provided herein.
3. **Termination.** Either party may terminate this Lease at any time by giving written notice to the other, at least thirty (30) days prior to the termination date.
4. **Rent.** The monthly rent for the Term shall be \$23,100.00 (the “**Rent**”), totaling \$277,200.00 per year. Rent payments shall be due and payable on or before the first day of each month and sent to the address listed in Section 16 herein, Attn: CFO.
5. **YMCA’s Obligations.** To ensure orderly and effective management of the Premises and that use of the Parking Lot is in compliance with the terms of this Lease, YMCA shall: assign and track YMCA Users of the Premises, issue parking access stickers or identification decals to YMCA Users, regularly monitor YMCA Users’ compliance with the terms of this Lease, report unauthorized use of the Premises to University, and assist University with any enforcement needs on an as-needed basis, including by taking steps to require that YMCA Users pay parking tickets issued by University. YMCA will provide its own parking staff to monitor the Premises.

Furthermore, YMCA shall ensure its compliance with all applicable state, local and federal laws and all regulations promulgated thereunder.

YMCA acknowledges that (i) the parking spaces in the Premises have been painted with a designation to indicate that they are exclusively for use by YMCA Users; (ii) YMCA Users will be informed that no parking outside of the Premises is permitted and that no overnight parking is permitted in the Parking Lot, including the Premises; (iii) a copy of the University rules applicable to the Parking Lot have been provided to YMCA and that any updates thereto will be provided promptly to YMCA; and (iv) University has the right to enforce all parking rules applicable to the Parking Lot on the Premises, including the right to tow or ticket cars parked in violation of said rules.

6. **University's Obligations.** University shall be responsible for maintaining the Parking Lot in good repair and condition throughout the Term, including litter cleanup, snow and ice removal, potential pothole repairs, lot striping, lighting, and perimeter fencing, as applicable. University provides its own parking staff to regularly monitor the entire Parking Lot, including the Premises, and nothing contained in this Lease shall limit University's access to the Premises for purposes of complying with its obligations herein or from regularly monitoring the Premises for purposes of ensuring compliance with the terms of the Lease, including, but not limited to, ensuring that only YMCA Users use the Premises and that the rules of use for the Parking Lot are properly observed. University shall promptly address any maintenance issues reported by YMCA to ensure the Parking Lot remains in a safe and operational condition. Notwithstanding anything in this Lease to the contrary, University shall not be required to ticket or tow persons parking in the Premises without YMCA authorization; it shall be the sole responsibility of YMCA to ensure that spaces in the Premises are available to YMCA Users.
7. **YMCA Default.** YMCA shall be in default of the terms of this Lease if YMCA fails to make a payment of Rent, and such Rent is not paid within fifteen (15) days of the date due. If YMCA defaults on its payment of Rent or otherwise fails to comply with its obligations under the terms of this Lease and does not cure such default within thirty (30) days of written notice by University, or if it is not possible to complete the cure within such time, YMCA has not commenced the cure within the thirty (30) day period and does not thereafter diligently pursue the same to completion within a reasonable time, then State may immediately terminate the Lease pursuant to the terms of this section by sending written notice of termination to YMCA and pursue all rights and remedies available at law or in equity.
8. **State/University Default.** State shall be in default under the terms of the Lease if State or University fails to comply with its obligations under the terms of the Lease and does not cure such default within thirty (30) days of written notice by YMCA, or if it is not possible to complete the cure within such time, University has not commenced the cure within the thirty (30) day period and does not thereafter diligently pursue the same to completion within a reasonable time. In the event of a default by State or University after notice and an opportunity to cure such default, YMCA may immediately terminate the Lease pursuant to the terms of this section by sending written notice of termination to University. Upon such termination, YMCA shall only have the right to pursue those damages permitted under Claims Commission Act, T.C.A. § 9-8-301 et seq.
9. **Casualty.** In the event the Premises is damaged or destroyed during the Term, due to fire or other casualty, regardless of the cause, State shall promptly proceed to repair, restore or rebuild the Premises to substantially the same condition as it was immediately prior to such damage or

destruction. Notwithstanding the foregoing, if the damage to the Premises is so extensive that the repair, restoration, or rehabilitation of such damage cannot reasonably be expected to be substantially completed within 180 days from the date of such damage, then either party may elect to terminate this Lease by giving written notice to the other party within thirty (30) days of the date of such casualty.

10. **Insurance.** YMCA shall, at YMCA's expense, maintain comprehensive general liability insurance against any and all liability, loss or damage arising from any injury or damage to any person or property occurring on the Parking Lot resulting from YMCA's negligence. YMCA shall provide University with proof of such coverage. University reserves the right to amend current, or require additional, insurance coverage or coverage amounts under this Lease.

University, as an agency of the State of Tennessee, and State are self-insured under the Tennessee Claims Commission Act, T.C.A. § 9-8-301 et seq. This self-insurance is effective for acts or omissions of State, University or their employees. Moreover, the insurance coverage afforded to State and University is controlled and limited by state law.

11. **Indemnification.** YMCA agrees to indemnify and hold harmless State and University, as well as its officers, agents, and employees, from and against any and all claims, liabilities, losses, and causes of action which may arise, accrue, or result to any person (including State and University), firm, corporation, or other entity which may be injured or damaged as a result of acts, omissions, or negligence on the part of YMCA, its employees, or any person acting for or on its behalf relating to this Lease. YMCA further agrees that it shall be liable for the reasonable costs of attorneys' fees in the event such services are necessitated to enforce the terms of the Lease or otherwise enforce the obligations of the parties hereto.
12. **Surrender of Possession.** Upon termination or expiration of this Lease, YMCA will peaceably surrender to the State the Premises in as good order and condition as when received, reasonable use and wear thereof excepted. Upon termination, the State may recover from YMCA an amount equal to the value of any damage to the Premises beyond reasonable wear and tear.
13. **Quiet Possession.** State agrees that YMCA shall at all times during the existence of this Lease peaceably and quietly have, hold and enjoy the Premises, without suit, trouble or hindrance from the State, or any person claiming under the State, provided that YMCA is in compliance with its obligations and keeps and performs the covenants contained herein.
14. **Improvements.** YMCA shall not make any structural improvements or additions (including parking gates) to the Premises. Any improvements, fixtures, structures, or signage shall require University's prior written approval and shall be at YMCA's expense, unless otherwise agreed to in writing by the parties. All improvements to the Premises shall be considered University property upon installation, except for removable YMCA signage, which may be removed therefrom by YMCA prior to, or within a reasonable time after, termination of this Lease.
15. **Property.** State and University assume no responsibility for the vehicles or other property of YMCA or YMCA Users at the Parking Lot. YMCA Users are solely responsible for the security, maintenance, and insurance of their property at the Premises at all times. State and University shall not be liable for any loss, theft, damages or destruction of such items, except in the case of State's or University's gross negligence.

16. **Notice.** Any notice, request, approval, or consent required or permitted to be given under this Agreement shall be in writing and deemed to have been sufficiently given if delivered in person, sent by nationally recognized overnight carrier service with confirmation of receipt, or sent by certified or electronic mail, return receipt requested, to the party to whom it is directed at its address shown below:

If to **University:** Tennessee State University
Attn: Jerome Ogelsby
3500 John A. Merritt Boulevard
Nashville, TN 37209
Tel: 615-963-4966
Email: joglesb7@tnstate.edu

With a Copy to: Tennessee State University
Attn: Office of the General Counsel
3500 John A. Merritt Boulevard
Nashville, TN 37209
Email: legalnotice@tnstate.edu

State of Tennessee
Department of General Services
Attn: Real Estate Compliance Executive Director
Tennessee Tower, 22nd Floor
312 Rosa L. Parks Ave.
Nashville, TN 37243

If to **YMCA:** Nashville Downtown YMCA
Attn: David Shipman
1000 Church Street
Nashville, TN 37203
Tel: (615) 259-9622
Email: dshipman@ymcamidtn.org

17. **Force Majeure.** No party shall be liable or responsible to the other party, nor be deemed to have defaulted under or breached this Lease, for any failure or delay in fulfilling or performing any term of this Lease (except for any obligations to make payments to the other party hereunder), when and to the extent such failure or delay is caused by or results from acts beyond the affected party's reasonable control, including, without limitation: (a) acts of God; (b) flood, fire, earthquake, or explosion; (c) war, invasion, hostilities (whether war is declared or not), terrorist threats or acts, riot, or other civil unrest; (d) government order or law, including any government-declared emergency or shutdown; (e) actions, embargoes, or blockades in effect on or after the date of this Lease; (f) action by any governmental authority; (g) pandemic or epidemic; (h) national or regional emergency; and (i) strikes, labor stoppages or slowdowns, or other industrial disturbances; and (j) shortage of adequate power or other utility facilities.

18. **Assignment.** YMCA shall not assign this Lease or sublease any portion of the Premises described herein without obtaining the prior written approval of State.

19. **Modification.** This Lease may only be modified by a written amendment signed by all parties hereto.
20. **Governing Law.** This Lease shall be governed by and construed in accordance with the laws of the State of Tennessee, without regard to its conflicts of law principles.
21. **Conflict Resolution.** Except with respect to controversies or claims regarding either party's confidential information or property rights under this Lease, in the event any controversy or claim arises in connection with any provision of this Lease, the parties shall try to settle their differences amicably by referring the disputed matter to their respective designated representative(s) for discussion and resolution. Either party may initiate such informal dispute resolution by sending written notice of the dispute to the other party, and if such representatives are unable to resolve such dispute within thirty (30) days of initiating such negotiations, either party may seek remedies available to such party under law. The provisions of this section are subject to the requirements of T.C.A. § 8-6-301 and T.C.A. § 20-13-103, as applicable.
22. **Entire Agreement.** This Lease shall constitute the entire agreement between the parties relating to the subject matter contained herein. This Lease supersedes any and all prior understandings, representations, negotiations, and agreements between the parties, whether written or oral.
23. **Counterparts.** This Lease may be executed in counterparts, all of which taken together shall constitute the same agreement. Further, photocopies, electronic transmission (including, but not limited to, by portable document format (pdf)) signatures, and/or electronic signatures shall be deemed as valid as an original.
24. **Miscellaneous.** Time is of the essence of this Lease, and the terms and provisions of this Lease shall extend to and be binding upon and inure to the benefit of the heirs, executors, administrators, successors and assigns to the respective parties hereto. In the event YMCA remains in possession of the Premises after the expiration of the Term, this Lease shall be automatically extended on a month-to-month basis, subject to thirty (30) days termination by either party, and otherwise on the terms and conditions herein specified, so far as applicable.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the parties have executed this Lease as of the Effective Date.

STATE:

State of Tennessee

By: _____

Name: Andy T. Kidd, Commissioner,
Department of General Services

Approved:

Jonathan Skrmetti
Attorney General & Reporter

Bill Lee, Governor

STATE OF TENNESSEE
COUNTY OF DAVIDSON

Personally appeared before me, the undersigned Notary Public for the State and County aforesaid, **Andy T. Kidd**, Commissioner of the Department of General Services, with whom I am personally acquainted and who, upon oath, acknowledged that he is the Commissioner of the Department of General Services and that he as Commissioner, being authorized to do so, executed the foregoing instrument for the purpose therein contained by signing the name of the State of Tennessee by himself as Commissioner.

Witness my hand and official seal at office, this _____ day of _____, 2026.

My Commission Expires: _____

Notary Public

UNIVERSITY:

Tennessee State University

By: _____

Name: Dwayne Tucker, President

STATE OF TENNESSEE
COUNTY OF DAVIDSON

Personally appeared before me, the undersigned, a Notary Public for the State and County aforesaid personally appeared Dwayne Tucker, with whom I am personally acquainted and who, upon his oath, acknowledged himself to be the President of the Tennessee State University, the within bargainer, and that he as such President of Tennessee State University, being authorized so to do, executed the foregoing instrument for the purpose therein contained by signing the name of Tennessee State University by himself as such President of Tennessee State University.

Witness my hand and official seal at office, this _____ day of _____, 2026.

My Commission Expires: _____
Notary Public

YMCA:

Young Men's Christian Association of Middle Tennessee

By: _____

Name: _____

STATE OF TENNESSEE
COUNTY OF _____

Personally appeared before me, the undersigned, a Notary Public for the State and County aforesaid personally appeared _____, with whom I am personally acquainted and who, upon his/her oath, acknowledged himself/herself to be the _____ of the Downtown Nashville YMCA, the within bargainer, and that he/she as such _____ of Downtown Nashville YMCA, being authorized so to do, executed the

foregoing instrument for the purpose therein contained by signing the name of Downtown Nashville YMCA by him/herself as such _____.

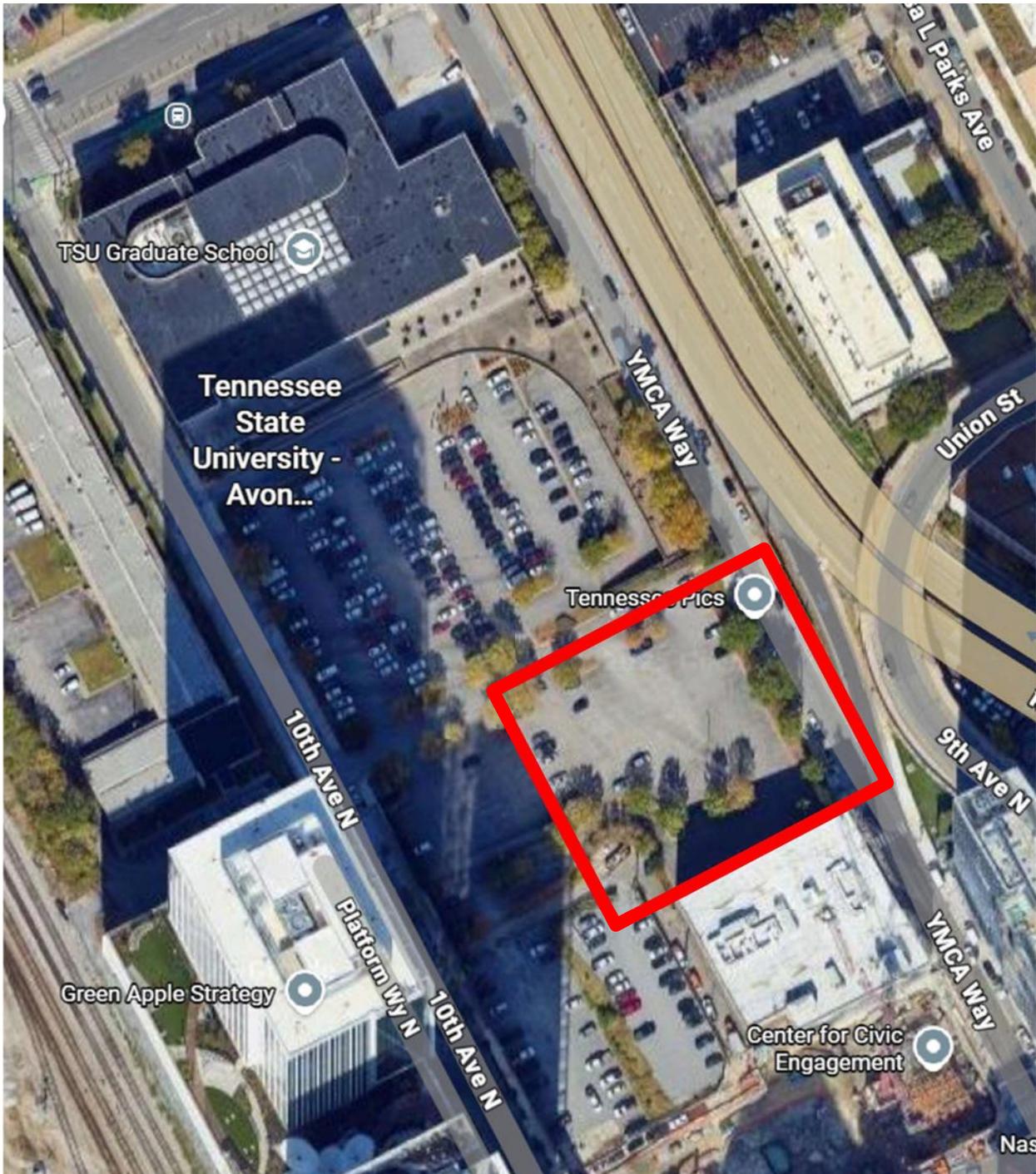
Witness my hand and official seal at office, this _____ day of _____, 2026.

My Commission Expires: _____

Notary Public

DRAFT

Exhibit A
Depiction of the Premises



TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of Parking Rules

RECOMMENDED ACTION: Approval

PRESENTED BY: Jerome Oglesby, Vice President of Administration, Chief Operating Officer

Background Information

TSU proposes the enclosed Parking, Traffic, and Safety Enforcement Rules (“Parking Rules”) of Tennessee State University, which will govern parking and traffic regulations on all university campuses and properties owned or controlled by TSU. The proposed Parking Rules establish requirements for vehicle registration, permit issuance, enforcement, penalties, and appeals to ensure safety, accessibility, and orderly campus operations.

Tennessee law generally requires that the University adopt rules through an administrative process when the subject of the rule affects private rights or privileges available to the public. Parking, traffic, and safety enforcement rules fall into this category. The enclosed Parking Rules were reviewed by the Chief Operating Officer. In addition to this internal review, the proposed Parking Rules will require a formal public hearing, approval by the Attorney General and Secretary of State, and will be subject to review and approval by the Government Operations Committee of the Tennessee State Legislature. The promulgation process is enumerated in the Tennessee Uniform Procedures Act at T.C.A. § 4-5-201, et seq.

TSU seeks Board approval to proceed through the administrative rulemaking process, with the proposed Parking Rules to be implemented at the conclusion of the rule promulgation process. This Board action ensures compliance with statutory requirements and supports the effective administration and enforcement of parking regulations across TSU.

Committee Action

The Committee Chair will call for a motion on the requested action.

MOTION: I move to recommend to the full Board the approval of the Parking Rules of Tennessee State University as contained in the Board materials for the February 19, 2026, meeting, and to authorize the University administration to take all steps necessary to implement these rules through the administrative rulemaking process.

Rules of
Tennessee State University

Chapter 0240-08-01
Parking, Traffic, and Safety Enforcement

0240-08-01 Parking, Traffic, and Safety Enforcement is added as a new rule and shall read:

0240-08-01-.01 Purpose

- (1) This Chapter is intended to facilitate the orderly and efficient flow of traffic on the TSU campus, promote a safe environment for pedestrians and vehicle operators, and provide order with respect to parking within limited space. Parking and traffic rules apply to all persons on Tennessee State University (“TSU” or the “University”) property.
- (2) TSU reserves the right to regulate the use and/or parking of all vehicles on University property. Designated University departments and officials are responsible for enforcing these regulations. Enforcement actions—including citation issuance, vehicle immobilization, or towing in accordance with this rule, University regulations, City of Nashville ordinances, and Tennessee state laws—may result in expenses that are the sole responsibility of the vehicle owner.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

0240-08-01-.02 Definitions

- (1) Campus. The main TSU campus, Avon Williams campus, and any additional property owned or controlled by the University.
- (2) Vehicle. Any self-propelled vehicle, including, but not limited to, automobiles, motorcycles, scooters, mopeds, and golf carts capable of exceeding twenty-five (25) miles per hour over level, paved surfaces.
- (3) Visitor. Any person on the Campus who is not a current student, member of the faculty, staff, or administration.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

0240-08-01-.03 General

- (1) The motor vehicle laws of the State of Tennessee are in effect twenty-four (24) hours a day on University property.

- (2) All persons are expected to know and comply with applicable State motor vehicle laws, the traffic ordinances of Metropolitan Nashville-Davidson County, and this rule.
- (3) The acceptance of a parking permit, temporary or permanent, or the operation of a vehicle on University property constitutes agreement to comply with these regulations and all applicable laws governing traffic, parking, and vehicle operation.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

0240-08-01-.04 Vehicle Registration and Parking Permits

(1) Vehicle Registration

- (a) Students and employees who own and/or operate a vehicle on campus or on University property must register the vehicle online or with the Parking Services Office and obtain a valid parking permit. All automobiles on University property are required to be registered and display a current parking permit while parked on University property.
- (b) The registrant of a parking permit shall be responsible for all parking violations issued to any vehicle displaying that permit. Registration of any vehicle shall be in only one (1) name. Providing false or erroneous information during vehicle registration is subject to a penalty.
- (c) Failure to register a vehicle for a current parking permit may result in denial of campus access, issuance of a citation, immobilization, and/or towing of the vehicle at the owner's expense.
- (d) Upon issuance of a new license plate, the person in whose name a vehicle is registered at the University shall report the new license plate number to the Parking Services Office within seven (7) days of issuance.
- (e) Students must be registered for classes, have registration confirmed, and have satisfied all required University fees before obtaining a parking permit.

(2) Parking Permit

- (a) Parking permits will be issued online, at the Parking Services Office, or at other designated locations as determined by the University. Except as otherwise provided herein, all vehicles parked on University property must properly display a valid, current parking permit.
- (b) Acceptance of any parking permit, whether temporary or permanent, constitutes acceptance of all University regulations, ordinances, and applicable laws governing the safe and responsible operation and parking of a vehicle on University property.
- (c) All students and employees who obtain a parking permit are required to pay the applicable parking permit fee as a condition of issuance, unless expressly exempted by the University.

Parking permit fees, including rates, categories, exemptions, and payment deadlines, shall be established by the University and published on the Parking Services website. Failure to pay the required parking permit fee may result in denial, suspension, or revocation of parking privileges.

- (d) Parking permits may be denied to any student or employee who has outstanding parking citations or fines from prior academic terms until such obligations are paid in full. The first citation issued to an employee for an expired parking permit may result in the vehicle being towed at the owner's expense.
- (e) Parking permits may be used only by the permit holder registered with Parking Services and are not transferable from person to person. Parking without the appropriate permit is prohibited and may result in citation, fines, immobilization, and/or towing at the owner's expense. Any citation issued under a permit shall remain the responsibility of the permit holder, regardless of who was operating the vehicle at the time of the violation.
- (f) All parking permits remain the property of Tennessee State University. No vehicle may be parked on University property unless it is properly registered with Parking Services.
- (g) Students, faculty, staff, and administration are not considered visitors and may not utilize visitor parking permits or visitor-designated parking spaces. Violations may result in disciplinary action and/or fines.
- (h) New employees shall have up to three (3) workdays to obtain and properly display a reserved parking permit. Failure to properly display a current parking permit or improper display of a reserved parking permit shall constitute a parking violation and may result in a citation. Reserved parking spaces are enforced from 6:00 a.m. to 6:00 p.m., Monday through Friday, unless otherwise posted. Certain reserved spaces, including accessible, residential, and administrative areas, may be enforced at all times
- (i) If a parking permit is lost or stolen, the permit holder must submit a Parking Permit Loss Report to Parking Services. A replacement permit may be issued upon submission of required documentation and payment of any applicable replacement fee.

(3) Disabled Parking Permits

- (a) Any student or employee may apply for disabled parking privileges.
 - 1. To obtain a TSU disabled parking permit, individuals must possess a valid state-issued disabled license plate or placard and provide proof of ownership.
 - 2. Temporary disabled parking permits may be issued for injuries or temporary disabilities for a period not to exceed one (1) semester or four (4) consecutive months, whichever is of greater benefit to the individual, provided the request is accompanied by a physician's statement certifying the impairment.

- (b) A valid state-issued disabled license plate or placard must be properly displayed to park in spaces designated and reserved for persons with disabilities on University property.
- (c) The individual to whom the disabled license plate or placard has been issued must be using the vehicle in order for the vehicle to be parked in the disabled space. The owner of the parking permit or owner of the vehicle may be charged the maximum fine allowed by law for improper use of a disabled placard or license plate.
- (d) Pursuant to T.C.A. § 55-21-108, fines for violating the disabled parking law cannot be suspended or waived.

(4) Parking permits are valid from September 1 through August 31 of each academic year.

Authority: T.C.A. §§ 49-8-101(a)(2)(A), 49-8-203(a)(1)(D), and 55-21-108.

0240-08-01-.05 Operation, Parking, and Traffic Rules for Vehicles on Campus

- (1) Vehicles operated or parked in violation of University regulations, policies, or applicable laws may be subject to enforcement actions, including issuance of citations, immobilization, denial of parking privileges, and towing at the owner's expense.
- (2) The University assumes no liability or responsibility for loss or damage to vehicles parked on University property.
- (3) Speed and Vehicle Operation.
 - (a) Unless otherwise posted, the maximum speed limit on all University drives, streets, roads, and parking areas is fifteen (15) miles per hour.
 - (b) All vehicles must come to a complete stop at intersections controlled by stop signs or other official traffic control devices. U-turns, passing, and driving around barricades or traffic control devices are prohibited.
 - (c) Vehicles may not be operated on sidewalks, lawns, landscaped areas, or other non-designated driving surfaces. No individual may drive a vehicle through the University campus unless prior approval has been obtained from Parking Services, the TSU Police Department, or Facilities Management. Approval will be granted only for emergency or other authorized purposes.
 - (d) Pedestrians shall be given the right-of-way at all crosswalks and where traffic control devices require.
 - (e) Operators of vehicles on University property must obey all traffic laws, regulations, traffic control devices, signage, postings, and lawful directions governing vehicular movement and parking, whether or not such requirements are expressly set forth in these regulations.

(4) Parking

- (a) Parking is permitted only in clearly designated and authorized spaces. Only one (1) vehicle may occupy a parking space.
- (b) Students residing on campus must park only in assigned residential parking areas.
- (c) The responsibility for locating a legal parking space rests solely with the vehicle operator. Lack of available or convenient parking does not excuse a violation.
- (d) The University reserves the right to temporarily close parking areas for University purposes. Advance notice will be provided when practicable.
- (e) Parking is prohibited in areas not designated or authorized for parking, including but not limited to:
 - 1. Crosswalks,
 - 2. Building entrances,
 - 3. Fire Hydrants,
 - 4. Fire Lanes and Emergency access Areas,
 - 5. Stall Marker Lanes, and
 - 6. Areas posted or marked “No Parking.”
- (f) Vehicles parked in violation may be cited and/or towed at the owner’s expense.
- (g) Vehicles identified as disabled, abandoned, or improperly parked may be subject to citation and/or towing.
- (h) Operators of disabled vehicles parked in violation of University policy must immediately notify Parking Services. Failure to report may result in enforcement action.

(5) Visitor Parking

- (a) Visitors operating or parking vehicles on University property are subject to all applicable University parking and traffic regulations, policies, ordinances, and laws. Violations may result in citation, immobilization, and/or towing at the owner’s expense.
- (b) All visitors are required to obtain a visitor parking permit by scanning the posted QR codes in designated visitor parking areas and purchasing parking for the duration of their visit, unless otherwise authorized by Parking Services.

- (c) Visitor parking permits may not be issued to vehicles registered to current students, faculty, staff, administration, or contractual employees of the University.
 - (d) Visitors who have frequent or recurring business on campus may apply for a visitor parking permit through Parking Services. Approval and any applicable registration fee shall be at the discretion of the Parking Services Director.
 - (e) For parking purposes only, individuals enrolled in short courses, programs, or training sessions exceeding one (1) week in duration shall be considered students for parking purposes and are required to obtain the appropriate student parking permit.
 - (f) Requests for special guest or event-related parking accommodations should be submitted to Parking Services as far in advance as practicable. Special event parking requests should be submitted no fewer than seven (7) calendar days prior to the event.
- (6) Advertising vehicles “For Sale” in University parking lots is prohibited. Vehicles identified for such display for forty-eight (48) hours or more may be deemed improperly parked and subject to citation and/or towing.
- (7) University-Owned Vehicles.
- (a) Operators of University-owned vehicles are subject to all University traffic and parking regulations.
 - (b) University-owned vehicles are not required to display parking permits and may park in authorized areas as necessary for University business. Parking a University-owned vehicle in an unauthorized area may result in a citation and/or towing.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

0240-08-01-.06 Parking and Traffic Violations

- (1) Parking and traffic violations are subject to fines as established by the University and published on the Parking Services website. Fines shall not exceed amounts authorized by applicable Tennessee law or local ordinance. The vehicle owner or parking permit holder shall be responsible for all fines, towing, immobilization, storage, and related fees.
- (2) All fines must be paid through the Bursar’s Office during posted business hours or through other payment methods authorized by the University.
- (3) All parking citations issued to students must be paid prior to class registration, and any student with unpaid fines may have a registration hold placed on their account and will be prohibited from receiving grades, transcripts, or registering for the next semester until all fines are satisfied.
- (4) Fines assessed against students that remain unpaid may be charged to the student’s University account and treated as any other debt owed to the University.

- (5) Fines assessed against faculty, staff, administration, or other employees that remain unpaid may be subject to payroll deduction or collection procedures in accordance with applicable University policies and governing guidelines.
- (6) Parking citations may be issued no more frequently than once every four (4) hours for the same violation at the same location. No more than two (2) citations shall be issued in a single day for the same violation at the same location; however, this limitation shall not apply to overtime violations at parking meters.
- (7) Receipt of three (3) parking citations within a single academic semester may result in suspension of the individual's privilege to operate or park a vehicle on University property for the remainder of the academic year.
- (8) During any period of suspension, the vehicle associated with the suspended operator may be placed on a towing list and subject to towing any time it is parked on University property. Written notice of such suspension, or of further violations following suspension, may be provided to the appropriate academic dean, supervisor, or administrative office.
- (9) Habitual or flagrant violators may also be referred to the Office of Student Conduct and Mediation Services or other appropriate disciplinary authority.
- (10) Vehicles may be immobilized (booted) and/or towed at the owner's expense if parked or operated in violation of University regulations, applicable ordinances, or Tennessee law, including but not limited to:
 - (a) Creating a traffic or pedestrian hazard;
 - (b) Accumulating repeated parking or traffic citations within a semester;
 - (c) Parking during a period of suspended parking privileges;
 - (d) Parking in restricted, reserved, fire lane, or emergency access areas; or
 - (e) Other violations identified by Parking Services.
- (11) Any person who removes or damages a boot without authorization shall be responsible for the cost of the boot and associated fees and may be subject to disciplinary action and/or prosecution.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

0240-08-01-.07 Appeal of Parking and Traffic Citations

- (1) Any student, employee, or visitor who receives a parking or traffic citation on University property may appeal the citation in accordance with procedures established by Parking

Services. The appellant bears the burden of demonstrating that the citation was issued in error or that enforcement was improper.

- (2) Students who receive a parking or traffic citation may appeal the citation within fifteen (15) calendar days from the date of issuance by submitting an appeal through the University's designated online appeal system. Appeal procedures and instructions shall be published on the Parking Services website.
- (3) Employees and campus visitors who receive a parking or traffic citation may appeal the citation within fifteen (15) calendar days from the date of issuance by submitting an appeal through the Parking Services website or by filing an appeal form as prescribed by Parking Services.
- (4) Appeals submitted within the required timeframe shall be reviewed by the Director of Parking Services. Decisions shall normally be issued within fifteen (15) working days, or within thirty (30) working days during major special events or periods of high volume.
- (5) An appellant whose citation is upheld or modified by the Director of Parking Services may submit a second appeal to the University Parking and Traffic Committee within ten (10) calendar days of the date of the Director of Parking Services' decision.
- (6) The Parking and Traffic Committee shall consist of three (3) members, including one representative from the faculty or staff, one representative from the student body, and one representative from the administration. The Committee shall review appeals based on the written record submitted and may affirm, modify, or reverse the decision of the Director of Parking Services.
- (7) The decision of the Parking and Traffic Committee shall constitute the final administrative decision of the University.
- (8) Any student, employee, or visitor whose vehicle has been towed or immobilized may appeal such action only after the vehicle has been released from impoundment or immobilization. Appeals of towing or immobilization must be submitted within seven (7) calendar days of the towing or immobilization date and shall follow the appeal procedures set forth in this section.
- (9) Payment of a citation, or the filing of an appeal, shall not restrict the University, the Office of Student Conduct, or the University Parking and Traffic Committee from suspending or revoking parking privileges, imposing additional sanctions, or taking enforcement action for repeated or flagrant violations.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

0240-08-01-.08 Personal Mobility Devices on Campus

- (1) For purposes of this section, personal mobility devices shall not be considered 'vehicles' as defined in Section 2 unless otherwise designated by the University.

- (2) All skateboards, scooters, bicycles, in-line skates, roller skates, and similar personal mobility devices (collectively, “personal mobility devices”) operated on University property must be used in accordance with all applicable traffic rules, regulations, postings, and directions, whether or not such rules, regulations, postings, or directions are expressly included in these regulations, and operators must yield the right-of-way to pedestrian traffic at all times.
- (3) Designated racks, parking areas, or storage locations may be provided for bicycles and other approved personal mobility devices. Such devices may not be parked, stored, or secured in any area not specifically designated for that purpose. All personal mobility devices parked or stored on University property are stored at the owner’s sole risk, and the University assumes no responsibility or liability for theft, loss, or damage.
- (4) Personal mobility devices that are improperly parked, stored in unauthorized locations, in a state of disrepair (including, but not limited to, flat tires, bent rims, broken components), or reasonably determined to be abandoned due to prolonged non-use are subject to impoundment.

Authority: T.C.A. §§ 49-8-101(a)(2)(A) and 49-8-203(a)(1)(D).

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of Debt Management Policy

RECOMMENDED ACTION: Approval

PRESENTED BY: April Robinson, Chief Financial Officer

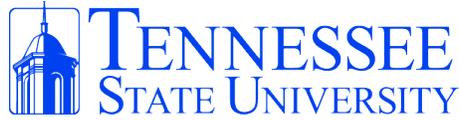
Background Information

The enclosed debt Management policy is a new policy for the University. The policy was modeled after policies at similar Tennessee state institutions in good standing and without any state audit findings on their respective debt management policies.

Committee Action

The Committee Chair will call for a motion recommending the adoption of the proposed Debt Management Policy.

MOTION: I move to approve the Debt Management Policy, as contained in the Board materials for the February 19, 2026, meeting.



**BUSINESS AND FINANCE
DEPARTMENT**
General Accounting

Effective Date: Upon Approval

DEBT MANAGEMENT

Policy Number

Approval Authority

Board of Trustees

Responsible Administrator

Chief Financial Officer

Responsible Office

Business and Finance

Policy Contact

Controller

1.0 POLICY STATEMENT

The Tennessee State University Board of Trustees (the “Board”), with prior approval as needed from the Tennessee State School Bond Authority (the “Authority”), has the power to authorize Tennessee State University (“TSU” or the “University”) to borrow money. This policy applies to the university's external debt transactions. Debt levels and their related annual costs are important financial considerations that impact the use of available resources. This debt management policy provides guidelines for the University to approve and manage its use of debt in line with those resources.

2.0 IMPORTANCE AND REASON FOR THE POLICY

Adherence to a debt management policy signals to rating agencies and the capital markets that the University is well-managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for the University and the Board to manage its debt programs in line with those resources.

This policy also serves as a tool to ensure that financial resources are sufficient to meet the University’s long-term debt program and financial planning objectives. In addition, the policy helps to ensure that financings undertaken by the Board satisfy clear, objective standards designed to protect the University’s financial resources and to meet its long-term capital needs. Additionally, the policy addresses the following:

- **Authority:** Establishes approval authority for all debt arrangements and assigns responsibilities for review, recommendation, and authorization.
- **Policy Goals:** Identifies policy goals and demonstrates a commitment to long-term financial planning and the creditworthiness of the University.
- **Justification:** Provides justification for the structure of debt issuance.
- **Quality:** Ensures high-quality decision-making regarding debt issuances.
- **Guidelines:** Provides guidelines for utilizing debt financing for critical facilities, real property improvements, equipment, and capital leases. This includes specifying the types of debt approved by the Authority and the General Assembly.

3.0 DEFINITIONS

- A. **Debt** – is generally defined as any obligation to repay borrowed money, including but not limited to loans, bonds, and other forms of borrowing. It represents a financial liability that requires a future payment, often with interest.
- B. **Debt Capacity** – refers to the maximum amount of debt an entity can reasonably take on and manage, ensuring they can meet repayment obligations without financial strain.
- C. **Taxable Debt** – (as in bonds) refers to a debt security (like a bond) whose return to the investor is subject to taxes at the local, state, or federal level, or a combination of these.

4.0 PROCEDURES

I. Introduction.

The Board adopts the following policies concerning debt management.

- A. Pursuant to T.C.A. § 49-3-1205(11), whenever the Board takes action under Chapters 4, 7-9, and 12 of Title 49 to borrow money for any purpose, the Board must first seek the approval of the Tennessee State School Bond Authority (Authority), created in 1965 under the Tennessee State School Bond Authority Act, T.C.A. § 49-3-1201 et seq. through the Tennessee Board of Regents (TBR). The Authority is a corporate governmental agency and instrumentality of the State of Tennessee, whose purpose is to finance capital projects for public institutions of higher education located in Tennessee by issuing its bonds and notes. TBR has entered into a Second Program Financing Agreement (Agreement) as of November 1, 1997, with the Authority for the financing of projects for public institutions.

- B. With the approval of the Authority, the university reserves the right to utilize other borrowing methods, should special circumstances arise.
- C. The Authority has financed a variety of higher education projects including, but not limited to, dormitories, athletic facilities, parking facilities, student activities/recreation centers, research laboratories, and major equipment purchases. These projects could be contrasted with capital projects for basic academic needs such as classrooms and libraries that are funded from the proceeds of the State's general obligation bonds issued by the State Funding Board and for which the public institutions are not obligated to pay the debt service.

II. Goals and Objectives.

- A. The Board is establishing this policy as a tool to ensure that financial resources are adequate to meet the University's long-term debt program and financial planning.
- B. In addition, this policy helps to ensure that financing undertaken by the University satisfies certain clear objective standards designed to protect the University's financial resources and to meet its long-term capital needs.
- C. This policy coordinates with other policies of the University.
 - 1. The goals of this policy are:
 - a. To document responsibility for the oversight and management of debt-related transactions;
 - b. To define the criteria for the issuance of debt;
 - c. To define the types of debt approved for use within the constraints established by the Tennessee General Assembly;
 - d. To define the appropriate uses of debt; and
 - e. To minimize the cost of issuing and servicing debt.
 - 2. The objectives of this policy are:
 - a. To establish clear criteria and promote prudent financial management for the issuance of all debt obligations;
 - b. To identify legal and administrative limitations on the issuance of debt;
 - c. To ensure the legal use of the Board's direct debt issuance authority;
 - d. To maintain appropriate resources and funding capacity for present and future capital needs;

- e. To evaluate debt issuance options;
- f. To promote cooperation and coordination with other stakeholders in the financing and delivery of services;
- g. To manage interest rate exposure and other risks; and
- h. To comply with federal regulations and Generally Accepted Accounting Principles (GAAP).

III. Debt Management.

A. Purpose and Use of Debt Issuance

1. Debt may be used to finance projects identified by the University . Projects are identified and submitted annually to the Tennessee Higher Education Commission (the “Commission”). After consideration by the Commission, these projects are incorporated into the State of Tennessee's annual budget (as “disclosed projects”). From time to time, mission critical projects not considered part of the annual process will be brought to the Commission by the Board (through University administration) for intra-year financing.
2. Debt may be used to finance project costs, which include all direct capital costs and indirect capital costs of projects, including, but not limited to, costs of construction and acquisition, costs of issuance of debt, funded interest on debt, and amounts to fund or replenish reserves, if and to the extent approved by the Authority. In compliance with Article II, Section 24 of the Tennessee Constitution, no budgeted operational expenditures (including internal employee labor) shall be reimbursed with debt proceeds, unless such debt is retired/repaid within the fiscal year of issuance.
3. Prior to the issuance of bonds, bond anticipation notes may be issued for the payment of costs as authorized by the Authority.
4. Bonds may be issued to refinance outstanding debt.

B. Debt Capacity Assessment

1. This policy requires the assessment of the University’s debt capacity on a project-by-project basis as each project is considered. Debt capacity of each project is based on debt service coverage, which measures the actual margin of protection for annual debt service payments from the annual pledged revenue. The pledged revenue plus the pledge of legislative appropriations must meet a two (2) times coverage test for the project to be approved for debt funding.
2. Bond anticipation notes are limited to the amount stated in the related Resolution and/or Credit Agreement.

C. Federal Tax Status

1. Tax-Exempt Debt. The Board will use its best efforts to have projects eligible for financing with tax-exempt debt based on the assumptions that tax-exempt interest rates are lower than taxable rates and that the interest savings outweigh the administrative costs, restrictions on use of financed projects, and investment constraints.
2. Taxable Debt. The Board will agree to financing of projects with taxable debt when projects are not eligible to be financed with tax-exempt debt or when the administrative costs, restrictions on use of financed projects, and investment constraints outweigh the benefit of tax-exempt rates.

D. Legal Limitations on the Use of Debt

1. Pursuant to T.C.A. § 49-3-1207(d)(4), limitations on the purpose to which the proceeds of sale of bonds or notes may be applied are contained in the resolution(s) authorizing the bonds or notes.
2. No debt may be issued for a period longer than the useful life of the capital project it is funding.

IV. Types of Debt.

- A. Pursuant to T.C.A. § 49-3-1207, the Authority is authorized from time to time to issue its negotiable bonds and notes.
- B. The Chief Financial Officer, or designee, will work with the Authority concerning the type of debt used to fund the University's projects.
- C. The Board will request funding through short-term debt, as needed, to fund projects during their construction phase and to fund projects with an average useful life of ten (10) years or less.

V. Debt Management Structure.

- A. The Board, when requesting financing for a project, shall request the Authority to structure the funding:
 1. Term. All capital projects financed through the issuance of debt will be financed for a period not to exceed the useful life of the projects, but in no event will the term exceed thirty (30) years.
 2. Financed (Capitalized) Interest
 - a. Certain projects may require the use of capitalized interest from the issuance date until the University has beneficial use or occupancy of the financed project.

- b. Interest may be financed (capitalized) through a period permitted by federal law and the Authority's Second Program General Bond Resolution, if it is determined that doing so is beneficial.

3. Debt Service

- a. Debt issuance shall be planned to achieve relatively net level debt service. The Board shall not use bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream.
- b. No request shall be made to the Authority for debt to be structured with deferred repayment of principal, unless such structure is specifically approved by affirmative vote of the members of the Board.

VI. Refunding Outstanding Debt.

- A. At least semiannually, Authority staff, with assistance from the Authority's Financial Advisor, analyzes outstanding bond issues for refunding opportunities, whether for economic, tax-status, or project reasons.
- B. Consideration is to be given to anticipated costs and administrative implementation and management.
- C. The Board (through University administration) shall report to the Authority a need for refunding when:
 - 1. The refunding of the debt is necessary due to a change in the use of a project that would require a change to the tax status of the debt.
 - 2. The project is to be sold or no longer in service while still in its amortization period.
 - 3. Restrictive covenants prevent the issuance of other debt or create other restrictions on the financial management of the project and revenue-producing activities.
- D. The Board will request the refunding term to be no longer than the term of the originally issued debt.

VII. Reserve Funds.

- A. Debt Service Reserve Fund
 - 1. The Authority's Second Program General Bond Resolution establishes a Debt Service Reserve Fund to be set up for each bond that is issued.

2. If future Authority bond resolutions do not require such a reserve fund, this provision is not required.

B. Interest Rate Reserve Fund

1. The Authority establishes an interest reserve fund for the bond anticipation notes issued for each project. The interest reserve fund provides security for interest due on the bond anticipation notes such interest matures between billings.
2. The Board will pay on a monthly basis based on the amount of loans issued.
3. When the short-term debt for a project is either repaid or converted to bonds, the amount invested in the reserve fund will be credited back to the University.

VIII. Risk Assessment.

- A. The Assistant Vice President for University Design and Construction, subject to approval by the Chief Financial Officer, will evaluate each transaction to assess the types and amounts of risk associated with it, considering all available means to mitigate those risks.
- B. The Assistant Vice President for University Design and Construction, subject to the approval of the Chief Financial Officer, will evaluate all proposed transactions for consistency with the objectives and constraints defined in this policy.
- C. The following risks will be assessed before issuing debt:
 1. Change in Public/Private Use. The change in the public or private use of a project funded by tax-exempt funds could potentially cause a bond issued to become taxable.
 2. Default Risk. The risk that revenues for debt service payments are not all received by the due date.
 3. Liquidity Risk. For variable rate debt, the risk of having to pay a higher rate to the Authority for the liquidity provider in the event of a failed remarketing.
 4. Interest Rate Risk. For variable rate debt, the risk that interest rates will rise, on a sustained basis, above levels that would have been set if the issue had been fixed.
 5. Rollover Risk. For variable rate debt, the risk of the inability to obtain a suitable liquidity facility at an acceptable price to replace a facility upon termination or expiration of the contract period.

IX. Transparency.

- A. As a public body, the Board shall comply with the Tennessee Open Meetings Act.
- B. Additionally, the University will assist the Authority in complying with U.S. Securities and Exchange Commission Rule 15c2-12, by providing certain financial information and operating data by specified dates, and to provide notice of certain enumerated events with respect to the bonds, if material.
 - 1. Issuer's Counsel: The Authority will enter into an engagement letter with each lawyer or law firm representing it in a debt transaction. An engagement letter is not required for lawyers employed by the Office of the Attorney General and Reporter for the State of Tennessee, which serves as counsel to the Authority.
 - 2. Bond Counsel: Engaged through the Office of State and Local Finance, Bond Counsel assists the Authority on all debt issues under a written agreement.
 - 3. Financial Advisor: Also engaged through the Office of State and Local Finance, the Financial Advisor assists the Authority on financial matters under a written agreement. The Financial Advisor is prohibited from bidding on or underwriting any issue for which it provides advisory services.

X. Professional Services.

- A. From time to time, the University uses its General Counsel for advice on aspects of a debt transaction; no engagement letter is required since the General Counsel is an employee of the University.
- B. Additionally, the University relies upon advice from the Office of Attorney General and Reporter, with which no engagement letter is required.

XI. Potential Conflicts of Interest.

- A. If the University were to hire professionals to assist the University in a debt transaction, the professionals shall be required to disclose to the University existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor), as well as the Authority.
- B. This disclosure shall include such information that is reasonably sufficient to allow the University administration to appreciate the significance of the relationships.

XII. Debt Administration.

- A. Planning for Sale.

1. The Board (through the University’s Chief Financial Officer), will provide all requisite information to the Authority to facilitate the compilation of data necessary for the Official Statement related to the bond issuance and bond underwriting.
- B. Post-Sale
1. The Board (through the University’s Chief Financial Officer) will ascertain that fees and charges are established at levels sufficient to meet the two-time debt service coverage when combined with legislative appropriations.
 2. The Board (through the University’s Chief Financial Officer) will provide for timely transmission of requisite debt service payments as billed by the Authority.
- C. Continuing Administration
1. The Board (through University administration) will ascertain that facilities financed with tax exempt debt will be used in a manner such as to not jeopardize the exempt status of the issued debt.
 2. The Board (through University administration) will maintain the financed facilities in a prudent manner establishing maintenance reserves when necessary to preserve the viability of facilities.

XIII. Federal Regulatory Compliance and Continuing Disclosure.

- A. Arbitrage
1. The Chief Financial Officer, or designee, will work with the Office of State and Local Finance to comply with arbitrage requirements on invested tax-exempt bond funds consistent with representations made in the relevant Tax Certificate.
 2. The University will also retain all records relating to debt transactions for as long as the debt is outstanding, plus three (3) years after the final redemption date of the transaction.
- B. Generally Accepted Accounting Principles (GAAP). The University will comply with the standard accounting practices adopted by the Governmental Accounting Standards Board when applicable.

5.0 AUTHORITY AND REFERENCES

References:

- Governmental Accounting Standards Board

- T.C.A. §§ 49-3-1201 et seq.; 49-3-1205(11); 49-3-1207(d)(4);
- Tennessee Open Meetings Act;
- U.S. Securities and Exchange Commission Rule 15c2-12.

6.0 HISTORY

N/A



**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AUDIT COMMITTEE	
Thursday, February 19, 2026 3:30 p.m. CT	Tennessee State University Main Campus Farrell Westbrook Complex (The Barn) 3500 John A. Merritt Blvd. Nashville, TN 37209

AGENDA

- I. Call to Order
- II. Roll Call
- III. Opening Remarks by the Committee Chair
- IV. Adoption of Agenda
- V. Approval of Minutes: November 20, 2025, Audit Committee Meeting (Action)
- VI. Approval of the Internal Audit Charter (Action)
- VII. Report on Internal and External Audits
- VIII. Audit Plan Update
- IX. Adjournment of Public Session
- X. Non-Public Executive Session
Discussion of matters deemed not subject to public inspection under state law, confidential or privileged matters, litigation, audits, investigations, and other matters deemed not subject to public inspection pursuant to T.C.A. § 4-35-108(b)(1)-(3)).

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of November 20, 2025, Audit Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Dimeta Smith Knight, Committee Chair

Background Information

The committee conducted the meeting(s) referenced below. The document reflecting the minutes from the meeting(s) are included in the Board materials:

November 20, 2025, Audit Committee Meeting Minutes

Committee Action

The Committee Chair will call for a motion recommending the adoption of the agenda.

MOTION: I move to approve the November 20, 2025, Audit Committee meeting minutes, as contained in the Board materials for the February 20, 2026, Board meeting.

**Meeting of the Tennessee State University Board of Trustees
Audit Committee Meeting
November 20, 2025
Tennessee State University – The Farrell Westbrook Complex (the “Barn”)**

MINUTES

Committee Members Present: Trustees Dimeta Smith Knight, Marquita Qualls and Charles Traughber. Other Trustees present: Dakasha Winton, Azana Bruce, Trevia Chatman, Jeffery Norfleet, Terica Smith, Leticia Towns, and Artenzia Young-Seigler

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Renee Forbes-Williams, Director of Internal Audit; Jim Grady, Alvarez & Marsal

I. CALL TO ORDER

Committee Chair Smith Knight called the meeting to order at 1:32 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Smith Knight declared that all members were present, constituting a quorum. Secretary Board conducted the roll call. The following committee members were present: Trustees Dimeta Smith Knight, Marquita Qualls and Charles Traughber.

III. ADOPTION OF AGENDA

Trustee Traughber moved to adopt the agenda as presented. The motion was seconded by Trustee Qualls. The motion passed unanimously.

IV. APPROVAL OF SEPTEMBER 18, 2025, AUDIT COMMITTEE MEETING MINUTES

The minutes from the September 18, 2025, meeting of the Audit Committee were approved as submitted, with Trustee Traughber making the motion and Trustee Qualls seconding the motion. The motion passed unanimously.

V. REPORT ON INTERNAL AND EXTERNAL AUDIT ITEMS

Committee Chair Smith Knight introduced the first agenda item, the report on internal and external audit items, noting that the materials were provided for review in connection with the November 20, 2025, Committee meeting. She stated that this is an informational discussion item and that no Board action is required. Dr. Renée Forbes-Williams was invited to present on behalf of the Audit Committee.

Dr. Forbes-Williams provided an overview of the 2023 Financial and Compliance Audit Report of Action, which was issued by the Division of State Audit. The report included fifteen audit findings, and management submitted proposed corrective actions six months later. The Office of Internal Audit reviewed these actions to determine whether adequate corrective measures had been implemented.

Dr. Forbes-Williams summarized the status of the findings as follows:

- Finding 1: Management lacked appropriate oversight, resulting in breakdowns of internal controls. This finding remains uncorrected. Staffing shortages continue to impact oversight, though a new controller began on November 10, 2025, and a CFO is scheduled to start soon.
- Finding 2: Management did not perform timely bank reconciliations. This finding remains uncorrected; reconciliations contain discrepancies requiring attention.
- Finding 3: Errors in financial statements occurred due to control deficiencies. This finding remains uncorrected, in part due to difficulty in hiring qualified accounting personnel.
- Finding 4: Inadequate controls over ledgers, grants, and sub-ledgers, including reconciliations, remain uncorrected. Staffing shortages persist.
- Finding 5: Fees for certain courses were not charged in accordance with approved rates. Internal Audit was unable to verify compliance; this finding remains uncorrected.
- Finding 6: Student withdrawal dates and types were not adequately documented. Internal Audit could not verify compliance; the finding remains uncorrected.
- Finding 7: Collection procedures for accounts receivable were partially corrected. TSU enhanced collections and implemented its purge policy in the fall term.
- Finding 8: The TSU Foundation did not comply with investment allocation policies. No updates have been made; this finding remains uncorrected.
- Finding 9: Federal Higher Education Emergency Relief Fund guidelines were not fully followed. Policy improvements are in progress; the finding remains uncorrected.
- Findings 10–14: These relate to the Single Audit 2024 findings regarding Direct Loan reconciliations, Title IV refunds, and Pell Grant reporting. Most remain uncorrected, though improvements have been made, including revised policies, new staff appointments, and enhanced oversight procedures.
- Finding 15: Reserved for executive session discussion.

Dr. Forbes-Williams confirmed that corrective actions for the unresolved findings are being actively addressed. She noted that the State does not grant additional time for resolution; the next

audit, covering FY 2025, is scheduled to begin next month, and unresolved findings from the FY 2023 report will be included in that audit.

Committee Chair Smith Knight asked clarifying questions regarding the process for unresolved items. Dr. Forbes-Williams confirmed that any items not addressed in the six-month review will carry forward to the next audit cycle. No further questions were raised, and the Committee moved on to the next agenda item.

VI. INTERNAL AND EXTERNAL QUALITY ASSESSMENTS/GAP ASSESSMENT RESULTS

Committee Chair Smith Knight introduced the next agenda item, the internal and external quality assessments, noting that materials had been provided in the Committee's meeting packet. She invited Dr. Forbes-Williams to present on behalf of the Audit Committee.

Dr. Forbes-Williams reported that the gap assessment, conducted by the M&A Group, provides insights into existing gaps, improvement opportunities, and actions needed to ensure compliance with the Institute of Internal Auditors (IIA) Global Standards. Completed steps include updating the Audit Committee and Internal Audit charters and revising the Audit Department policies and procedures manual. Remaining actions include completing the strategic plan, educating the Board and key stakeholders, enhancing reporting, and formalizing the Quality Assurance Improvement Program.

She noted that the details of the assessment have been shared with the Audit Committee and the President, and the M&A Group is available to present the full report to the Board at its convenience. Trustees highlighted the importance of the assessment for governance and internal controls. Dr. Forbes-Williams confirmed that the last external assessment was in 2018 and that the current gap assessment supports readiness for the next external review. No additional questions were raised.

VII. REVIEW OF OUTSTANDING AUDIT ISSUES/AUDIT PLAN STATUS

Committee Chair Smith Knight introduced the next agenda item, the review of outstanding audit issues and the audit plan status, noting that materials had been provided for informational purposes and that no Board action was required. She invited Dr. Forbes-Williams to present on behalf of the Audit Committee.

Dr. Forbes-Williams provided an overview of the current status of audits and follow-ups. She noted that the NCAA Student Assistance Fund FY 2025 review has been completed, as has the FY 2024 Single Audit follow-up. The internal Quality Assurance Review (QAR) is in process, following the recently discussed gap assessment, which will help identify areas for strengthened internal controls.

She reported that the State Audit Financial Audit FY 2023 follow-up and the Triple-E Audit FY 2023 follow-up have been completed. The President's Expense Report FY 2025 is required but

not yet completed. Reviews of management's risk assessment, risk-based accounts payable internal controls, procurement internal controls, and travel internal controls are all in process.

Dr. Forbes-Williams also noted that conflict of interest forms have been collected, although they have not yet been reviewed. She concluded by summarizing that these items reflect the University's ongoing efforts to address internal controls and audit findings.

Committee Chair Smith Knight asked if there were any questions. Hearing none, she thanked Dr. Forbes-Williams and the Audit Committee for their continued work on these critical oversight activities.

VIII. ADJOURNMENT

Trustee Traugher moved to adjourn, with the motion seconded by Trustee Qualls. A voice vote was taken, with all Committee members present voting in favor of the motion. The meeting was adjourned.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of the Internal Audit Charter

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Dimeta Knight Smith, Audit Committee Board Chair

Committee Action

The Committee Chair will call for a motion recommending the adoption of TSU updated Internal Audit Charter.

MOTION: To approve the TSU updated Internal Audit Charter, as contained in the Board materials for the Board’s February 19, 2026, meeting.



Internal Audit Charter for the TSU Department of Internal Audit

Background

An extensive program of internal auditing exists within Tennessee State University (TSU). This charter establishes the framework for internal audit activities at the TSU Department of Internal Audit within that broad structure and serves for the audit committees and the internal audit function. It aligns with the Global Internal Audit Standards issued by The Institute of Internal Auditors (IIA), ensuring that our internal audit practices meet the highest professional standards and contribute effectively to TSU's governance, risk management, and control processes.

TSU established its Internal Audit Charter as a formal document approved by the Board of Trustees Audit Committee, outlining the internal audit function's purpose, authority, and reporting structure, consistent with the International Standards for the Professional Practice of Internal Auditing. The charter defines the internal audit department's responsibilities, including conducting risk-based audits, assessing internal controls, and managing issues of fraud, waste, and abuse.

Purpose

The purpose of the internal audit function is to strengthen TSU's ability to create, protect, and sustain value by providing the audit committee and management with independent, risk-based, and objective assurance, advice, insight, and foresight.

The internal audit function enhances TSU's:

- Successful achievement of its objectives.
- Governance, risk management, and control processes.
- Decision-making and oversight.
- Reputation and credibility with its stakeholders.
- Ability to serve the public interest.

The internal audit function is most effective when:

- Internal auditing is performed by competent professionals, in compliance with The IIA's Global Internal Audit Standards™, which are set in the public interest.
- The internal audit function is independently positioned with functional accountability to the audit committee.
- Internal auditors are free from undue influence and committed to making objective assessments.

Commitment to Adhering to the Global Internal Audit Standards

The TSU internal audit function will adhere to the mandatory elements of The IIA's International Professional Practices Framework, which are the Global Internal Audit Standards and Topical Requirements. The Chief Audit Executive will periodically report to the audit committee and senior management regarding the internal audit function's conformance with the Standards, which will be assessed through a quality assurance and improvement program.

Mandate

Pursuant to T.C.A. 4-35-103, the Tennessee State University Board of Trustees Audit Committee, a standing committee of the Tennessee State University Board of Trustees (Board), must establish an Audit Charter addressing the Audit Committee's purpose, powers, duties and mission, as part of its role in assisting the Board in exercising oversight of the University's financial and accounting practices, internal controls, risk assessments and standards of conduct.

Authority

TSU internal audit function's authority is created by the direct reporting relationship of the TSU Chief Audit Executive to the TSU Audit Committee. Such authority allows for unrestricted access to the TSU Audit Committee. Through that relationship, the TSU Audit Committee authorizes the internal audit function to:

- Have full and unrestricted access to all functions, data, records, information, physical property, and personnel pertinent to carrying out internal audit responsibilities. Internal auditors are accountable for confidentiality and safeguarding records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques, and issue communications to accomplish the function's objectives.
- Obtain assistance from the necessary personnel of TSU and other specialized services from within or outside the organization to complete internal audit services.

Independence, Organizational Position, and Reporting Relationships

The Chief Audit Executive will be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management, thereby establishing the independence of the internal audit function. The Chief Audit Executive will report functionally to the TSU Board of Trustees' Audit Committee and administratively to the TSU president.

This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the audit committee, when necessary, without interference and supports the internal auditors' ability to maintain objectivity.

The Chief Audit Executive will confirm to the audit committee at least annually, the organizational independence of the internal audit function. The Chief Audit Executive will disclose any interference internal auditors encounter related to the scope, performance, or communication of internal audit work and results. The disclosure will include communicating the implications of such interference on the internal audit function's effectiveness and ability to fulfill its mandate.

Audit Committee Oversight

To establish, maintain, and ensure that TSU's internal audit function has sufficient authority to fulfill its duties, the audit committee will:

- Discuss with the Chief Audit Executive and senior management the appropriate authority, role, responsibilities, scope, and services (assurance and/or advisory) of the internal audit function.
- Ensure the Chief Audit Executive has unrestricted access to and communicates and interacts directly with the audit committee, including in private meetings without senior management present.
- Participate in discussions with the Chief Audit Executive and senior management about the "essential conditions," described in the Global Internal Audit Standards, which establish the foundation that enables an effective internal audit function.
- Review and approve the internal audit function's charter, which includes the internal audit mandate and the scope and types of internal audit services.
- Approve the risk-based internal audit plan.
- Receive communications from the Chief Audit Executive about the internal audit function including its performance relative to its plan.
- Ensure a quality assurance and improvement program has been established and review the results annually.
- Make appropriate inquiries of senior management and the Chief Audit Executive to determine whether scope or resource limitations are inappropriate.
- Collaborate with senior management to determine the qualifications and competencies the organization expects in a Chief Audit Executive, as described in the Global Internal Audit Standards, including input on the review of the Chief Audit Executive's performance.

Membership

- A. Tennessee Code Annotated, Section 49-8-101, establishes the Tennessee State University Board of Trustees. From its membership, pursuant to T.C.A. 4-35-102, the Board shall create an Audit Committee.
- B. The Audit Committee shall be comprised of at least three voting members.
- C. The Board shall approve the membership of the Audit Committee and the chair of the audit committee.
- D. The Audit Committee members shall serve a two (2) year term.
- E. The chair of the Audit Committee shall serve a one (1) year term.
- F. The Board Chair shall serve as an ex officio Voting member of the Audit Committee.
- G. The Audit Committee shall include at least one member, the chair of the committee, who shall have accounting and financial management expertise.
- H. The other members of the Audit Committee shall be generally knowledgeable in financial, management, and auditing matters.

Chief Audit Executive Roles and Responsibilities

Ethics and Professionalism

The Chief Audit Executive will ensure that internal auditors:

- Conform with the Global Internal Audit Standards, including the principles of Ethics and Professionalism: integrity, objectivity, competency, due professional care, and confidentiality.
- Understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and be able to recognize conduct that is contrary to those expectations.
- Encourage and promote an ethics-based culture in the organization.
- Report organizational behavior that is inconsistent with the organization's ethical expectations, as described in applicable policies and procedures.

Objectivity

The Chief Audit Executive will foster an environment that keeps the internal audit function free from conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of engagement selection, scope, procedures, frequency, timing, and communication. If the Chief Audit Executive determines that objectivity may be impaired in fact or appearance, the details of the impairment will be disclosed to appropriate parties.

Internal auditors will maintain an unbiased mental attitude that allows them to perform engagements objectively such that they believe in their work product, do not compromise quality, and do not subordinate their judgment on audit matters to others, either in fact or appearance.

Internal auditors will have no direct operational responsibility or authority over any of the activities they review. Accordingly, internal auditors will not implement internal controls, develop procedures, install systems, or engage in other activities that may impair their judgment.

Internal auditors will:

- Disclose impairments of independence or objectivity, in fact or appearance, to appropriate parties annually.
- Exhibit professional objectivity in gathering, evaluating, and communicating information.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid conflicts of interest, bias, and undue influence.

Managing the Internal Audit Function

The Chief Audit Executive has the responsibility to:

- At least annually, develop a risk-based internal audit plan that considers the input of the audit committee and senior management. Discuss the plan with the audit committee and senior management and submit the plan to the audit committee for review and approval.
- Communicate the impact of resource limitations on the internal audit plan to the audit committee and senior management.

- Review and adjust the internal audit plan, as necessary, in response to changes in TSU business, risks, operations, programs, systems, and controls.
- Communicate with the audit committee and senior management if there are significant interim changes to the internal audit plan.
- Ensure internal audit engagements are performed, documented, and communicated in accordance with the Global Internal Audit Standards.
- Follow up on engagement observations and confirm the implementation of recommendations or action plans and periodically communicate the results of internal audit services to the audit committee and senior management, as appropriate.
- Ensure the internal audit function collectively possesses or obtains the knowledge, skills, and other competencies and qualifications needed to meet the requirements of the Global Internal Audit Standards and fulfill the internal audit mandate.
- Identify and consider trends and emerging issues that could impact TSU and communicate to the audit committee and senior management as appropriate.
- Consider emerging trends and successful practices in internal auditing.
- Establish and ensure adherence to methodologies designed to guide the internal audit function.
- Coordinate activities and consider relying upon the work of other internal and external providers of assurance and advisory services. If the Chief Audit Executive cannot achieve an appropriate level of coordination, the issue must be communicated to senior management and if necessary escalated to the audit committee.
- Ensure adherence to TSU’s relevant policies and procedures.

Communication with the Audit Committee and Senior Management

The Chief Audit Executive will periodically report to the audit committee and senior management regarding:

- The internal audit function’s mandate and strategy.
- The internal audit plan and performance relative to its plan.
- Internal audit budget.
- Significant revisions to the internal audit plan and budget.
- Potential impairments to independence, including relevant disclosures as applicable, as referenced in the “Objectivity” section.
- Results from the quality assurance and improvement program, which include the internal audit function’s conformance with The IIA’s Global Internal Audit Standards and action plans to address the internal audit function’s deficiencies and opportunities for improvement.

- Significant risk exposures and control issues, including fraud risks, governance issues, and other areas of focus for the audit committee.
- Results of assurance and advisory services.
- Resource requirements.
- Management’s responses to risk that the internal audit function determines may be unacceptable or acceptance of a risk that is beyond TSU’s risk appetite.

Quality Assurance and Improvement Program

The Chief Audit Executive will develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program will include external and internal assessments of the internal audit function’s conformance with the Global Internal Audit Standards, as well as performance measurement to assess the internal audit function’s progress toward the achievement of its objectives and promotion of continuous improvement. The program also will assess, if applicable, compliance with laws and/or regulations relevant to internal auditing. Also, if applicable, the assessment will include plans to address the internal audit function’s deficiencies and opportunities for improvement.

Annually, the Chief Audit Executive will communicate with the audit committee and senior management about the internal audit function’s quality assurance and improvement program, including the results of internal assessments (ongoing monitoring and periodic self-assessments) and external assessments. External assessments will be conducted every five years as required by applicable standards by a qualified, independent assessor or assessment team from outside TSU. Qualifications must include at least one assessor holding an active Certified Internal Auditor® credential.

Scope and Types of Internal Audit Services

The scope of internal audit services covers the entire breadth of the organization, including all TSU’s activities, assets, and personnel. The scope of internal audit activities also encompasses but is not limited to objective examinations of evidence to provide independent assurance, conducting investigations and advisory services to the audit committee and management on the adequacy and effectiveness of governance, risk management, and control processes for TSU.

The nature and scope of advisory services may be agreed upon with the party requesting the service, provided the internal audit function does not assume management responsibility. Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during advisory engagements. These opportunities will be communicated to the appropriate level of management.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2026

ITEM: Report on Internal and External Audits

RECOMMENDED ACTION: No Action

PRESENTED BY: Trustee Dimeta Smith Knight, Audit Committee Chair
Dr. Renée Forbes, Chief Audit Executive

Background Information

The Audit Committee Charter of the Tennessee State University Board of Trustees mandates that the Audit Committee review the findings from the University's Internal Audits as well as the assessments conducted by the Tennessee Comptroller Auditors.

The Chief Audit Executive (CAE) will provide an update on the status of the Audit Plan, including a presentation of the completed Internal and External Audits released since the Audit Committee meeting on November 20, 2025.



**Department of Internal Audit
Audit of President's Expense Schedules
For the Fiscal Year Ended June 30, 2025**

December 31, 2025

Trustee Dimeta Smith Knight, Audit Committee Chair
Tennessee State University
3500 John A. Merritt Boulevard
Nashville, Tennessee 37209

Dear Chairwoman Smith Knight:

Enclosed is the internal audit report of the expenses of the Office of the President for Tennessee State University for the fiscal year ended June 30, 2025, as required by Tennessee Code Annotated, Title 49, Chapter 7. The audit was conducted in accordance with *International Standards for the Professional Practice of Internal Auditing*, issued by the Institute of Internal Auditors.

The objectives of the audit were to determine compliance with state statutes and institutional policies regarding expenses and to identify and report all expenses for the fiscal year that were made by, at the direction of or for the benefit of the president regardless of the funding source.

The report contains no findings or observations.

We appreciate the courtesy and cooperation of institution personnel during the review.
Sincerely,

Renée L. Forbes
Dr. Renée L. Forbes, CPA
Chief Audit Executive

copied: Mr. Dwayne Tucker, President
Mr. Bradley White, Interim Vice President for Business and Finance
Audit Committee Members

Presidents	Mr. Dwayne Tucker, January – June 2025 Dr. Ronald Johnson, July – December 2024	Internal Auditor	Dr. Renée L. Forbes, CPA Director of Internal Audit
Objectives	To comply with Tennessee Code Annotated, Title 49, Chapter 7, by performing an internal financial audit of the Office of the President for the fiscal year July 1, 2024, to June 30, 2025; to determine compliance with state statutes and institutional policies regarding expenses; and to identify and report all expenses made by, at the direction of or for the benefit of the president regardless of the funding source.		
Scope	The audit included all accounts under the direct budgetary control of the overall office of the president, whether funded by institutional funds, foundation funds or external sources and other accounts as necessary. The audit included tests of the accounting records and such other auditing procedures considered necessary.		

The following is a summary by funding sources of (1) certain expenses charged to the office of the president, and (2) salary and benefits and any other operating expenses for the entire office of the president during the fiscal year ended June 30, 2025:

Tennessee State University							
Summary of the President's Expenses - Johnson							
For the Period July 1, 2024 to December 31, 2024							
	Supplemental Schedule	President's Budgetary Accounts		Other Accounts		External Sources	Total
		Institutional	Foundation	Institutional	Foundation		
President:							
Salary and Benefits		\$ 193,182	\$ -	\$ -	\$ -	\$ -	\$ 193,182
Bonus Payments		-	-	-	-	-	-
Discretionary Allowance		-	-	-	-	-	-
Housing Allowance		21,742	-	-	-	-	21,742
Vehicle Allowance		5,450	-	-	-	-	5,450
Other Allowances		7,222	-	-	-	-	7,222
Salary, Benefits & Other Payments		227,596	-	-	-	-	227,596
Travel	A	8,721	-	-	-	-	8,721
Business Meals and Hospitality	B	28,826	-	-	-	78,924	103,750
Other Expenses	C	257,419	-	-	-	-	257,419
Total Expenses for the President		518,561	-	-	-	78,924	597,485
President's Office:							
Salary and Benefits (3.25 FTE)		471,102	-	-	-	-	471,102
Travel	D	-	-	-	-	-	-
Business Meals and Hospitality		-	-	-	-	-	-
Other Expenses		-	-	-	-	-	-
		471,102	-	-	-	-	471,102
Total Expenses		\$ 989,664	\$ -	\$ -	\$ -	\$ 78,924	\$ 1,068,587

Tennessee State University							
Summary of the President's Expenses - Tucker							
For the Period January 1, 2025 to June 30, 2025							
	Supplemental Schedule	President's Budgetary Accounts		Other Accounts		External Sources	Total
		Institutional	Foundation	Institutional	Foundation		
President:							
Salary and Benefits		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bonus Payments		-	-	-	-	-	-
Discretionary Allowance		-	-	-	-	-	-
Housing Allowance		-	-	-	-	-	-
Vehicle Allowance		-	-	-	-	-	-
Other Allowances		-	-	-	-	-	-
Salary, Benefits & Other Payments		-	-	-	-	-	-
Travel	A	5,632	-	-	-	-	5,632
Business Meals and Hospitality	B	-	-	-	-	13,054	13,054
Other Expenses	C	131,473	-	-	-	-	131,473
Total Expenses for the President		137,104	-	-	-	13,054	150,158
President's Office:							
Salary and Benefits (3.25 FTE)		276,773	-	-	-	-	276,773
Travel	D	2,327	-	-	-	-	2,327
Business Meals and Hospitality		-	-	-	-	-	-
Other Expenses		3,214	-	-	-	-	3,214
		282,314	-	-	-	-	282,314
Total Expenses		\$ 419,418	\$ -	\$ -	\$ -	\$ 13,054	\$ 432,472

Schedule B - Business Meals & Hospitality Expenses for the President - Tucker
For the Period January 1, 2025 to June 30, 2025

Event Date	Date Paid	Payee	Description of Event	President's Budgetary Account		Other Accounts		External Sources	Total	Number Attendees	S/Person	Organization & Account Code
				Institutional	Foundation	Institutional	Foundation					
1/16/2025	N/A	Aramark	Womens Basketball Dinner Donation					600	600			N/A
1/28/2025	N/A	Aramark	MLK Joint Day Service 2025 Donation					650	650			N/A
1/29/2025	N/A	Aramark	JLL Box Lunches					870	870			N/A
2/5/2025	N/A	Aramark	Champs Meeting					1,051	1,051			N/A
2/5/2025	N/A	Aramark	Champs Morning Break					1,456	1,456			N/A
2/5/2025	N/A	Aramark	Champs Afternoon Break					1,241	1,241			N/A
2/6/2025	N/A	Aramark	Champs Morning Break					1,292	1,292			N/A
2/6/2025	N/A	Aramark	Champs Meeting					1,051	1,051			N/A
2/6/2025	N/A	Aramark	Champs Afternoon Break					1,926	1,926			N/A
2/6/2025	N/A	Aramark	Champs Afternoon Break					1,364	1,364			N/A
6/25/2025	N/A	Aramark	Womens Basketball Meet & Greet					456	456			N/A
7/31/2025	N/A	Aramark	Back to School Bash Donation					1,098	1,098			N/A
Total								13,054	13,054			

Tennessee Comptroller of the Treasury
Audit Report Tennessee State University Findings
Financial and Compliance Audit Year Ended June 30, 2024, Released December 11, 2025

Finding 1

As noted in the prior two audits, former university management lacked appropriate oversight, which allowed a breakdown of controls that created an error-prone environment resulting in errors in the financial statements, inadequate daily operations, and deficiencies in oversight of federal programs, which contributed to subsequent cash flow deficits

Finding 2

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

Finding 3

As noted in the prior audit, university management did not have adequate controls over ledgers, grants, and subledgers and did not perform reconciliations

Finding 4

As noted in the prior two audits, the university did not appropriately charge fees for some courses and did not charge student fees in accordance with the approved rates

Finding 5

As noted in the prior two audits, the university did not adequately support or identify student withdrawal dates and types, and, in the current year, did not properly refund students who withdrew

Finding 6

As noted in the prior audit, the Tennessee State University Foundation did not comply with asset allocation and liquidity requirements or limits on the amount a single investment manager can manage for certain investment classes, as defined in investment policies

Finding 7

The financial aid office continued to 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

Finding 8

Tennessee State University continued to have inadequate procedures to ensure Title IV credits were refunded in accordance with federal guidelines

Finding 9

For the federal Direct Loan and Pell Grant programs, Tennessee State University continued to not report timely and accurate information regarding students' enrollment statuses

Finding 10

Tennessee State University continued not to return Title IV funds in compliance with federal regulations

Finding 11

As noted in the prior audit, the university did not provide adequate internal controls in one area

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 19, 2026

ITEM: Audit Plan Update

RECOMMENDED ACTION: None

PRESENTED BY: Trustee Dimeta Smith Knight, Audit Committee Chair
Dr. Renée Forbes, Chief Audit Executive

Background Information

Tennessee State University is subject to audits by its internal audit department and external entities. The audits, reviews, etc., can result in findings that require corrective actions by university management. The Tennessee State University Audit Committee is diligent in its commitment and responsibility to ensure university compliance. The Audit Committee requests quarterly updates on management's progress toward correcting issues cited in audit reports and the status of the Audit Plan. The status of management's progress towards correcting outstanding issues and Audit Plan status will be discussed.

The Chief Audit Executive will present a report on the Outstanding Audit Issues and Audit Plan Status for 2025-26.

Updated: As of January 30, 2026

**Tennessee State University
Office of Internal Audit
Audit Plan Fiscal Year Ending June 30, 2026**

Rank/Status	Type	Area	Audit	Budget (Hours)	Estimated Start	Estimated Completion
Required/Reviewed	R	AT	NCAA Student Assistance Fund FY 2025	125	July 2025	July 2025
Required/ Completed	R	FM	State Audit (Single Audit FY 2024) Follow-up	100	July 2025	October 2025
Required/ In Process (WIP)	R	IS	Quality Assessment Review- Internal	150	July 2025	September 2025
Required/ Completed	R	FM	State Audit (Financial Audit 2023) Follow-up	150	July 2025	October 2025
Required/ Completed	R	FM	State Audit (EEE Audit FY 2023) Follow-up	30	July 2025	October 2025
Required/ Completed	R	FM	President's Expenses FY 2025	125	September 2025	December 2025
Follow-Up Review	F	IS	Follow-Up Reviews of Internal Audit Findings	600	July 2025	June 2026
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			
Follow-Up Review	F	FM/IT	(G) Inventory/Laptops			
Required/ Completed	A/M	IS	Review Management's Risk Assessments	75	September 2025	December 2025
Risk-Based	A	FM	Internal Controls Review – Accounts Payable WIP Internal Controls Review – Payroll Internal Controls Review – Procurement (WIP) Internal Controls Review – Travel (WIP) Internal Controls Review – Cash Collection	600	September 2025	December 2025
Required/Ongoing	R	IS	Review of Conflict-of-Interest Forms	300	September 2025	January 2026
Investigation/Ongoing	I	IS	Unscheduled Audits/Projects/Investigations	650	Ongoing	Ongoing
Consultation/Ongoing	C	IS	Unscheduled Consultations	150	TBD	TBD
Risk-Based	A	FM	Student Housing Assignment Review	150	February 2026	March 2026
Risk-Based	A	FM	Accounts Payable/ Disbursements	225	February 2026	April 2026
Risk-Based	A	AX	Bookstore and Food Services Revenue Review	225	March 2026	May 2026
Required	R	FM	Cash Counts	10	June 2026	June 2026
Required	R	IS	Quality Assessment Review- External	225	January 2026	June 2026
			Required	1290		
			Total	3890		

	Audit Types		Functional Area
R	Required	AD	Advancement
A	Risk-Based (Assessed)	AT	Athletics
S	Special Request	AX	Auxiliary
I	Investigation	FM	Financial Management
M	Management's Risk Assessment	IA	Instruction & Academic Support
C	Consultation	IS	Institutional Support
F	Follow-Up Review	IT	Information Technology
RS	Research	PP	Physical Plant
		SS	Student Services

Audit Plan Progress: The Eminere Group conducted this assessment to provide executive leadership, Audit Committee members, and the Office of Internal Audit with valuable insights into any existing gaps, improvement opportunities, and specific actions needed to ensure that Internal Audit complies with the Institute of Internal Auditors (IIA) Global Internal Audit Standards, which took effect in January 2025. The Gap Assessment findings were presented on October 29, 2025, to the Audit Committee, the CAE and the University President.

Additionally, the results of this assessment will aid in our preparation for the mandatory Quality Assurance External Review, as required by the IIA Global Internal Audit Standards, which is conducted every five years.

Key Findings and Recommendations

- Seven for Executive Leadership and Audit Committee
- Eight for the Chief Audit Executive

Executive Leadership/Audit Committee
<ul style="list-style-type: none"> ➤ Evaluate TSU’s Ethics program and enhance to include other anonymous hotline reporting. ➤ Coordinate efforts to update the TSU’s Strategic Plan. ➤ Evaluate and enhance the institution’s Enterprise Risk Management (ERM) program. ➤ Review and approve updated Audit Committee and Internal Audit Charters. ➤ Provide feedback to CAE on internal audit needs, including human, financial and technology needs to support Internal Audit Strategic Plan in alignment with TSU’s Strategic plan. ➤ Ensure the CAE is notified to be able to coordinate assurance activities. ➤ Review Internal Audit Quality Assurance Improvement Program.
Chief Audit Executive
<ul style="list-style-type: none"> ✓ Update Audit Committee Charter to address new board responsibilities. ✓ Update Internal Audit Services Charter to include coordination of assurance services and evaluations of the institution's governance, risk and controls responsibilities. ➤ Solicit input from AC and Executive leaders to develop Strategic Plan and ensure adequate resources. ✓ Update the Audit department’s policies and procedures manual to meet Global Standards requirements. ➤ Educate the Board, Audit Committee, Executives and other key stakeholders on Internal Audit’s roles and responsibilities. ✓ Update Attestations to include expected behaviors and characteristics in accordance with Global Standards. ➤ Solicit feedback from Audit Committee and Board for enhancing internal audit reporting. ➤ Formalize the Quality Assurance Improvement Program.

Audit Plan Progress: Audit of Internal Controls – Accounts Payable, Procurement, Travel

Scope Period: 15-month period (July 2024 through September 2025)

Objectives: To review and evaluate processes and internal controls in **accounts payable, procurement, and travel expense** business areas to determine if controls are effective to ensure:

- **Compliance** with institutional policies, procedures, and regulatory requirements.
- Appropriate **segregation of duties** exists.
- Prevention and detection **procedures for identifying transaction errors or fraudulent transactions/expenditures.**
- Transactions are **accurate, complete, and adequately supported.**
- Appropriate **monitoring processes and management reporting** are in place.
- **Appropriate security access** is in place for business applications

Timeline: Internal Controls

Early March

- Gap Analysis completion

Early April

- Internal Audit Closing Meetings
 - Gap analysis
 - Internal Controls Reviews
- Obtain Management Responses to internal audits
- Issue Final Internal Audit Report

On-going

- Report of Action for the Follow-up Audit Activities

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 19, 2026

ITEM: Executive Session

RECOMMENDED ACTION: None

PRESENTED BY: Trustee Dimeta Smith Knight, Audit Committee Chair
Dr. Renée Forbes, Chief Audit Executive

Background Information

Audit Committee Report - Executive Session - Discussion of Items Deemed Confidential under State Law

Adjournment of Open Session and Call to Order of Non-Public Executive Session to Discuss Audits, Investigations, Litigations, and Matters Deemed Not Subject to Public Inspection Pursuant to T.C.A. § 4-35-108(b)(1)-(3) (if necessary).



**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

STUDENT AND ACADEMIC AFFAIRS COMMITTEE	
Friday, February 20, 2026 9:00 a.m. CT	Tennessee State University Main Campus Farrell Westbrook Complex (The Barn) 3500 John A. Merritt Blvd. Nashville, TN 37209

AGENDA

- I. Call to Order
- II. Roll Call
- III. Opening Remarks by the Committee Chair
- IV. Adoption of Agenda
- V. Approval of Minutes: November 21, 2025, Student and Academic Affairs Committee Meeting (Action)
- VI. Report on Undergraduate Enrollment Update
- VII. Student Affairs Update
- VIII. Report on Academic Affairs
 - A. SACSCOC Fifth Year Accreditation Report Status
 - B. Retention and Progression
 - C. Approval of Academic Programs and Academic Units Actions (Action)
 - D. Spring 2026 Graduation Update
 - E. 2026-2027 Academic Calendar
- IX. Update on Research and Sponsored Programs
- X. Adjournment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026

ITEM: Approval of November 21, 2025, Student and Academic Affairs Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Jeffery Norfleet, Committee Chair

Background Information

The committee conducted the meeting(s) referenced below. The document reflecting the minutes from the meeting(s) are included in the Board materials:

November 21, 2025, Student and Academic Affairs Committee Meeting Minutes

Committee Action

The Committee Chair will call for a motion recommending the adoption of the agenda.

MOTION: I move to approve the November 21, 2025, Student and Academic Affairs Committee meeting minutes, as contained in the Board materials for the February 20, 2026, Board meeting.

**Meeting of the Tennessee State University Board of Trustees
Student and Academic Affairs Committee Meeting
November 21, 2025
Tennessee State University – The Farrell Westbrook Complex (the “Barn”)**

MINUTES

Committee Members Present: Trustees Jeffery Norfleet, Terica Smith, Azana Bruce, and Artenzia Young-Seigler. Other Board members present: Dakasha Winton, Trevia Chatman, Marquita Qualls, Dimeta Smith Knight, Leticia Towns, and Charles Traugher

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Robbie Melton, Provost & Vice President for Academic Affairs; Sterlin Sanders, Chief Information Officer

I. CALL TO ORDER

Trustee Norfleet called the meeting to order at 9:03 a.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Norfleet declared that all members were present, constituting a quorum. Secretary Brown conducted the roll call. The following committee members were present: Trustees Jeffery Norfleet, Terica Smith, Azana Bruce, and Artenzia Young-Seigler.

III. ADOPTION OF AGENDA

Trustee Smith moved to adopt the agenda as presented. The motion was seconded by Trustee Young-Seigler. A voice vote was taken, with all Committee members present voting in favor of the motion. The motion passed unanimously.

IV. APPROVAL OF SEPTEMBER 18, 2025, STUDENT AND ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES

The minutes from the September 18, 2025, meeting of the Student and Academic Affairs Committee were approved as submitted, with Trustee Norfleet making the motion and Trustee Smith seconding the motion. A voice vote was taken, with all Committee members present voting in favor of the motion. The motion passed unanimously.

V. ACADEMIC AFFAIRS REPORT

Committee Chair Norfleet introduced the first agenda item, the Academic Affairs report, and invited Provost Melton to present on behalf of the Office of Academic Affairs. Provost Melton noted that the report consisted of informational items only and began with an update on the University’s institutional accreditation status.

At Provost Melton's request, Dr. Anderson provided an overview of the University's progress on its SACSCOC fifth-year interim report. She explained that SACSCOC is TSU's institutional accreditor, recognized by the U.S. Department of Education, and that accreditation is required for Title IV eligibility. Dr. Anderson reported that the University is ahead of schedule, having completed a fourth draft of the report. Of the 22 standards reviewed by the external consultant, 17 were found compliant, with five requiring additional clarification. She stated that final updates will incorporate Fall 2025 data and QEP outcomes, with submission to the SACSCOC portal scheduled for March 1 and committee review anticipated in April.

Provost Melton also announced that the College of Education successfully received accreditation and approval for teacher education.

Turning to student success metrics, Provost Melton provided updates on retention, progression, and graduation rates. She reported that approximately 2,754 students earned placement on the Dean's List during the most recent spring term. She explained that early progression benchmarks at 30, 60, 90, and 120 credit hours are critical to graduation outcomes and noted that targeted interventions were implemented to address students entering with fewer than 15 credit hours.

As a result of these efforts, Provost Melton reported that 78–79% of current first-time freshmen are now progressing with 15 or more credit hours, a significant improvement attributed to faculty, advisors, and student support services. She further reported continued decreases in the number of students on probation and noted that Fall 2024 suspension rates declined to 0.9%, compared to prior years when probation rates were significantly higher.

Provost Melton reported that 638 candidates are scheduled to graduate in Fall 2025, with commencement ceremonies restructured into three college-based ceremonies. She further projected that approximately 1,686 students are expected to graduate in Spring 2026, exceeding prior targets and anticipated to increase the University's graduation rate by approximately 10%.

Provost Melton also highlighted recruitment expansion efforts focused on dual enrollment and dual credit students, adult learners, and online and global programs. She concluded by highlighting academic achievements and partnerships, including national recognition of TSU's music business program, leadership in artificial intelligence education, selection to host the National Center for Digital AI Academy, and experiential learning partnerships with corporate and professional sports organizations.

Provost Melton concluded her presentation, and the Committee thanked her for the report.

VI. STUDENT AFFAIRS REPORT

Committee Chair Norfleet introduced the next agenda item, the Student Affairs report, and invited Dr. Bridgett Goldman to present. Dr. Goldman provided an overview of the Division of Student Affairs and its role in supporting student retention, persistence, and holistic student development in collaboration with Academic Affairs.

Dr. Goldman reported that the University currently has 73 registered student organizations and that Student Affairs conducted proactive hazing prevention efforts, with 1,024 students completing required training. Residence Life achieved an 85% occupancy rate, housing approximately 2,900 students, and is transitioning to a new residential management software platform.

She emphasized early engagement initiatives for first-year students and noted that Student Affairs programming is structured around student success vectors, including identity development, competence, emotional well-being, independence, relationships, and purpose.

Dr. Goldman reported that Student Affairs hosted more than 300 programs during the semester, including over 160 Residence Life programs and 75 Career Services events. Career Services hosted employers such as Lowe's, FedEx, and Bank of America and conducted mock interviews, resume workshops, and classroom visits.

Dr. Goldman provided updates on student support services, noting 243 student visits through the TimelyCare platform for 24/7 medical and mental health services. Disability Services currently supports 141 registered students, Veteran Affairs serves 185 students with a veterans' lounge scheduled to open in the spring, and International Services supports 224 international students.

She also highlighted student achievements, including a career fair with 119 employers and 791 student participants, the Aristocrat of Bands' NFL halftime performance, and the New Direction Choir's recognition as Best HBCU Choir of the Year.

Dr. Goldman concluded her presentation, and the Committee thanked her for the report.

VII. ENROLLMENT REPORT

Committee Chair Norfleet introduced the enrollment report and invited Dr. Eric Stokes, Vice President for Enrollment Management, to present. Dr. Stokes provided an overview of Enrollment Management functions, including admissions, recruitment, orientation, enrollment communications, data and reporting, and strategic initiatives guided by recommendations from the Strata Information Group (SIG).

Dr. Stokes reported progress on key enrollment initiatives, including expanded lead generation efforts, enhanced enrollment marketing through the Slate CRM platform, and organizational and process restructuring within Enrollment Management. He noted that the University has increased its applicant funnel through expanded data partnerships, multiple application platforms, and participation in the State of Tennessee's Direct Admit initiative. The University is also preparing to launch the Common Application, with more than 6,200 inquiries already received.

He highlighted improvements in enrollment communications and yield strategies, including targeted outreach campaigns, revised admissions decision letters, and enhanced engagement following admission. Dr. Stokes reported improvements in campus visits and recruitment activity, including more than 250 individual family visits, 43 group tours, 81 recruitment events, and over 550 attendees at the Fall Preview Day.

Dr. Stokes provided an admissions update, noting that spring applications and admits are trending upward, with enrollment expected to be comparable to or slightly above the prior year. He also reported that fall applications are up and that the academic quality of applicants and admitted students has improved, with increases in average GPA and ACT scores following updated admissions standards.

Dr. Stokes concluded with an overview of revised scholarship programs designed to improve sustainability and competitiveness. He reported that the University reduced its institutional discount rate from over 60 percent to approximately 38–42 percent and introduced restructured merit-based scholarships, including the Presidential Scholars, TSU Renaissance, 1912 Heritage, and TSU Torch Scholarships. He also noted enhancements to the MNPS Trailblazer Scholarship and ongoing efforts to evaluate future expansion to additional school districts.

Board members engaged in discussion regarding enrollment strategy timelines, recruitment footprint expansion, scholarship eligibility criteria, and admissions processing timelines. Dr. Stokes responded to questions and emphasized continued efforts to improve yield, geographic reach, and enrollment sustainability.

Dr. Stokes concluded his presentation, and the Committee thanked him for the report.

VIII. ADJOURNMENT

Chair Young-Seigler moved to adjourn, with the motion seconded by Trustee Smith. A voice vote was taken, with all Committee members present voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 20, 2026

ITEM: Report on Undergraduate Enrollment Update

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Eric Stokes, Vice President of Enrollment Management

Background Information

Dr. Stokes will present a report on undergraduate enrollment focused on the following topics:

1. Strategic initiatives Update
2. Key Accomplishments for Enrollment Management
3. Spring 2026 Admissions Update
4. Fall 2026 Admissions Update
5. Yield Initiatives



**Meeting
of the
TSU Board of Trustees**

Student and Academic Affairs Committee

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

VI. Enrollment Report

2

Division of Enrollment Management

Presentation Topics:

1. Strategic initiatives Update
2. Key Accomplishments for Enrollment Management
3. Spring 2026 Admissions Update
4. Fall 2026 Admissions Update
5. Yield Initiatives



3

Functions of the Division of Enrollment Management



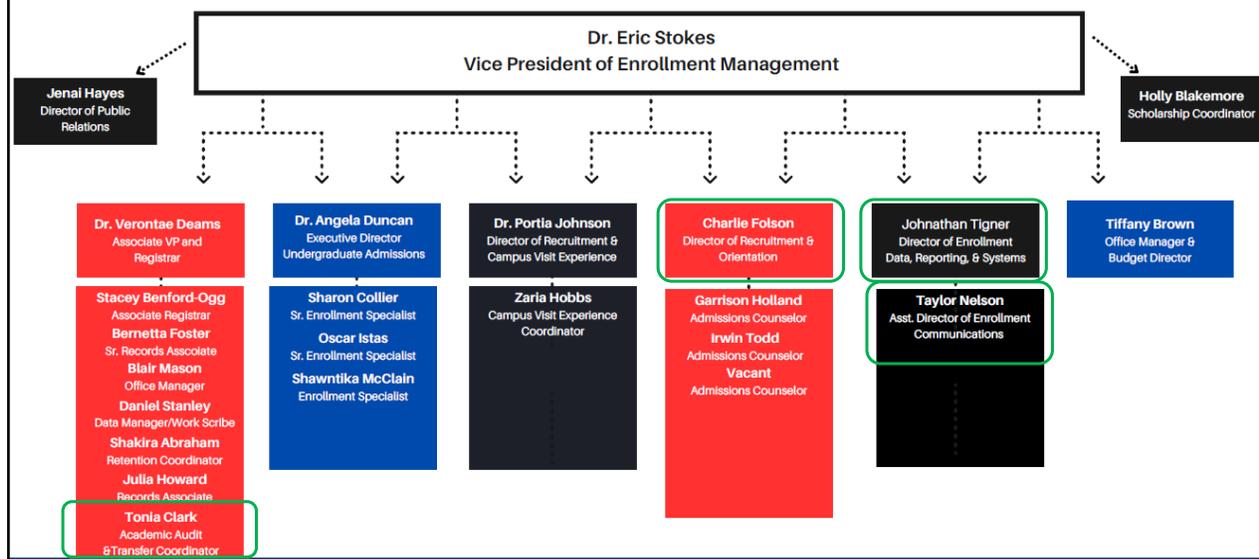
- **Office of Undergraduate Admissions**
 - ✓ Freshman and Transfer Recruitment (school visits & events)
 - ✓ Campus Visit Experience (campus tours)
 - ✓ New Student Orientation
 - ✓ Undergraduate application processing, file review, & decisions
- **Office of the Registrar**
 - ✓ Transfer Credit Evaluations
 - ✓ Graduation Review and Approval
- **Merit Scholarship Awarding**
- **Enrollment Communications (Slate & social media)**
- **Enrollment Data Management and Reporting**
- **Slate CRM Management (undergraduate instance)**

4

6 key initiatives to strengthen TSU's enrollment future

Initiative	Target project start	First significant milestone
Scholarships: Simplify, clarify and communicate an array of market-competitive TSU scholarships that will help TSU increase net student revenue	May 2025	July 2025 Website updated with new scholarship info
CRM: Implement Slate, the best-in-class college admissions communications and application management system.	May 2025	Late summer 2025 Application launched
Restructure enrollment functions into single division comprising undergraduate admissions, graduate admissions, financial aid and operations	June 2025	August 2025 Financial aid and admissions integrated
Develop and execute a strategic enrollment management plan encompassing recruitment and retention environment, goals and strategies for TSU	June 2025	August 2025 Plan approval
Develop and launch an enrollment marketing communications plan to build the top of the funnel, drive applications and improve yield	June 2025	Fall 2025 First application generation campaigns launched
Develop and launch an enrollment marketing communications plan to build the top of the funnel, drive applications and improve yield	June 2025	Fall 2025 First application generation campaigns launched
Develop and execute lead generation (i.e., search) campaigns for 10th and 11th graders to build inquiry pool for 2027 and 2028.	September 2025	Winter/Spring 2026 Campaigns launched

TENNESSEE STATE UNIVERSITY Division of Enrollment Management



Division of Enrollment Management Key Accomplishment for Fall 2025

1. Registrar certified degree completion for **726** graduates (240 Summer 2025 & 486 Fall 2025)
2. Commitment to customer service:
 - Answered over **16,119+** phone calls (Admissions)
 - Responded to **8,355+** emails (Scholarships)
 - Sent **3,000+** text messages (Recruitment)
3. Hired & trained **26** Tiger Tour Guides to enhance the campus visit experience
4. Represented TSU at over **130** high school visits and college fairs
5. Hosted Fall Preview Day with over **600** prospective students and families.
6. Awarded **6,000+** scholarships and reviewed **442** scholarship exception forms for spring (95% received after 1/1/26)
7. On average transfer credit evaluations are completed within **48-72** hours after admission
8. Boosted social media engagement by adding nearly **300** new followers, **8.6K** views, and over **3.4K** interactions

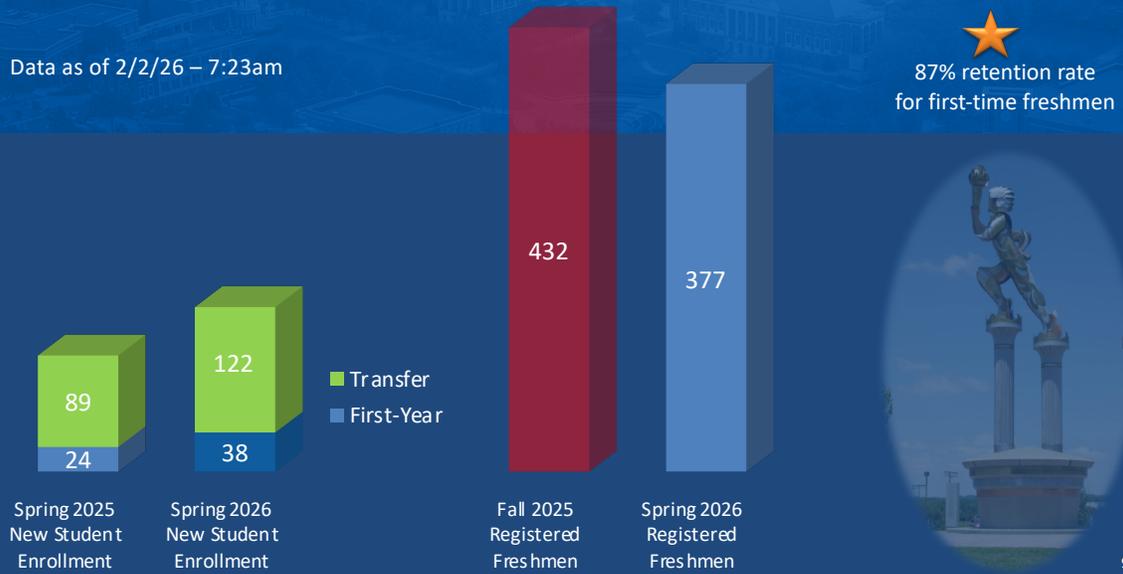
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Spring 2026 New Student Enrollment Update

8

Spring 2026 Admissions Update

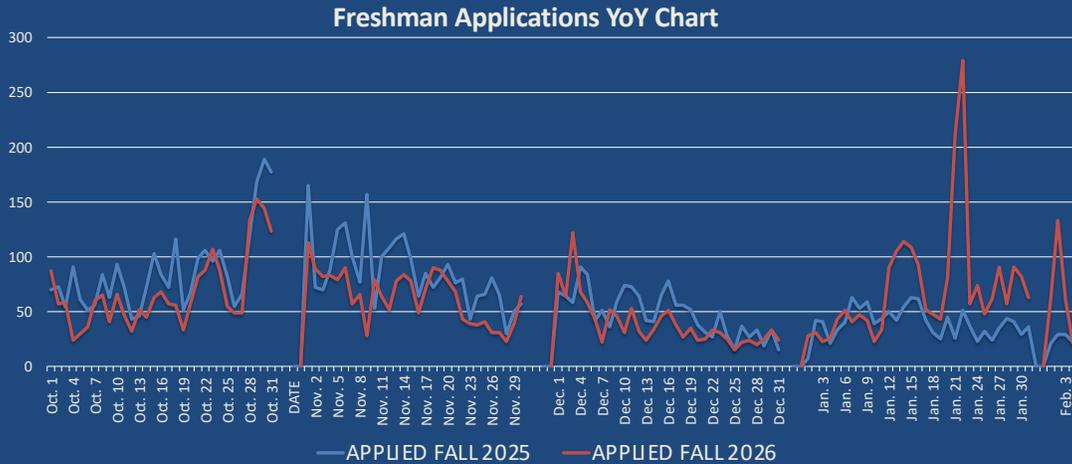
Data as of 2/2/26 – 7:23am



Fall 2026 Enrollment Update



Application Activity for Fall 2026 YoY Comparison to Fall 2025



Data as of 2/4/26 – 8:48pm

11

Application Activity for Fall 2026 YoY Comparison to Fall 2025

	Fall 2025	Fall 2026
Freshman Applications	9,849	10,840
Avg. GPA	3.29	3.40
Avg. ACT	18.1	19.4
Avg. SAT	979.2	996.3

Data as of 2/4/26 – 8:48pm

12

Freshman Application Breakdown by Type

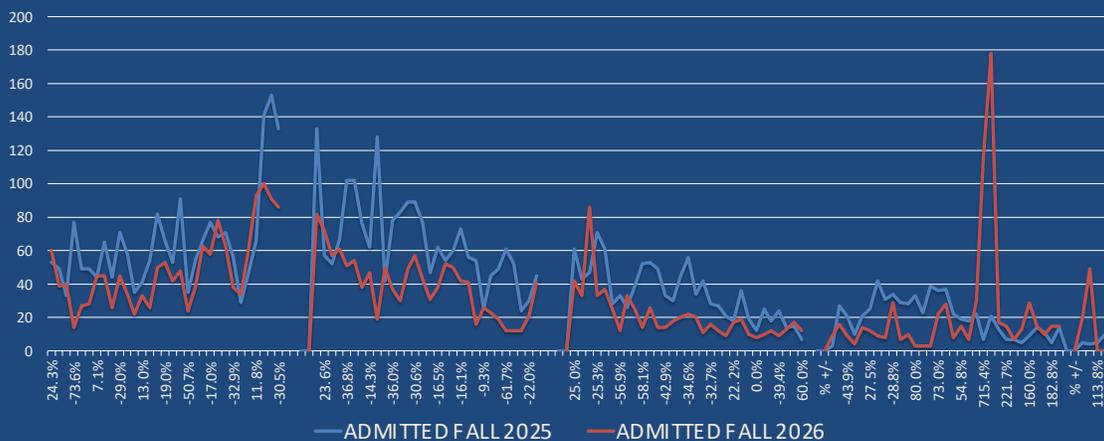
Application Type	Apps Received	Date Launched
Common Black College Application (CBCA)	3,108	August 2025
Slate-hosted	6,421	September 2025
Tennessee Direct Admissions Application	647	December 2025
Common Application (CA)	999	January 2026

Data as of 2/4/26 – 8:48pm

13

Offers of Admissions for Fall 2026 YoY Comparison to Fall 2025

Freshman Admits YoY Chart



Data as of 2/4/26 – 8:48pm

14

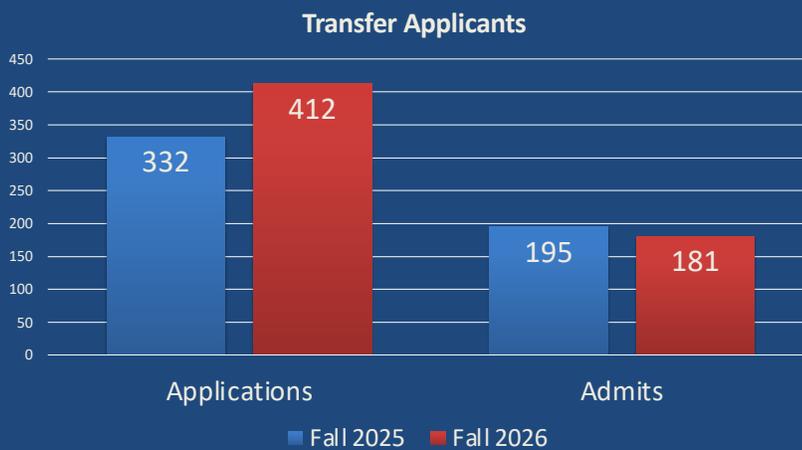
Offers of Admissions for Fall 2026 YoY Comparison to Fall 2025

	Fall 2025	Fall 2026
Freshman Admits	6,808	7,054
Avg. GPA	3.49	3.59
Avg. ACT	19.1	19.8
Avg. SAT	1010.3	1015.8

Data as of 2/4/26 – 8:48pm

15

Application Activity for Fall 2026 YoY Comparison to Fall 2025



Data as of 2/4/26 – 8:48pm

16

Fall 2026 Merit Scholarship Offers



Merit Scholarship Offers as of 2/4/26

Category	Offers	Avg. GPA	Avg. ACT	Avg. SAT
Total Offers	6,009			
First-year	5,896	3.65	19.7	1039
Transfers	113	3.45		
TN Resident	1,473 (25%)			
Non-Resident	4,536 (75%)			

69% of admitted freshmen have been offered an institutional merit scholarship.

18

Merit Scholarship Offers as of 2/4/26

Category	Offers	In-State	Out-of-State
TSU Torch Scholars	1,165	269	896
1912 Heritage Scholars	2,526	575	1,951
TSU Renaissance Scholars	2,205	585	1,620
Transfer Scholarship	113	44	69

19

Fall 2026 Enrollment Goals by Student Type

20

Fall 2026 Enrollment Goals by Student Type



FIRST-TIME FRESHMEN

457 (Fall 2025) × 163% Growth → **1200**
Goal Range: 1200–1500

1200



TRANSFER

215 (Fall 2025) × 10% Growth → **237**

237



UNDERGRADUATE INTERNATIONAL

74 × 10% Growth → **81**

81



DUAL ENROLLMENT

148 (Fall 2025) × 10% Growth → **163**

163

21

Freshman Enrollment Funnel Targets

18% Yield



Freshman Applications

Avg. GPA = 3.4
Avg. ACT/SAT = 19 / 990

9,525



Freshman Admits (~70% admit rate)

Avg. GPA = 3.6
Avg. ACT/SAT = 19.5 / 1015.5

6,667



Freshman Confirms (~5% melt rate)

Avg. GPA = 3.4
Avg. ACT/SAT = 19 / 990

1,264



Freshman Enrollment (~18% yield rate)

Avg. GPA = 3.4
Avg. ACT/SAT = 19 / 990

1,200

15% Yield



Freshman Applications

Avg. GPA = 3.4
Avg. ACT/SAT = 19 / 990

10,390



Freshman Admits (~77% admit rate)

Avg. GPA = 3.6
Avg. ACT/SAT = 19.8 / 1015.7

8,000



Freshman Confirms (~8% melt rate)

Avg. GPA = 3.4
Avg. ACT/SAT = 19 / 990

1,380



Freshman Enrollment (~15% yield rate)

Avg. GPA = 3.4
Avg. ACT/SAT = 19 / 990

1,200

22

Transfer Enrollment Funnel Targets



TRANSFER APPLICATIONS
Applications received

650



TRANSFER ADMITS (~58% admit rate)
Students admitted

377



TRANSFER CONFIRMS (~3% melt rate)
Students confirmed

245



TRANSFER ENROLLMENT (~63% yield rate)
Students enrolled

237



TRANSFER CREDIT EVALUATIONS
Evaluations completed (90% of admits)

339

23

Freshman Application Activity Progress Towards the Goal

App Funnel Stage	Target	Current	% Toward Goal	% +/-
Freshman Applications	9,525	10,840	113.8%	+13.8%
Freshman Admits	6,667	7,054	105.8%	+5.8%
Freshman Confirms	1,264	—	—	—
Freshman Enrollment	1,200	—	—	—

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Yield Initiatives

Spring Recruitment Events and High School Visits

Financial Aid Award Packets and Value Proposition

Confirm Enrollment and Register for New Student Orientation

Personalization and Relational Connections

Collaboration with Academic Colleges and Alumni Chapters

25

Regional Recruitment Events

Tigers on Tour

Coming to a City Near You

- Atlanta, GA
- Birmingham, AL
- Chattanooga, TN
- Chicago, IL
- Clarksville, TN
- Indianapolis, IN
- Jackson, TN
- Knoxville, TN
- Memphis, TN
- Murfreesboro, TN
- Nashville, TN
- St. Louis, MO
- Washington DC

Schools Visits

- Brownsville, TN
- Cincinnati, OH
- Covington, TN
- Dallas, TX
- Detroit, MI
- Houston, TX
- Louisville, KY

Campus Programs

- Merit Scholarship Program
- Top Ladies Conference Host
- Memphis Shelby County Schools (MSCS) Campus Visit
- The Blue Print - Spring Preview Day



26

Regional Recruitment Events

Tigers on Tour

Coming to a City Near You

- Atlanta, GA
- Birmingham, AL
- Chattanooga, TN
- Chicago, IL
- Clarksville, TN
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- Washington DC

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- Washington DC

Campus Programs

- Merit Scholarship Program
- Top Ladies Conference Host
- Memphis Shelby County Schools (MSCS) Campus Visit
- The Blue Print - Spring Preview Day



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Division of Enrollment Management

Questions & Discussion



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TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 20, 2026

ITEM: Student Affairs Update

RECOMMENDED ACTION: No action

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

Background Information

Dr. Golman will provide an update on the Student Affairs Division.

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
DIVISION OF STUDENT AFFAIRS
BOARD INFORMATION ITEM
February 2026**

EXECUTIVE SUMMARY

This report provides a data-informed overview of the Division of Student Affairs’ operational performance, student engagement outcomes, and strategic initiatives for January–February 2026. Highlights include strong participation in co-curricular programming, sustained student health utilization, nationally recognized performance achievements, and continued modernization of housing, student conduct, and student support systems.

The Division remains focused on student success, retention, compliance, and institutional reputation in alignment with the University’s mission and Board priorities.

**DIVISION OF STUDENT AFFAIRS
INFORMATION ITEM**

Date: February 2026

Item: Division of Student Affairs Area Reports (January–February 2026)

Presented By: Dr. Bridgett Elliott Golman, Vice President of Student Affairs

OFFICE OF STUDENT ACTIVITIES AND LEADERSHIP

The Office of Student Activities and Leadership (OSA) support holistic student development through engagement, leadership training, and intentional programming aligned with TSU’s T.I.G.E.R. Programming Model. Early-semester initiatives emphasized belonging, leadership development, and campus connection, supporting student retention and success.

T.I.G.E.R. Programming Highlights (January 2026)

Programs supported student autonomy, identity development, professionalism, and interpersonal growth. Attendance ranged from small-group leadership sessions to large-scale engagement events, with the highest participation observed during performance-based and identity-affirming programming.

Chart 1: Student Activities Attendance by Program

Program	Attendance
SGA Open House	45
Spring Elections Informational	32
Tiger Professionalism Panel	47

Program	Attendance
Celebrity Wanna Be	148
Trap Arcade & Vision Board	37
Freshman Elections Informational	42

NPHC Membership Intake Oversight

In January 2026, OSA convened all NPHC advisors and chapter presidents to implement Cabinet-approved updates to Spring 2026 membership intake, including increased GPA requirements (2.75), single-semester intake cycles, intake caps of 50 students, and enhanced financial good-standing requirements. Of nine chapters, four completed Fall intake and four declared Spring intake, ensuring balanced engagement across the academic year.

OFFICE OF STUDENT CONDUCT

Since October 20, 2025, the Office of Student Conduct has managed active cases while advancing policy modernization and operational improvements.

Case Management Snapshot

Chart 2: Student Conduct Case Status Overview

Case Status	Total
Closed	12
In Progress / Investigation	3
Interim Suspension	5
TUAPA Hearings Pending	2
No-Contact Directives	5
Resolved, Sanctions Pending	17
<ul style="list-style-type: none"> • Closed cases: 12 • In progress/under investigation: 3 • Interim suspensions: 5 • TUAPA hearings pending: 2 • No-contact directives: 5 • Resolved, sanctions pending: 17 	

Strategic Initiatives

Key priorities include revising the Student Code of Conduct, establishing standardized adjudication procedures, formalizing Student Court roles, and enhancing training for Maxient users. Recruitment for the 2026–2027 Student Court launches February 9, 2026. Updated discipline awareness campaigns and hearing committee expansion are underway to strengthen transparency, consistency, and student engagement.

OFFICE OF RESIDENCE LIFE AND HOUSING

Occupancy and Revenue

Spring 2026 projected occupancy is 77.5%, reflecting December graduations and a smaller spring applicant pool. Revenue stability continues, supported by private/buy-out housing options, generating \$362,678 from 199 converted rooms.

Chart 3: Housing Occupancy and Revenue

Term	Occupancy Rate	Revenue Notes
Fall 2025	85%	Standard occupancy
Spring 2026	77.5%	\$362,678 generated from 199 private room conversions

Housing Operations and StarRez Implementation

The department will launch the StarRez housing management system for Fall 2026 applicants beginning February 16. Student feedback from surveys and focus groups informed system design, emphasizing transparency, phased access, and improved communication.

Resident Engagement and Programming

As of January 26, 2026, 13 Resident Assistant programs engaged 193 participants. An additional 122 programs are scheduled for Spring 2026, aligned with the C.H.E.S.S. model (Cultural, Health & Wellness, Educational, Service Learning, Social).

Student Success and Workforce Pipeline

A record 60 Resident Assistants are projected to graduate in May 2026. The RA experience continues to support graduation outcomes, workforce readiness, and internal talent pipelines within Residence Life and Housing.

THE ARISTOCRAT OF BANDS

Program Overview and Membership

The Aristocrat of Bands (AOB) remains a premier ambassador for TSU, with 176 student participants across instrumentalists, Sophisticated Ladies, and Drum Majors.

Chart 4: Aristocrat of Bands Membership

Category	Students
Instrumentalists	156
Sophisticated Ladies	16
Drum Majors	4
Total	176

Performance and Visibility

Highlights include NFL halftime performances with the Atlanta Falcons and Tennessee Titans, Homecoming collaborations with alumni, and statewide and national community engagements. These appearances significantly elevate TSU's brand visibility.

Recruitment and Program Enhancements

Recruitment efforts include statewide and national outreach, revived Band Camp and Preview Day initiatives, and expanded online auditions. Program enhancements include inventory modernization, in-house instrument repair, and facility revitalization.

CHEERLEADERS AND SOPHISTICATED LADIES

Under the leadership of Dwight Pope, the TSU Cheerleaders and Sophisticated Ladies Dance Line demonstrated excellence in performance, academics, and community engagement.

Competitive and Academic Success

The cheerleading program placed 5th nationally in the All-Girl Division at the National Cheerleading College Championship. Approximately 75% of participants earned Dean's List recognition, and nine seniors are projected to graduate in May 2026.

Recruitment and Community Impact

The Lil Tigers Cheerleaders Program continues to strengthen early recruitment pipelines and generate consistent game-day revenue while providing leadership development opportunities for TSU students.

STUDENT HEALTH SERVICES CENTER

Access, Utilization, and Outreach

Student Health Services provided 1,450 on-campus visits and supported 328 students through TimelyCare telehealth services during the reporting period.

Chart 5: Student Health Services Utilization

Service Area	Visits / Registrations
On-Campus Clinic Visits	1,450
TimelyCare Registrations	328
TimelyCare Total Visits	449

Preventive Care and Education

Health education initiatives included breast health awareness, diabetes screening (88 students screened), finals wellness programming, and routine blood pressure monitoring. Partnerships with the Lentz Metropolitan Health Department will expand free, on-campus STI testing beginning Spring 2026.

Operational Enhancements

Planned transitions include an appointment-based care model by Fall 2026 and expanded electronic medical record functionality to improve scheduling, communication, and continuity of care during staffing transitions.

WELLNESS CENTER

Participation and Utilization

The Wellness Center continues to serve as a hub for student and employee well-being, offering fitness, recreation, and aquatic programming designed to promote healthy lifestyles and campus engagement.

Chart 6: Wellness Center Participation (July 1, 2025 – January 18, 2026)

Category	Participation
Total Attendance	14,461 students / 831 employees
Yoga Classes	13 participants
HIIT Classes	63 participants

Category	Participation
Swimming Pool Usage	582 participants

Facilities include a fully equipped fitness center, aerobic/dance studio, racquetball courts, indoor track, and an Olympic-size indoor pool. Upcoming priorities include expanded intramural sports and enhanced aquatics programming.

VETERANS AFFAIRS OFFICE

Veteran Enrollment and Benefits Utilization

The Veterans Affairs Office provides certification, compliance, and advocacy services for military-connected students, ensuring timely access to federal education benefits.

Chart 7: Veteran Student Profile

Category	Count
Total VA-Certified Students	131
Undergraduate Students	116
Graduate Students	15

Top Benefits Utilized - Chapter 35 DEA: 71 students - Chapter 33 Post-9/11 GI Bill: 40 students - Chapter 1606 Reserves: 13 students

THE OFFICE OF DISABILITY SERVICES (ODS)

Access and Accommodation Metrics

The Office of Disability Services ensures equitable access to academic programs and campus life through accommodations, advocacy, and faculty collaboration.

Chart 8: Disability Services Utilization

Metric	Total
Students Registered (Fall 2025)	141
Accommodation Memos Issued (Spring 2026 YTD)	102

ODS continues to expand outreach through faculty training, student awareness initiatives, and participation in regional recruitment events.

THE CAREER DEVELOPMENT CENTER

Career Engagement and Employer Partnerships

The Career Development Center delivered high-impact programming to connect students with internships, experiential learning, and full-time employment opportunities.

Chart 9: Career Development Engagement (Fall 2025)

Metric	Total
Career & Employer Events	45+
Students Engaged	3,000+
Employers Engaged	150+
Campus-Wide Career Fair Attendance	791 students / 119 employers

Crash the Classroom Series

Sessions Delivered	Students Reached
12	315

STUDENT NAVIGATION 1 STOP CENTER

Centralized Student Support

The Student Navigation 1Stop Center serves as a centralized access point for student services, improving efficiency and reducing administrative barriers.

Chart 10: Student Navigation 1Stop Service Volume (Fall 2025)

Metric	Total
Students Served	1,810
Partner Departments	15

The Center also provides backup support for the university's main phone line during periods of high call volume.

INTERNATIONAL STUDENT & SCHOLAR SERVICES (ISSS)

International Enrollment Snapshot

International Student & Scholar Services supports student success through immigration compliance, orientation, and advising.

Chart 11: International Student Enrollment (Spring 2026)

Metric	Total
Total Enrollment	227
New I-20s Issued	49
Final Registered New Students	27

ISSS continues to deliver workshops and advising related to Optional Practical Training and regulatory compliance.

BOARD DASHBOARD KEY METRICS AT A GLANCE

Area	Key Indicator	January–February 2026
Student Engagement	Major event attendance	Up to 148 students per event
Student Conduct	Active cases managed	44 total cases
Housing	Spring occupancy	77.5%
Housing Revenue	Private room conversions	\$362,678
Health Services	On-campus clinic visits	1,450
Telehealth	TimelyCare visits	449
Bands & Spirit	Student participants	176 (AOB)
Academic Success	Dean’s List participation (Cheer/Dance)	~75%

Note: Accompanying charts (bar and pie visuals) are included to support trend analysis and for quick reference.

The Division of Student Affairs continues to advance student success through strategic programming, operational improvements, and data-informed decision-making. Across all departments, efforts remain focused on retention, engagement, well-being, leadership development, and institutional pride in alignment with Tennessee State University’s mission.



**Meeting
of the
TSU Board of Trustees**

Board Of Trustees – Executive Update

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

Administrative Operations Update

2

Content

1. Winter storm – Campus Update
2. Ad Astrata – Scheduling System Update
3. Transact Campus – Digital / Mobile Identification
4. John A. Merritt Classic & 2026 Homecoming – Update
5. Ellucian Banner SaaS Migration - Update

Winter Storm – Comprehensive Campus Operations & Emergency Response

Purpose + Overview

- Prioritizing students was a key aspect of the thorough strategy established to ensure safety, maintain operational continuity, and protect infrastructure during extreme freezing and cold weather conditions.
- Internal insurance specialists were consulted early on for documentation and preparation for cost recovery.

Project Deliverables

- **Student Support:** Animation of the FPSC in collaboration with Student Affairs for evening games to foster camaraderie, enhanced main dining options including brunch and surprise gourmet items, complimentary hot chocolate with toppings, and adapted shuttle routes to meet student transport needs.
- **Snow/Ice Management:** Readiness for icing and freezing conditions, snow and ice removal, plowing, rotating crews, daily risk assessments, and team meetings.
- **Operational Continuity:** Generator backup and emergency communication systems to ensure collaboration based on operational conditions.

Benefits + Outcomes

- Maintained residential operations in extreme cold, avoiding student relocation and emergency housing issues.
- Secured no-cost future road salt supply via TDOT, cutting reliance on emergency procurement.
- Ensured continuous campus operations with generators, dining, modified routes, and documented inspections.



Timeline



Risks, Challenges + Dependencies

- **JLL Dependency:** High reliance for operational continuity and response. Mitigated through JLL daily multi-checkpoints and reporting with Campus Operations.
- **Infrastructure:** Vulnerability under extreme cold conditions to system age. Controlled through pre-storm system inspections and redundancy.
- **Cost Recovery:** Subject to State of Tennessee insurance timelines. Managed through daily tracking and cost awareness with cost savings mechanisms in place.

Board Awareness + Decision Points

- **Board Awareness:** Operational readiness and enterprise risk posture.
- for operational continuity.



John A. Merritt Classic | TSU Homecoming - 2026



John A. Merritt Classic – Executive Event Overview

Signature Events

- Sports Hall of Fame Induction – Honors Tiger legends and legacy
- President's Cup Golf Tournament – Flagship fundraising and donor engagement

Education, Legacy & Community

- HBCU College Fair & Scholarship Fundraiser – Recruitment, access, and scholarships
- Coaches' Leadership Luncheon – Coach Merritt legacy and HBCU leadership

Alumni, Fan & Cultural Engagement

- Pep Rally & Alumni Celebrations – School pride and community momentum
- Showcase of Bands & Concert – National HBCU band and music excellence

Game Day Highlights

- TSU vs. JSU Football Game – Marquee rivalry, national visibility
- 5th Quarter Band Battle & After-Party – Signature post-game engagement

TSU Homecoming 2026 – Executive Event Overview

Signature Events

- Gospel Explosion – Premier gospel concert celebrating faith, culture, and community
- President's Society Luncheon – Invitation-only donor and partner engagement

Alumni, Student & Community Engagement

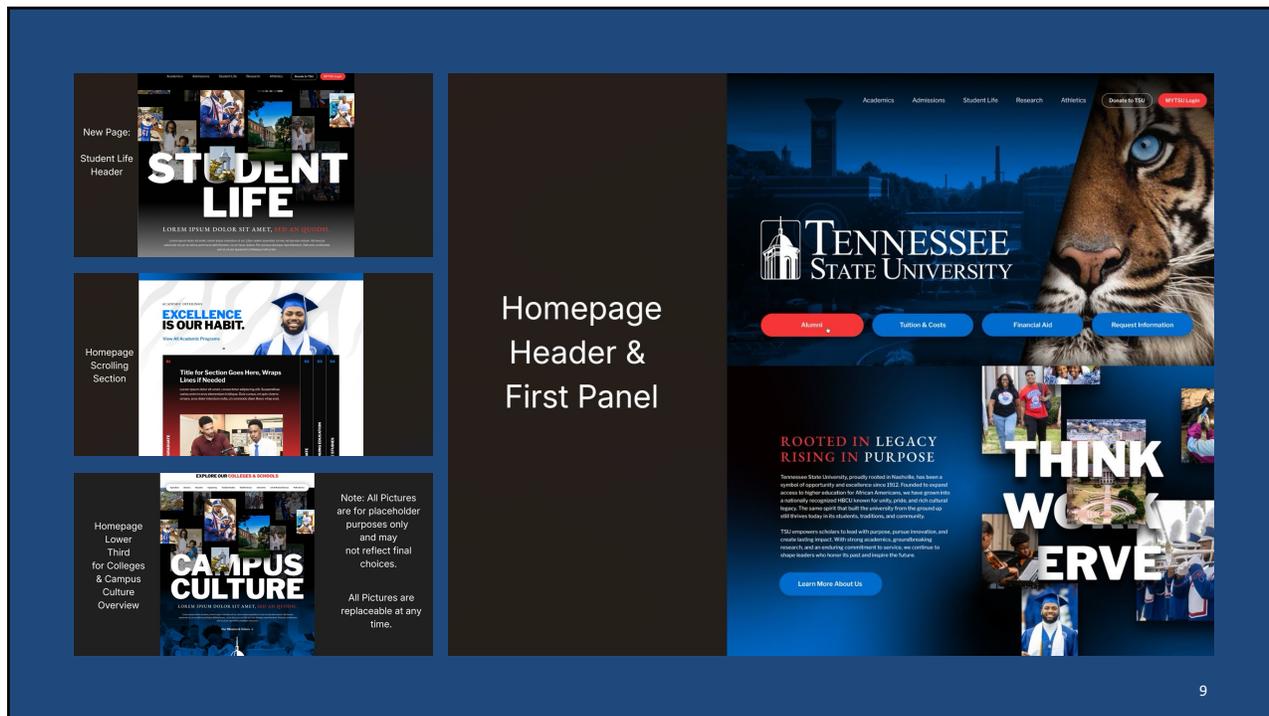
- Roar on the Yard Pep Rally – High-energy campus rally featuring the Aristocrat of Bands
- Greek Day Party – Signature Divine 9 alumni and supporter celebration
- Alumni Blackout – Marquee evening alumni social experience

Tradition & Pageantry

- TSU Homecoming Parade – Community-wide celebration of TSU pride and legacy
- TSU Coronation – Formal crowning of the Homecoming Court

Game Day Highlights

- Homecoming Tailgate – Flagship alumni and fan gathering
- Homecoming Football Game – Culminating athletic and spirit event
- Post-Game Celebration – Extended alumni and fan engagement



TSU External Website Rebuild



Purpose

The tinstate.edu website rebuild modernizes the University’s primary digital front door and establishes permanent governance for institutional web content. It addresses critical risks—outdated information, unclear ownership, accessibility gaps, and inconsistent messaging—that impact recruitment, credibility, compliance, and public trust.

Key Deliverables

A Simplified, Authoritative Website

- Consolidated content with clear navigation for key audiences.
- Removal of outdated and duplicate pages.
- Consistent presentation of academic and institutional information.

Permanent Content Governance

- Defined ownership, approval, and update accountability for all pages.
- Standard templates and content rules.
- Central system of record for web content.

Accessibility & Compliance Foundation

- Alignment with accessibility standards.
- Reduced reliance on inaccessible documents.
- Clear accountability for ongoing compliance.

Operational Controls

- Structured intake and approval workflows.
- Redirect management to protect SEO and legacy links.
- Analytics to prioritize high-impact pages.

Institutional Benefits

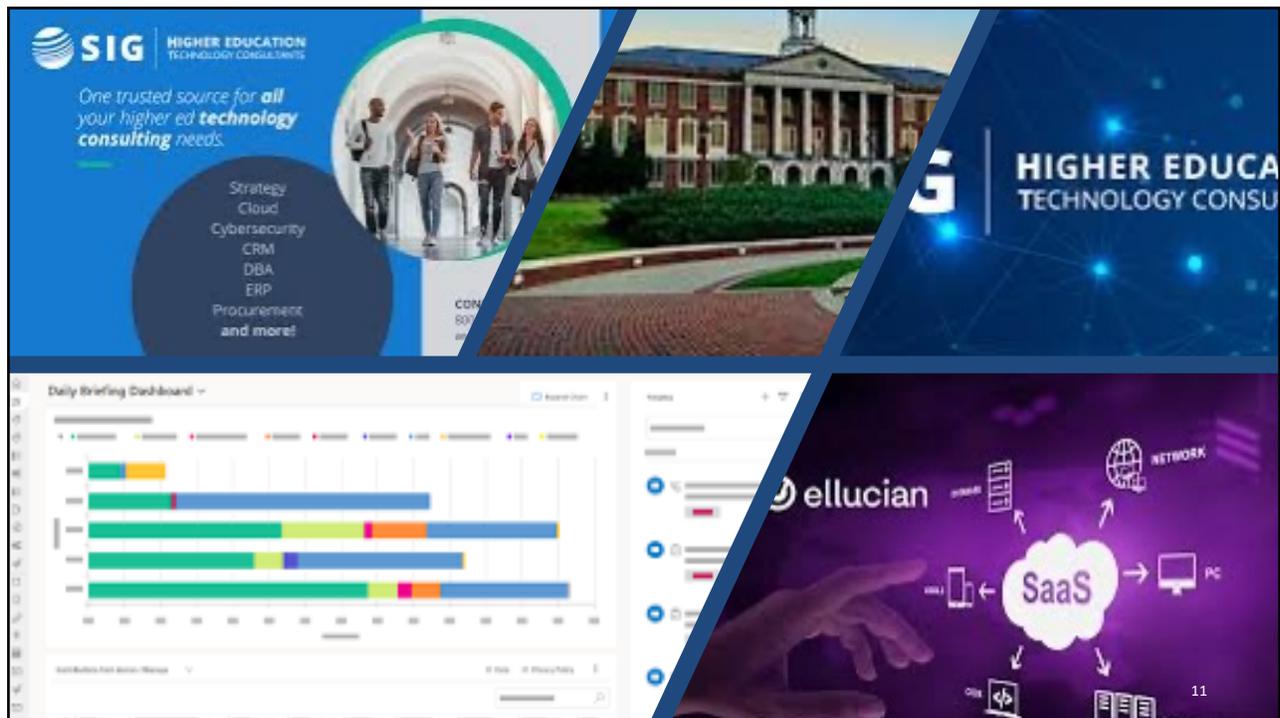
- Stronger recruitment and enrollment support.
- Improved credibility with accreditors, donors, partners, and regulators.
- Reduced risk from inaccurate or outdated public information.
- Long-term cost control through sustainable governance.
- Clear accountability that survives staff or vendor changes.

High-Level Timeline 12 – 16 (April, 2026)

Key Risks & Dependencies

- Leadership reinforcement of governance and consolidation decisions.
- Discipline around scope and content ownership.

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Banner SaaS Upgrade

Project Purpose and Overview

The Ellucian Banner SaaS Migration will modernize the university's core administrative systems by moving student, financial, HR, and ERP functions to Ellucian's cloud platform, improving security, resiliency, and operational efficiency. The initiative will be implemented in partnership with **Strata Information Group (SIG)** to ensure a low-risk, well-aligned transition to SaaS operations.

Project Deliverables

Technology & Systems

- Fully deployed **Ellucian Banner SaaS** environment as the institution's enterprise ERP and SIS.
- Migration of student records, financial, HR, and auxiliary data to the SaaS infrastructure.
- Integration with key campus systems (CRM, LMS, identity platforms, reporting tools).

Capabilities & Infrastructure

- Cloud-hosted infrastructure managed by Ellucian (updates, security, compliance).
- Modernized self-service portals and role-based interfaces for students, faculty, and staff.
- Standardized business processes and workflows across departments.

Operational Readiness

- User training programs and documentation.
- Updated policies for cloud operations, data governance, and security.
- Cutover and support plans for go-live and stabilization.

Benefits / Outcomes / Timeline

Value to Institution

- **Improved IT Efficiency & Cost Management** – Reduced on-premise server and maintenance costs; Ellucian manages upgrades and routine support, freeing internal IT capacity for strategic initiatives.
- **Enhanced Security & Continuity** – SaaS model delivers continuous security updates and disaster readiness with enterprise-grade cloud resilience.
- **Modern User Experience** – Students, faculty, and staff benefit from intuitive access to services anytime, anywhere, driving satisfaction and operational simplicity.
- **Data-Driven Decision Making** – Centralized data and advanced analytics improve insights for enrollment management, financial planning, retention, and academic operations.

Timeline (18 Months)

Risks, Challenges, or Dependencies

- **Data Migration Complexity** – Ensuring integrity and completeness of historical records across systems is technically challenging and requires rigorous validation and testing.
- **Change Management** – Stakeholder engagement across functional units is critical; inadequate adoption planning could impact productivity during transition.

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TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 20, 2026

ITEM: SACSCOC Fifth Year Accreditation Report Status

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Robbie Melton, Provost and Vice President
Dr. Charlise Anderson, Executive Director

Background Information

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 2026: 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 the Provost, VP of Academic Affairs, and the 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.
February 2025 – Second Draft of the Fifth-Year Interim Report and QEP Impact Report completed.

July 2025 – Third Draft of the Fifth-Year Interim Report and QEP Impact Report completed.
October 2025 – Fourth Draft of the Fifth-Year Interim Report and QEP Impact Report completed.

December 2025 – Final Draft of the Fifth-Year Interim Report and QEP Impact Report completed.

February 2026 - Final report preparation for submission to SACSCOC continues.

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

SACSCOC Review Process:

The Fifth-Year Interim Review Committee (Committee) will review the Interim Report and QEP Impact Report in April 2026. The Committee may recommend one of the following actions to the SACSCOC Board of Trustees:

1. continue the institution in accreditation; no additional report required or
2. continue the institution in accreditation; if the 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 the institution submits a Referral Report or

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 20, 2026

ITEM: Retention and Progression

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Robbie Melton, Provost and Vice President

Background Information

Dr. Melton will communicate the retention and progression information via PowerPoint presentation (refer to slide deck).



**Meeting
of the
TSU Board of Trustees**

Student and Academic Affairs Committee

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

SACSCOC 5th Year Accreditation Report

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

Retention and Progression

FALL 2025 **1ST Time Full Time Freshmen**

- Total number enrolled: **427**
- Fall advised (15+ Credit Hours) **427**
- 392 after purge enrolled in 15+ credits **92%**

FALL 2025 1ST Time Full Time Freshmen Retention (427)

- Returned Spring 2026: 378
- Probation: 53
- Loss (not returning): 49 (11%)
- **Retention Rate = 89% (+10%)**

*Fall 2024 returning Spring 2025 - 79% retention rate

SPRING 2026 NEW 1ST Time Full Time Freshmen

- Total number enrolled: 31
- Progression (15+ Credit Hours): 25
- Special circumstances: 6*

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

Academic Programs and Academic Units Actions

Action

The Office of Academic Affairs is requesting approval of the academic actions for academic programs and academic units. The Committee Chair will call for a motion on the requested action.

MOTION: To approve the academic actions for academic programs and academic units as contained in the Board materials for the Board of Trustees' February 20, 2026, meeting.

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

Spring 2026 Graduation Update

SPRING 2026 GRADUATION PROJECTIONS

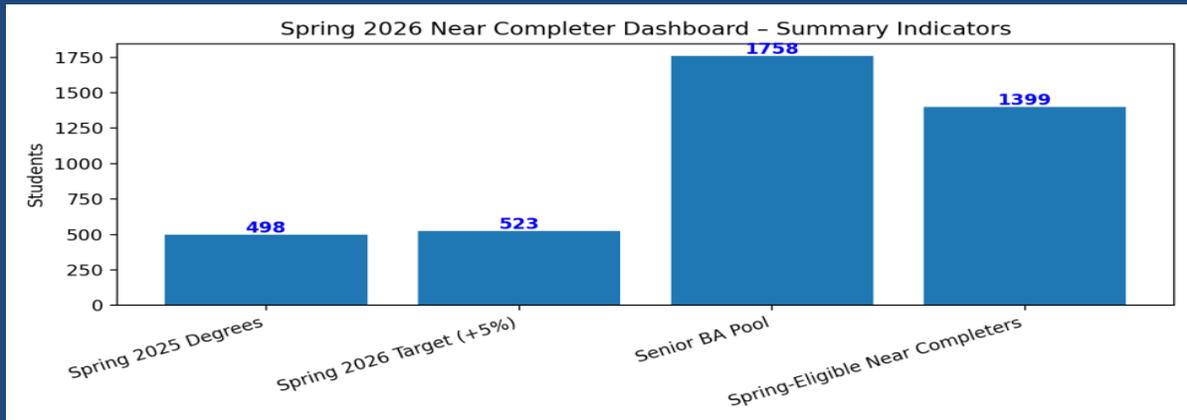
At this time, a total of 1,180 students have applied to graduate, including 1,057 undergraduate and 123 graduate candidates. The report also includes a breakdown of prospective graduates by college, as well as, preliminary commencement ceremony data by college and ceremony time.

Please note that the graduation application closes on March 15, 2026, and these numbers are expected to increase prior to the close of the application period.

-Data from the Office of Enrollment Management - Records

GRAPH: Spring 2026 Near Completer Dashboard Summary

This graph visualizes key indicators from the Spring 2026 Near Completer Dashboard, including prior-year degrees awarded, the Spring 2026 target, the enrolled senior pool, and the Spring-eligible near-completer population. Blue labels display counts for clarity.



TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

2026-2027 Academic Calendar



TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE: February 20, 2026

ITEM: Academic Programs and Academic Units Actions

RECOMMENDED ACTION: Approval

PRESENTED BY: Dr. Robbie Melton, Provost
Dr. Charlise Anderson, Executive Director

Background Information

The ongoing review and evaluation of Tennessee State University’s academic programs and academic units is a critical component for the institution to maintain regional and specialized accreditation. Academic programs that are mission-oriented, market-driven for student recruitment and workforce development, and cost-conscious are essential indicators in program evaluation and productivity. It is critical that the University communicates on an ongoing basis the performance of its academic program inventory.

At the request of the Board of Trustees (BOT), a succinct Summary of Academic Actions: Academic Programs is presented in this agenda item.

College	Academic Program or Academic Unit	Academic Action
Agriculture	Family and Consumer Sciences, BS	1. Terminate two Concentrations in the Family and Consumer Sciences program, BS. Food Service Management Concentration and Consumer Sciences Education, Leadership & Communication Concentration
Agriculture	Graduate Certificate in Applied Geospatial Information Systems	2. Terminate the Graduate Certificate in Applied Geospatial Information Systems
Agriculture	Graduate Certificate in Biotechnology	3. Terminate the Graduate Certificate in Biotechnology
Agriculture	Agricultural Sciences (PhD)	4. Program Name and CIP Code Change: Change PhD in Agricultural Sciences (CIP 01.0000) to PhD in Food, Agriculture, and Natural Resources (CIP 01.1101). 5. Establishment of New Concentrations within the PhD in Food, Agriculture, and Natural Resources: Plant Science Concentration, Food and Animal Sciences Concentration, and Natural Resources

College	Academic Program or Academic Unit	Academic Action
		Concentration
Engineering	Data Science, MS	6. Establishment of New Concentration – Artificial Intelligence Concentration within the MS Data Science. CIP Code: 30.7001
Health Sciences	Speech and Hearing Sciences, MS	7. Admission Policy: Change the application deadline for admissions to the Speech and Hearing Sciences, MS program offered via distance education.
Health Sciences	Occupational Therapy, MS	8. Admission Policy: Change the application deadline for admissions to the Occupational Therapy, MS program.

Committee Action

The Division of Academic Affairs is requesting approval of the academic unit modifications. The Committee Chair will call for a motion on the requested action.

MOTION: To approve the academic actions for academic programs and academic units as outlined in Table 1, as contained in the Board Materials for the Board of Trustees’ February 20, 2026, meeting. The proper officers of the University are authorized to take other actions as may be necessary and deemed appropriate, and work with the Tennessee Higher Education Commission (THEC) and the Southern Association of Colleges and Schools (SACSCOC) to implement these academic actions for academic programs and academic units.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 20, 2026

ITEM: Spring 2026 Graduation Update

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Robbie Melton, Provost and Vice President

Background Information

The Spring 2026 Graduation Report provides a comprehensive overview of prospective graduates from Tennessee State University and highlights the distribution of graduates across various colleges, showcasing the breadth of academic programs available at the University with a total of 1,180* candidates, including 1,057 undergraduates and 123 graduates. The upcoming graduation ceremonies, scheduled for Friday, May 1, 2026, and Saturday, May 2, 2026, will celebrate the hard work and dedication of these students as they transition into their professional careers and further educational pursuits. This milestone not only represents individual accomplishments but also underscores the university's commitment to academic excellence and community engagement.

Graduation Ceremony Schedule

Friday, May 1, 2026

- **8:00 AM**
 - **College of Business: 199**
 - **College of Public Service: 31**
 - **Total Graduates: 230**

- **1:00 PM**
 - **College of Agriculture: 73**

- **College of Engineering:** 99
- **Total Graduates:** 172
- **6:00 PM**
 - **College of Education:** 120
 - **School of Graduate Studies:** 123
 - **Total Graduates:** 243

Saturday, May 2, 2026

- **8:00 AM**
 - **College of Health Sciences:** 243
 - **College of Life and Physical Sciences:** 103
 - **Total Graduates:** 346
- **1:00 PM**
 - **College of Liberal Arts:** 189
 - **Total Graduates:** 189

Overall Summary

- **Total Graduates:** 1,180 (1,057 Undergraduates + 123 Graduates)

*Data provided by the Office of Enrollment Management – Registrar 02.04.26

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 20, 2026

ITEM: 2026-2027 Academic Calendar

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Robbie Melton, Provost and Vice President
Dr. Johnnie Smith, Assistant Vice President

Background Information

The 2026-2027 Academic Calendar for Tennessee State University (TSU) outlines a comprehensive schedule designed to enhance the academic experience and support the educational mission of the institution. This calendar reflects the strategic initiatives of TSU to promote student engagement, academic excellence, and community service throughout the academic year. (see attachment)

TSU - ACADEMIC CALENDAR 2026-2027	
NOTE: Dates within the Academic Calendar are subject to change	
FALL SEMESTER 2026	
Aug 3	Housing good standing
Aug 6	Faculty contracts begin
Aug 7	Faculty report for fall semester activities
Aug 10	Faculty/Staff Institute
Aug 10	Initial Purge due to non-payment of fees
Aug 10-14	Freshmen Welcome Week
Aug 11-12	Residence Halls Open (New Students)
Aug 11-16	Continuation of Fall 2025 Registration
Aug 12	New Student Orientation
Aug 13	Purge due to non-payment of fees
Aug 14-16	Residence Halls Open (Returning Students)
Aug 16	Final Day to withdraw and receive 100% refund of tuition and fees
Aug 17	First Day of Classes
Aug 17-21	Late Registration/Schedule Adjustments -- \$100 Late fee will be assessed
Aug 21	Last day to Submit Change of Major/Course Substitutions
Aug 28	Final Purge due to non-payment of fees -- NO course reinstatement
Aug 30	Final day to Withdraw and receive 75% refund of tuition and fees
Sept 1	Freshmen Convocation – Student Affairs
Sept 7	Labor Day Holiday - No classes
Sept 14	Recognition of Constitution Day
Sep 14 - Oct 31	Spring Pre-Advisement for Current Students
Sep 28 - Oct 3	Mid-term Examination Week
Oct 8	Faculty must have posted Midterm grades via “MyTSU”
Oct 19-20	Fall Break – No Classes
Oct 25	Last day to withdraw from a course and/or the University
Nov 5 - Jan 8	Registration Opens for all students
Nov 11	Veterans’ Day Observed (University is Open)
Nov 25	Last Day of Classes
Nov 26 - 28	Thanksgiving Holiday – University Closed
Nov 30 - Dec 3	Final Examinations
Dec 4	Commencement – 9 a.m. - Gentry Center Undergraduates: Colleges of Business, Engineering, Life & Physical Sciences and Public Service
Dec 4	Commencement – 4 p.m. - Gentry Center Graduate Students: All Colleges; Undergraduates: College of Education
Dec 5	Commencement – 9 a.m. - Gentry Center Undergraduates: Colleges of Agriculture, Health Sciences and Liberal Arts
Dec 9	Faculty must have posted all grades via “MyTSU”
Dec 14	Records Office releases all posted grades via “MyTSU”
Dec 24 - Jan 1	Holiday Break – University Closed
SPRING SEMESTER 2027	
Jan 4	University Re-opens-8:00 am
Jan 4 - 8	Xtreme Winter Session (online only & in-person)
Jan 5	Faculty/Staff Institute
Jan 6	Freshman Orientation
Jan 7	Residence Halls open (New Students)
Jan 8	Purge due to non-payment of fees
Jan 8 - 10	Residence Halls Open (Returning Students)

2026-27 ACADEMIC CALENDAR | Updated 11.4.25

Jan 10	Final Day to withdraw and receive 100% refund of tuition and fees
Jan 11	Classes Begin
Jan 11 - 15	Late Registration/Schedule Adjustments -- \$100 Late fee will be assessed
Jan 16	MLK Joint Day of Service
Jan 18	MLK Holiday - No Classes
Jan 22	Final Purge due to non-payment of fees
Jan 27	Student must be in good financial standing – no course reinstatement
Feb 8 - Mar 12	Pre-Advising (Maymester, Summer & Fall)
Feb 15 - 19	Student Study Week – No Activities Scheduled
Feb 22 - 27	Mid-term Examination Week-all classes meet as scheduled
Mar 1 - 6	Spring Break
Mar 1 - 6	Xtreme Spring Session
Mar 3	Faculty must have posted Midterm grades via “MyTSU”
Mar 12	Last day to withdraw from a course and/or the University
Mar 25 - TBD	Honors Convocation
Apr 5	Summer and Fall Registration Opens for all students
Apr 19 - 24	Student Study Week - No Activities Scheduled
Apr 24	Last Day of Classes
Apr 26 - Apr 29	Final examinations
Apr 30	Commencement – 9 a.m. - Gentry Center Undergraduates: Colleges of Business, Engineering, Life & Physical Sciences and Public Service
Apr 30	Commencement – 4 p.m. - Gentry Center Graduate Students: All Colleges; Undergraduates: College of Education
May 1	Commencement – 9 a.m. - Gentry Center Undergraduates: Colleges of Agriculture, Health Sciences and Liberal Arts
May 3 – Aug 2	Registration for new students
May 5	Faculty must have posted all grades via “MyTSU”
May 10	Records Office releases all posted grades via “MyTSU”

For information regarding TNeCampus Academic Calendar, access the website at:
<http://www.tnecampus.org/academic-calendar>

SUMMER TERM 2027	
Maymester	
Apr 5 - May 3	Registration
Apr 30	Maymester Purge Date
May 2	Final Day to withdraw and receive 100% refund of tuition and fees (Maymester)
May 3	Classes begin for 3-week session
May 10	Last day to withdraw from courses
May 21	Last day of classes
May 28	Faculty must have posted grades via “myTSU” All grades will be available when all summer sessions are completed
May 31	Memorial Holiday - No Classes (University Closed)
Full – 10 Week Session	
Apr 5 – May 3	Registration-All Summer Sessions
May 21	Purge Date for all summer sessions

2026-27 ACADEMIC CALENDAR | Updated 11.3.25

May 23	Final Day to withdraw and receive 100% refund of tuition and fees (Full Summer)
May 24	Classes begin for full 10-week session
May 24 – May 28	Late registration/Schedule Adjustments -- \$100 Late fee will be assessed
May 26	Residence Halls open
May 31	Memorial Holiday - No Classes (University Closed)
June 18 th	Juneteenth Holiday Observed (University Closed)
June 19	Founders Day (TBA)
July 4	Independence Day Holiday - No Classes
July 1	Last day to withdraw from 10-week courses
July 1	Last day to withdraw from University
Jul 30	Last day of classes
Aug 3	Faculty must have posted all grades via “MyTSU”
Aug 6	Records Office releases all posted grades via “MyTSU”
Session I -- Five Week Session	
May 23	Final Day to withdraw and receive 100% refund of tuition and fees (Summer I)
May 24	Classes begin
May 24 - 26	Late registration/Drop/Add for Summer I -- \$100 Late fee will be assessed
June 14	Founders Day (TBA)
June 14	Last day to withdraw from Session I courses
June 18 th	Juneteenth Holiday Observed (University Closed)
June 22	Last day to withdraw from University
June 25	Last day of classes
June 30	Faculty must have posted all grades via “MyTSU”
Aug 6	Records Office releases all posted grades via “MyTSU”
Session II -- Five Week Session	
June 27	Final Day to withdraw and receive 100% refund of tuition and fees (Summer II)
June 28	Classes begin
June 28 – June 30	Late registration/Drop/Add for Summer II -- \$100 Late fee will be assessed
July 12	Last day to withdraw from Session II courses
July 12	Last day to withdraw from university
Jul 23	Last day of classes
July 28	Faculty must have posted all grades via “MyTSU”
Aug 6	Records Office releases all posted via “MyTSU”

Final examinations for summer semesters will be scheduled during the last official meeting date/time for each specific course.

For information regarding TNeCampus Academic Calendar, access the website at:
<http://www.tnecampus.org/academic-calendar>

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: February 19, 2026

ITEM: Update on Research and Sponsored Programs

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Quincy Quick, Associate Vice President Research and Sponsored Programs/Chief Research Officer

Background Information

Dr. Quick will present an update on Grant Awards and Submission Data and Federal Government R & D funding.

**RESEARCH AND SPONSORED PROGRAM
BOARD OF TRUSTEES FEBRUARY 2026 QUARTERLY REPORT**

GRANT AWARDS AND SUBMISSIONS DATA: YEAR-OVER-YEAR COMPARISON

Metric	FY2025	FY2026	Change	% Change
Total Direct Awards	\$58,596,633	\$44,348,028	▼ \$14,248,605	- 24.3%
Total Indirect Cost Requested	\$6,110,437	\$2,487,297	▼ \$3,623,140	- 59.3%
Total Project Awards	\$64,707,070	\$46,835,325	▼ \$17,871,745	- 27.6%
Number of Awards	120	84	▼ 36 awards	- 30.0%
Total Requested Amount	\$154,589,095	\$90,470,415	▼ \$64,118,680	- 41.5%
Number of Submissions	125	111	▼ 14 submissions	- 11.2%

- Overall number of awards declined by 36
- Indirect cost requested dropped by 59%
- Proposal submission volume remains relatively strong, but funding yield per proposal is lower

***Note: Data presented is representative of new awards and/or IDC requests for that FY and not carried over from a previous FY; additionally, IDC requests do not reflect actual expenditures**

RECENT CONGRESSIONAL AND PRESIDENTIAL ACTION ON FEDERAL R&D FUNDING

In response to the FY2026 budget process, Congress and the President have taken critical steps to finalize federal appropriations, including several bills with direct implications for university-led research and sponsored programs. Three major appropriations bills—**H.R. 5371**, **H.R. 6938**, and **H.R. 7148**—together outline the funding landscape across agricultural, scientific, energy, and health-related research domains.

1. H.R. 5371 – Continuing Appropriations, Agriculture, Legislative Branch, Military Construction and Veterans Affairs, and Extensions Act (Signed 11/12/2025)

This bill provides continued FY2026 funding for key U.S. Department of Agriculture (USDA) research and programmatic units, including:

- National Institute of Food and Agriculture (NIFA)
- Agricultural Research Service (ARS)
- Economic Research Service (ERS)
- National Agricultural Statistics Service (NASS)
- Alongside key operational agencies such as the Farm Service Agency and Natural Resources Conservation Service (NRCS).

2. H.R. 6938 – Commerce, Justice, Science; Energy and Water Development; and Interior and Environment Appropriations Act (Signed 01/23/2026)

This legislation funds federal science and technology agencies with direct implications for university R&D, including:

- **National Science Foundation (NSF):** Final FY2026 appropriation of **\$8.75B** (▼ 3.4% from FY2025), a significant restoration from the President’s initial request of only \$3.9B.
- **NASA Science Mission Directorate:** Funded at **\$7.25B**, a modest decrease of 1.1%.
- **Department of Energy (DOE) Office of Science:** Increased to **\$8.40B** (▲ 1.9%), supporting fundamental and applied energy research.
- **National Institute of Standards and Technology (NIST):** Funded at **\$1.18B** (▲ 2.3%).

3. H.R. 7148 – Consolidated Appropriations Act, 2026 (Passed by the House, 01/21/2026)

Detailed program-level funding is still emerging, this bill secures the operational budgets for federal research, training, and innovation programs that support a wide range of TSU initiatives. This omnibus appropriations bill covers agencies central to public health, workforce development, and education R&D, including:

- Department of Health and Human Services (HHS)
- National Institutes of Health (NIH)
- Department of Education
- Department of Labor
- Department of Transportation

HALO PLATFORM: ADVANCING FACULTY-INDUSTRY RESEARCH COLLABORATIONS

As part of Tennessee State University’s strategic efforts to expand public-private partnerships and accelerate research commercialization, the Office of Research and Sponsored Programs has implemented the HALO platform—a national tool designed to connect academic researchers with industry-sponsored grant opportunities. HALO enables TSU administrators to identify tailored funding and collaboration opportunities, share them directly with relevant faculty, and track proposal development and submission activity across the institution. The platform provides a streamlined mechanism for increasing faculty engagement with corporate R&D needs and supporting translational research pathways. To date, **41 TSU faculty members have enrolled** on HALO, positioning the university to proactively align faculty expertise with external innovation pipelines and attract industry investment in TSU-led research initiatives.



Meeting of the TSU Board of Trustees

Student and Academic Affairs Committee

1

GRANT AWARDS AND SUBMISSION DATA: YEAR-OVER-YEAR COMPARISON

Metric	FY2025	FY2026	Change	% Change
Total Direct Awards	\$58,596,633	\$44,348,028	▼ \$14,248,605	- 24.3%
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Grant Submissions	FY2025	FY 2026	Change (\$)	% Change
Number of Awards	120	84	▼ 36 awards	- 30.0%
Total Requested Amount	\$154,589,095	\$90,470,415	▼ \$64,118,680	- 41.5%
Number of Submissions	125	111	▼ 14 submissions	- 11.2%

2

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES AGENDA ITEM

FEDERAL R&D FUNDING UPDATE (H.R. 5371, H.R. 6938, and H.R. 7148)

H.R. 5371 – Continuing Appropriations, Agriculture, Legislative Branch, Military Construction and Veterans Affairs, and Extensions Act (Signed 11/12/2025)

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- National Agricultural Statistics Service (NASS)
- Alongside key operational agencies such as the Farm Service Agency and Natural Resources Conservation Service (NRCS)

3

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES AGENDA ITEM

FEDERAL R&D FUNDING UPDATE (H.R. 5371, H.R. 6938, and H.R. 7148)

H.R. 6938 – Commerce, Justice, Science; Energy and Water Development; and Interior and Environment Appropriations Act (Signed 01/23/2026)

This legislation funds federal science and technology agencies with direct implications for university R&D, including:

- **National Science Foundation (NSF):** Final FY2026 appropriation of **\$8.75B** (▼3.4% from FY2025), a significant restoration from the President's initial request of only \$3.9B.
- **NASA Science Mission Directorate:** Funded at **\$7.25B**, a modest decrease of 1.1%.
- **Department of Energy (DOE) Office of Science:** Increased to **\$8.40B** (▲1.9%), supporting fundamental and applied energy research.
- **National Institute of Standards and Technology (NIST):** Funded at **\$1.18B** (▲2.3%).

4

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES AGENDA ITEM

H.R. 7148 – Consolidated Appropriations Act, 2026 (Signed 02/03/2026)

Detailed program-level funding is still emerging, this bill secures the operational budgets for federal research, training, and innovation programs that support a wide range of TSU initiatives.

Agency	Aggregated Total (\$)
Department of Health & Human Services (HHS)	≈ \$117.3 billion
National Institutes of Health (NIH) (within HHS)	≈ \$48.7 billion
Department of Labor (DOL)	≈ \$14.2 billion
Department of Education (ED)	≈ \$79.1 billion
Department of Transportation (DOT)	≈ \$109.4 billion

The FY 2026 Consolidated Appropriations Act does not modify or restrict federally negotiated indirect cost rates

5

TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

APPROACHES TO MITIGATE EVOLVING RESEARCH LANDSCAPE



Finding research collaborations and funding opportunities with industry

HALO

41 FACULTY SIGNED UP SO FAR



Areas include:
Health Sciences • Chemistry • Biology • Mathematics • Engineering • Agriculture • Aging • Physics



Connecting interdisciplinary faculty with industry partners for impactful research projects





**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2026 MEETING**

Friday, February 20, 2026 10:15 a.m. CT	Tennessee State University Main Campus Farrell Westbrook Complex (The Barn) 3500 John A. Merrit Blvd. Nashville, TN 37209
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AGENDA

- I. Call to Order
- II. Roll Call
- III. Opening Remarks by the Chair
- IV. Adoption of Agenda
- V. Approval of Consent Agenda Items (Action)
 - A. November 20, 2025, Finance Committee Meeting Minutes
 - B. November 20, 2025, Audit Committee Meeting Minutes
 - C. November 21, 2025, Student and Academic Affairs Committee Meeting Minutes
 - D. November 21, 2025, Governance and Governmental Affairs Committee Meeting Minutes
 - E. November 21, 2025, Board of Trustees Meeting Minutes

Note concerning consent agenda items: The Bylaws of the Board provide that any item unanimously approved by a committee may be designated by the Chair for unanimous consent at the full Board meeting. Such items must be separately identified and be voted on by a single motion. Therefore, any item that is not unanimously approved in committee will be moved to the regular agenda of the Board. Further, any Trustee may request that an item on the consent agenda of the Board be moved to the regular agenda, even if unanimously approved in committee, by notifying the Secretary in writing prior to the meeting. The request must then be approved by a majority of those members of the Board present and voting.

- VI. Committee Reports
 - A. Governance and Governmental Affairs Committee
 - B. Finance Committee

- i. Approval of Parking Rules (Action)
 - ii. Approval of YMCA Parking Transaction (Action)
 - iii. Approval of Debt Management Policy (Action)
 - C. Audit Committee
 - i. Approval of Internal Audit Charter (Action)
 - D. Student and Academic Affairs Committee
 - i. Approval of Academic Program and Academic Units Actions (Action)
- VII. President's Report
- VIII. Other Business

Under the Bylaws of the Board, items not appearing on the agenda may be considered only upon an affirmative vote of a majority of those members of the Board who are present. Other business necessary to come before the Board at this meeting should be brought to the Chair's attention before the meeting.
- IX. Closing Remarks and Adjournment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 19, 2026
ITEM: Approval of Consent Agenda Items
RECOMMENDED ACTION: Approval
PRESENTED BY: Trustee Dakasha Winton, Board Chair

Background Information

The only items on the consent agenda are meeting minutes. The Board conducted the meetings referenced below. The document reflecting the minutes from the following Board and committee meetings are included in the Board materials:

Approval of November 20, 2025, Audit Committee Meeting Minutes
Approval of November 20, 2025, Finance Committee Meeting Minutes
Approval of November 21, 2025, Student and Academic Affairs Committee Meeting Minutes
Approval of November 21, 2025, Governance and Governmental Affairs Committee Meeting Minutes
Approval of November 21, 2025, Board Meeting Minutes

Action

The Chair will call for a motion approving the consent agenda items, which include past Board minutes, and committee meeting minutes recommended for approval by the committees.

MOTION: I move to approve the consent agenda items, as contained in the Board materials for the February 20, 2025, meeting.

**Meeting of the Tennessee State University
Board of Trustees
Regular Meeting
November 21, 2025
Tennessee State University – the Barn**

MINUTES

Board Members Present: Trustees Dakasha Winton, Azana Bruce, Trevia Chatman, Jeffery Norfleet, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Leticia Towns, Charles Traughber, and Artenzia Young-Seigler.

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Robbie Melton, Provost & Vice President for Academic Affairs; Bradley White, Interim VP of Business and Finance; Sterlin Sanders, Chief Information Officer; Jim Grady, Alvarez & Marsal

I. CALL TO ORDER

Chair Winton called the meeting to order at 11:31 a.m.

II. ROLL CALL

Chair Winton declared that a physical quorum was present. Board Secretary conducted the roll call. The following trustees were present: Trustees Dakasha Winton, Azana Bruce, Trevia Chatman, Jeffery Norfleet, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Leticia Towns, Charles Traughber and Artenzia Young-Seigler.

III. OPENING REMARKS BY THE CHAIR

Chair Winton thanked the Board and administration for their preparation and commitment in advance of the upcoming Board meeting. She then requested a brief pause to recognize the life and legacy of Amos-Leon' Otis, a distinguished alumnus of Tennessee State University.

Chair Winton noted that although she did not know Mr. Otis personally, his impact on the University and the many lives he touched was evident. She invited Vice Chair Charles Traughber to share remarks.

Vice Chair Traughber reflected on Mr. Otis' extraordinary service to Tennessee State University, noting his leadership as Chair of the TSU Foundation Board and his historic personal financial contributions to the institution. He emphasized Mr. Otis' deep commitment to the University's mission, students, and future, and shared a personal reflection from time spent with Mr. Otis during homecoming events. Vice Chair Traughber remarked that Mr. Otis consistently attributed his professional success to TSU and exemplified a legacy of excellence and service.

At the conclusion of the remarks, the Board observed a moment of silence in honor of Amos-Leon' Otis. Chair Winton thanked Vice Chair Traugber for his tribute.

IV. RECOGNITION OF OUTSTANDING SCHOLARS

Chair Winton recognized President Tucker and Will Radford, who introduced remarks on the recognition of outstanding TSU scholars. Will Radford noted that Ms. Leah Granderson would present, highlighting student-led planning and design initiatives.

Ms. Granderson, Executive Director for Planning, Design, Construction, and Campus Operations, introduced three student scholars whose work has supported student-centered planning and campus enhancements, including projects at the Avon Williams campus and in residential facilities.

Students Mark Gray, Joy Walton, and Eli Smith introduced themselves and described their academic backgrounds and hands-on involvement in campus planning, design, and construction initiatives. They outlined a framework emphasizing student input, industry engagement, and execution of high-impact projects and highlighted completed improvements such as collaborative spaces, residence hall updates, marquee signage, facility renovations, and homecoming preparations. They also discussed future efforts, including enhancements to the Davis Humanities Building.

Following the presentation, Mr. Radford noted that the students represent a larger cohort and that an initial investment of approximately \$175,000 supported dedicated student innovation space. He emphasized the strong return on investment and the value of expanding similar experiential learning opportunities across campus.

Chair Winton thanked the students for their presentation and recognized their creativity, leadership, and contributions to the University.

V. ADOPTION OF AGENDA

The Board Chair called for a motion to adopt the meeting agenda as contained in the materials for the November 20, 2025, Board meeting. Trustee Chatman moved to adopt the agenda, and Trustee Young-Seigler seconded the motion. The Board Chair called for a voice vote, and the motion to adopt the agenda was unanimously approved.

VI. APPROVAL OF CONSENT AGENDA ITEMS

Chair Winton presented the items on the consent agenda, which included the following minutes for approval:

- June 12, 2025, Governance and Governmental Affairs Committee Meeting Minutes
- June 13, 2025, Board Meeting Minutes
- August 5, 2025, Board Meeting Minutes
- September 18, 2025, Audit Committee Meeting Minutes
- September 18, 2025, Finance Committee Meeting Minutes

- September 18, 2025, Student and Academic Affairs Committee Meeting Minutes
- September 18, 2025, Board Meeting Minutes

A motion to approve the consent agenda was made by Trustee Smith and seconded by Trustee Towns. The motion unanimously passed by voice vote.

VII. COMMITTEE REPORTS

Chair Winton introduced the next agenda item, which was committee reports.

A. Audit Committee Report and Recommendations

Trustee Smith Knight reported that the Audit Committee met to consider and act on one item and to receive reports on several audit-related matters. The Committee received reports on internal and external audit activities, including the results of the internal and external quality assessment and gap assessment required under global internal audit standards, as well as an update on outstanding audit issues and the status of the Internal Audit Plan. This concluded the Audit Committee report.

B. Finance Committee Report and Recommendations

Trustee Traughber reported that the Finance Committee met to consider and act on three items and to receive one informational report. He reported that the Committee reviewed and recommended approval of a revised Bank Reconciliation Policy. A motion to approve the revised Bank Reconciliation Policy, as presented in the board materials, was made by Trustee Traughber and seconded by Chair Winton. A roll call vote was taken, and the motion passed unanimously.

Trustee Traughber further reported that the Committee reviewed and recommended approval of the Fiscal Year 2026 Revised Budget. A motion to approve the Fiscal Year 2026 Revised Budget, as presented in the board materials, was made by Trustee Traughber and seconded by Chair Winton. A roll call vote was taken, and the motion passed unanimously.

The Committee also received a report on Institutional Advancement. This concluded the Finance Committee report.

C. Student and Academic Affairs Committee Report and Recommendations

Trustee Norfleet reported that the Student and Academic Affairs Committee met to receive reports on student affairs, enrollment, and academic affairs. The Committee received updates on the SACSCOC CLC Fifth-Year Interim Report status, retention and progression efforts, graduation rate data and related strategic initiatives, the Fall 2025 graduation plan, and Fall 2025 college achievements. This concluded the Student and Academic Affairs Committee report.

D. Governance and Governmental Affairs Committee Report and Recommendations

Trustee Smith reported that the Governance and Governmental Affairs Committee met to receive one action item and one informational report. The Committee received a legislative update from Leah Love of the Ingram Group. This concluded the Governance and Governmental Affairs Committee report.

VIII. FEDERAL FUNDING UPDATE

The next item on the agenda was a federal funding update. Chair Winton recognized Dr. Quincy Quick to present the report.

Dr. Quick provided an overview of the current federal research funding landscape, noting continued uncertainty due to recent federal budget negotiations, government shutdowns, and shifting priorities. He explained that year-to-date comparisons between Fiscal Years 2025 and 2026 reflect a decline in total grant awards, indirect cost recovery, and overall award volume, while grant submissions have remained relatively strong, reflecting sustained faculty engagement.

Dr. Quick reported that, despite the federal shutdown, the University received 16 grant awards during that period. He discussed proposed and enacted federal budget changes affecting major funding agencies, including USDA-NIFA, NIH, and NSF, with particular emphasis on implications for 1890 Land-Grant institutions. He noted that recent federal actions appear to stabilize funding levels for the Evans-Allen/1890 Research Capacity Program, avoiding previously proposed significant reductions.

Dr. Quick also addressed developments related to indirect cost recovery, reporting that current indirect cost rates remain in effect following passage of the federal budget. He noted ongoing national discussions regarding a potential transition to a new Financial Accountability and Research (FAIR) model, emphasizing that no final decisions have been made.

Finally, Dr. Quick outlined institutional strategies to mitigate federal funding volatility, including increased industry partnerships, expanded applied and translational research, and alignment with state and regional innovation initiatives. He concluded by noting that the University remains well positioned to adapt to evolving federal and state research priorities.

IX. PRESIDENT'S REPORT

Chair Winton recognized President Tucker to present the President's Report, including follow-up information requested by the Board regarding the Memorandum of Understanding (MOU) and the formation of an advisory committee.

President Tucker provided updates since the previous Board meeting, highlighting progress in academic success indicators, including retention, progression, and graduation rates. He noted improvements in the University's financial position resulting from enhanced accounts receivable management and improved cash flow associated with the MOU with the State.

President Tucker reported several leadership appointments aimed at strengthening institutional capacity, including a Vice President for Enrollment Management, a Vice President for Human

Resources, and a Vice President for Institutional Advancement. He also announced the hiring of a Controller, who began on November 10, and a Chief Financial Officer, scheduled to begin January 1, 2026.

President Tucker discussed additional measures taken to support long-term financial sustainability, including shared cost-containment strategies, strategic investments in enrollment and recruiting, and adjustments to staffing and compensation initiatives. He also reported the development of a revised merit scholarship structure to support enrollment growth while maintaining net revenue.

President Tucker highlighted the success of the recent homecoming celebration, noting both increased revenue opportunities and positive reputational outcomes. He also previewed plans to reimagine future commencement ceremonies and alumni giving strategies.

President Tucker reported that the University exceeded its Fiscal Year 2025 deficit reduction target and is projecting continued progress in Fiscal Year 2026. He noted improvements in audit timelines and the addition of Tennessee Board of Regents support teams to assist with financial and audit-related matters.

Finally, President Tucker provided an update on compliance with the MOU requirement related to space utilization and real property assessment. He reported on efforts to form an advisory group, his identification of a third-party group, Hayat Brown, to assist with University, and the University's plans to present its space utilization plan and real property assessment to the State in early December.

X. CLOSING REMARKS AND ADJOURNMENT

Trustee Smith Knight moved to adjourn the meeting, and Trustee Young-Seigler seconded the motion. Secretary Brown called the roll, and the motion carried unanimously. The meeting was adjourned.



**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
FEBRUARY 2026 MEETING**

APPENDIX

- I. Executive Summary: Human Resources and Institutional Compliance
- II. Executive Summary: Administrative Operations

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

EXECUTIVE SUMMARY

DATE: February 19, 2026

ITEM: Human Resources and Institutional Compliance Updates

RECOMMENDED ACTION: No action

PRESENTED BY: Dr. Natasha Johnson, Chief Human Resources Officer, Office
of Human Resources

Background Information

Dr. Johnson presents the following update on Human Resources and Institutional Compliance.

Human Resources and Institutional Compliance Executive Summary Board of Trustees - February 2026

The Office of Human Resources (HR) serves as Tennessee State University's operational backbone and strategic partner, ensuring compliance, supporting faculty and staff success, strengthening leadership and accountability, and aligning the institution's most important asset—its people—with the mission, values, and long-term goals of the University. Over the past few months (September 2025-October 2025), the Office of Human Resources (HR) has undergone a transition in leadership. Since that time, HR has focused on understanding the needs of the university and each division. In addition, HR has invested time assessing talent needs, surveying stop gaps and process improvement opportunities, stabilizing core HR operations, strengthening compliance, and laying the foundation for a modern, strategic human capital function that better supports the University's mission. This work reflects a deliberate shift from transactional service delivery toward proactive partnership, consistency, and accountability across the institution.

Organizational Capacity and Scope

HR has made key personnel investments to support this transformation, including the onboarding of a Benefits Manager (November 2025) and the phased introduction of Human Resources Business Partners (December 2025–January 2026). These roles are central to strengthening compliance with federal and state employment laws (including FMLA, FLSA, and ADA), improving performance management guidance, and expanding departmental support. Recruitment for a Talent Acquisition and Onboarding Manager is underway, and other critical support functions will be incorporated (i.e., HRIS, Total Rewards) within the upcoming fiscal year.

Progress, Priorities and Path Forward

HR has begun partnering with Academic Affairs, Athletics, Business and Finance, Facilities and Campus Operations, Information Technology, Research and Sponsored Programs, Student Affairs, and Campus Police, among others, to provide consistent HR guidance and services campus-wide. These services include, but are not limited to, employee relations, performance management, leadership training and development, workforce planning and strategy, policy interpretation, and compliance.

HR has continued to partner with the Strata Information Group (SIG) to strengthen data integrity for compliance, reporting and decision-making purposes. Significant effort has been made toward improving the accuracy and usability of HR data. Discrepancies between base jobs and job detail records have been analyzed and addressed, and position and budget cleanup initiatives are underway. In addition, stale positions and payroll deduction codes have been identified and the first sequence have been archived. SIG has continued facilitating extensive data cleanup efforts, including the targeted removal of more than 800 student job records imported during a 2006 system conversion that was hindering current budget reporting. Moreover, more than 8,700 stale employee records for individuals who have not been paid since the start of the current fiscal year are being removed to further improve data accuracy and system performance. Lastly, in alignment with other land grant institutions (LGIs) in Tennessee, a public-facing Employee Salary Database has been built and launched.

Significant progress has been made in recruiting and hiring operations. HR has reduced the overall hiring process length by approximately one-third (one-half once system automation capabilities become available) from an original average cycle that ranged between 90 and 120 days. In addition, HR has consolidated employment contract templates by more than 50 percent and established baseline metrics to support continuous improvement. Additional initiatives underway include the development of competency-based job descriptions, interviewer training, targeted recruitment advertising through professional and social media platforms, refreshed and professionalized recruiting materials, and the design of a new hire orientation program.

In support of employee morale and institutional culture, HR is developing a formal rewards and recognition program. The Tiger Appreciation and Impact Awards, which will honor and reward University employees who model our Students First mission, improve our operational efficiencies, and produce results that drive transformational change, are projected to launch in May 2026. From a fiscal stewardship perspective, HR implemented a cost-savings initiative through the discontinuation of the Degree/Certification Incentives Program which became effective January 1, 2026 and will result in net annual cost savings of \$350,000.

Looking ahead, HR's priorities center on strengthening infrastructure, ensuring compliance, and building for long-term sustainability. Immediate efforts include cleaning and stabilizing the employee records database, digitizing HR forms and files, and updating University policies. Ensuring compliance throughout Academic Year 2025–2026 remains a critical focus, including public-facing postings, mandatory training requirements, and compliance reporting. HR will continue to revamp recruiting, hiring, and onboarding by partnering earlier with departments on staffing needs, evaluating job descriptions, reviewing alignments within budgets, and ensuring approvals; expanding interviewer training pools; improving applicant and candidate experience; and increasing the quality and quantity of applicant pools while reducing time-to-fill.

Additional strategic initiatives include revising the performance management system and evaluation criteria, streamlining the HR service delivery model, and advancing long-term workforce strategies. These include launching a comprehensive employee rewards and recognition program, developing leadership and supervisor training, reassessing and redesigning compensation structures and salary tables, administering an employee engagement survey, and capturing meaningful HR and human capital metrics to inform decision-making.

Conclusion

The Office of Human Resources is nearing its completion of transitioning from stabilization to strategic execution. With foundational staffing in place and early operational improvements realized, HR is positioning to better support the University's people, strengthen accountability, and contribute directly to institutional effectiveness and employee success. Over the next year, HR will continue to make progress addressing long-standing structural and data integrity challenges that directly affect optimization and human capital outcomes. While much of this work is foundational and behind the scenes, it is critical to ensuring operational stability, fiscal accountability, and confidence in institutional data relied upon by leadership and the Board.

Tennessee State University's Office of Institutional Compliance & Title IX (OIC) plays a critical role in ensuring the University meets its legal, regulatory, and ethical obligations while fostering a culture of safety, equity, and accountability. During this reporting period, OIC has focused on stabilizing staffing, strengthening infrastructure, and aligning its work with institutional priorities related to compliance, risk mitigation, and campus climate.

Organizational Capacity and Scope

OIC has strengthened its operational capacity through key personnel additions, including the onboarding of an Executive Director and Title IX Coordinator (October 31, 2025) and a Compliance Investigator (December 17, 2025) as well as through expanded graduate assistant support. These positions are essential to advancing compliance with federal non-discrimination and anti-harassment laws, including Titles VI, VII, and IX.

The Office is responsible for managing reports and complaints, overseeing case management processes, and ensuring timely, equitable responses that prevent, stop, and remedy misconduct. OIC works in close partnership with Athletics, University Police, Research and Sponsored Programs, the Office of Disability Services, Student Conduct, and other campus stakeholders to support consistent and compliant practices across the institution.

Strategic Alignment and Progress

OIC is building a robust, university-wide compliance infrastructure as it relates to matters involving protected classes, including processes and procedures required by Titles VI, VII, & IX. OIC has made meaningful progress in aligning its operations with continuous improvement and collaboration goals. Key initiatives include successful onboarding and certification completion for new staff, implementation of electronic scheduling, and the initial organization and digitization of records. OIC has made progress in reducing case backlogs by approximately 35 percent.

The Office has also expanded collaborative efforts across campus and system partners, including Maxient case management system training for users, participation in a Tennessee Board of Regents grant, coordination on a campus climate survey, engagement with a campus-wide learning management system for training delivery, support for Office of General Counsel training, and facilitation of student scholarship initiatives. These efforts reinforce the University's commitment to transparency, education, and shared responsibility for compliance.

Priorities and Path Forward

OIC's priorities for Academic Year 2025–2026 center on ensuring full compliance and strengthening institutional readiness. This includes updating and maintaining public-facing compliance materials, delivering mandatory trainings, and completing required annual reporting. The Office will also focus on addressing existing case backlogs while managing new reports by assessing and resolving pending cases, enhancing the intake processes, and increasing visibility on campus. Additional priorities include updating University policies, digitizing records, and building long-term capacity through the administration of a campus climate survey and the development of trained pools of advisors and decision-makers/hearing officers.

Conclusion

Fostering and sustaining a culture of compliance is fundamental to the University's strategic goals. With stabilized leadership, improved processes, and strengthened collaboration, the Office of Institutional Compliance and Title IX is positioned to reduce institutional risk, enhance campus trust, and support a safe and equitable learning and working environment.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

EXECUTIVE SUMMARY

DATE: February 19, 2026

ITEM: Administrative Operations Update

RECOMMENDED ACTION: No action

PRESENTED BY: Jerome Oglesby, Vice President of Administration, Chief Operating Officer

Background Information

The following pre-read is to provide the Board with a status update on several active administrative operations initiatives. These efforts reflect ongoing work to strengthen campus operations, improve the student and employee experience, and ensure institutional readiness and resilience.



**Meeting
of the
TSU Board of Trustees**

Board Of Trustees – Executive Update

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

Administrative Operations Update

2

Content

1. Winter storm – Campus Update
2. Ad Astrata – Scheduling System Update
3. Transact Campus – Digital / Mobile Identification
4. John A. Merritt Classic & 2026 Homecoming – Update
5. Ellucian Banner SaaS Migration - Update

Winter Storm – Comprehensive Campus Operations & Emergency Response

Purpose + Overview

- Prioritizing students was a key aspect of the thorough strategy established to ensure safety, maintain operational continuity, and protect infrastructure during extreme freezing and cold weather conditions.
- Internal insurance specialists were consulted early on for documentation and preparation for cost recovery.

Project Deliverables

- **Student Support:** Animation of the FPSC in collaboration with Student Affairs for evening games to foster camaraderie, enhanced main dining options including brunch and surprise gourmet items, complimentary hot chocolate with toppings, and adapted shuttle routes to meet student transport needs.
- **Snow/Ice Management:** Readiness for icing and freezing conditions, snow and ice removal, plowing, rotating crews, daily risk assessments, and team meetings.
- **Operational Continuity:** Generator backup and emergency communication systems to ensure collaboration based on operational conditions.

Benefits + Outcomes

- Maintained residential operations in extreme cold, avoiding student relocation and emergency housing issues.
- Secured no-cost future road salt supply via TDOT, cutting reliance on emergency procurement.
- Ensured continuous campus operations with generators, dining, modified routes, and documented inspections.



Operational meeting & emergency response coordination meeting



Active Time/Unit Clearing On Campus



Safety barriers and risk mitigation for continuous operations.

Timeline



Risks, Challenges + Dependencies

- **JLL Dependency:** High reliance for operational continuity and response. Mitigated through JLL daily multi-checkpoints and reporting with Campus Operations.
- **Infrastructure:** Vulnerability under extreme cold conditions to system age. Controlled through pre-storm system inspections and redundancy.
- **Cost Recovery:** Subject to State of Tennessee insurance timelines. Managed through daily tracking and cost awareness with cost savings mechanisms in place.

Board Awareness + Decision Points

- **Board Awareness:** Operational readiness and enterprise risk posture.
- for operational continuity.

Ad Astra Information System

Purpose & Overview

Implement an enterprise events management and scheduling platform to better align course offerings, faculty resources, and physical space with student demand and institutional priorities. Ad Astra provides a single, centralized system for academic, room, and event scheduling, enabling conflict-free schedules across campus.

Key Deliverables

- Centralized scheduling for academic rooms and university events
- Course demand forecasting using historical enrollment data
- Space utilization analytics to optimize classroom usage
- Faculty workload and capacity insights
- Single system of record for courses, sections, rooms, and events

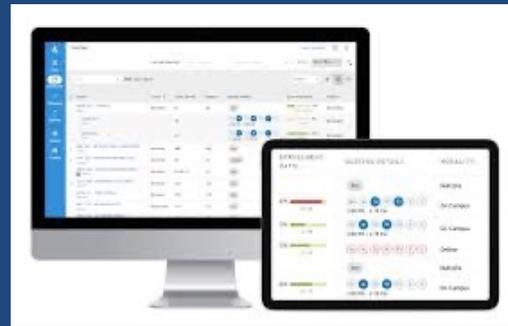
Benefits & Outcomes

- Improved operational efficiency in event and academic scheduling
- Data-informed decisions to support enrollment and student success
- Better alignment of faculty workload and space utilization

Target Go-Live: March 1, 2026

Risks & Dependencies

- Data readiness and quality
- Integration with existing systems



5

Mobile Credential Modernization (Transact Campus)

Purpose

Modernize TSU's campus ID ecosystem by transitioning from physical cards to a secure, cloud-based mobile student ID accessible via Apple, Google, and Samsung Wallets. This initiative future-proofs campus credentials while improving student experience, security, and operational efficiency.

Scope & Key Deliverables

- NFC-enabled mobile student ID (Transact Mobile Credential)
- Integration with access control, dining, POS, parking, events, and other campus systems
- Cloud-based credential management with real-time issuance and revocation
- Administrative reporting and dashboards

Benefits

- Improved student convenience (tap-and-go access)
- Reduced card production and replacement costs
- Faster transactions and shorter wait times
- Enhanced security and lower risk of lost/stolen IDs
- Sustainability through reduced plastic usage

Timeline - Full rollout within 6-9 months

Risks & Dependencies

- Change management and user adoption
- Integration with existing access and POS systems



6



John A. Merritt Classic | TSU Homecoming - 2026



John A. Merritt Classic – Executive Event Overview

Signature Events

- Sports Hall of Fame Induction – Honors Tiger legends and legacy
- President's Cup Golf Tournament – Flagship fundraising and donor engagement

Education, Legacy & Community

- HBCU College Fair & Scholarship Fundraiser – Recruitment, access, and scholarships
- Coaches' Leadership Luncheon – Coach Merritt legacy and HBCU leadership

Alumni, Fan & Cultural Engagement

- Pep Rally & Alumni Celebrations – School pride and community momentum
- Showcase of Bands & Concert – National HBCU band and music excellence

Game Day Highlights

- TSU vs. JSU Football Game – Marquee rivalry, national visibility
- 5th Quarter Band Battle & After-Party – Signature post-game engagement

TSU Homecoming 2026 – Executive Event Overview

Signature Events

- Gospel Explosion – Premier gospel concert celebrating faith, culture, and community
- President's Society Luncheon – Invitation-only donor and partner engagement

Alumni, Student & Community Engagement

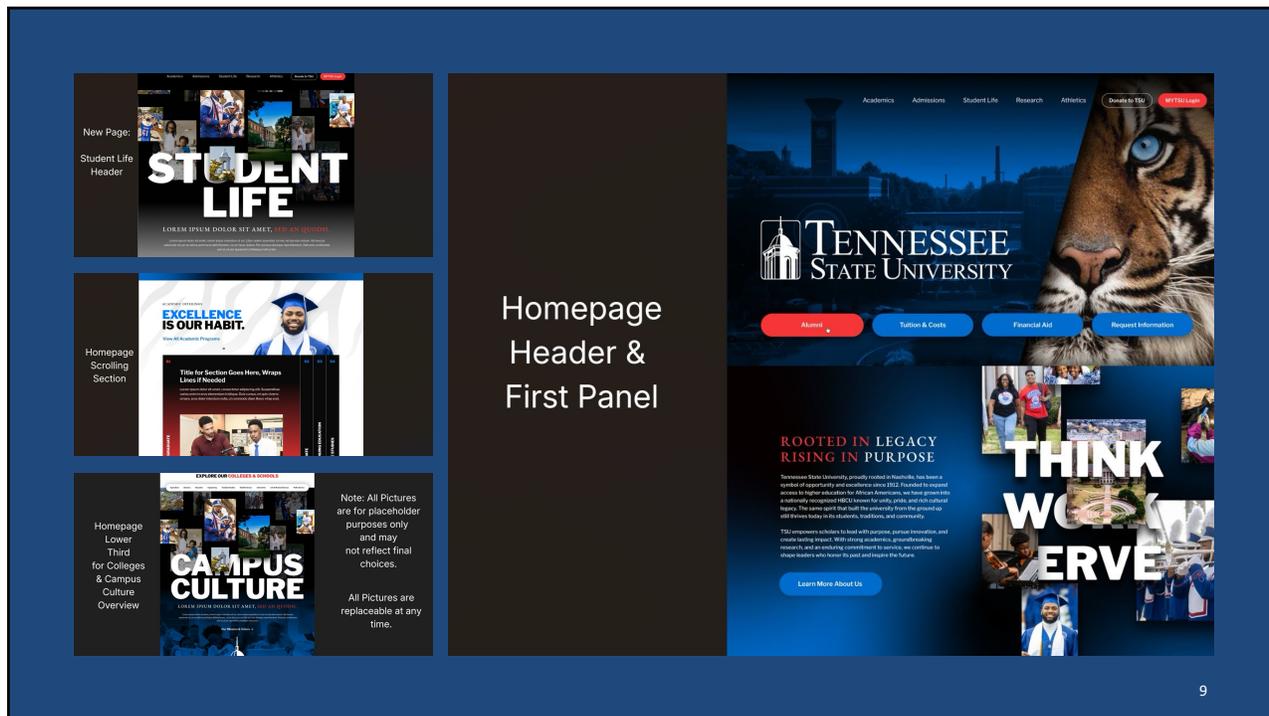
- Roar on the Yard Pep Rally – High-energy campus rally featuring the Aristocrat of Bands
- Greek Day Party – Signature Divine 9 alumni and supporter celebration
- Alumni Blackout – Marquee evening alumni social experience

Tradition & Pageantry

- TSU Homecoming Parade – Community-wide celebration of TSU pride and legacy
- TSU Coronation – Formal crowning of the Homecoming Court

Game Day Highlights

- Homecoming Tailgate – Flagship alumni and fan gathering
- Homecoming Football Game – Culminating athletic and spirit event
- Post-Game Celebration – Extended alumni and fan engagement



TSU External Website Rebuild



Purpose

The tstate.edu website rebuild modernizes the University’s primary digital front door and establishes permanent governance for institutional web content. It addresses critical risks—outdated information, unclear ownership, accessibility gaps, and inconsistent messaging—that impact recruitment, credibility, compliance, and public trust.

Key Deliverables

A Simplified, Authoritative Website

- Consolidated content with clear navigation for key audiences.
- Removal of outdated and duplicate pages.
- Consistent presentation of academic and institutional information.

Permanent Content Governance

- Defined ownership, approval, and update accountability for all pages.
- Standard templates and content rules.
- Central system of record for web content.

Accessibility & Compliance Foundation

- Alignment with accessibility standards.
- Reduced reliance on inaccessible documents.
- Clear accountability for ongoing compliance.

Operational Controls

- Structured intake and approval workflows.
- Redirect management to protect SEO and legacy links.
- Analytics to prioritize high-impact pages.

Institutional Benefits

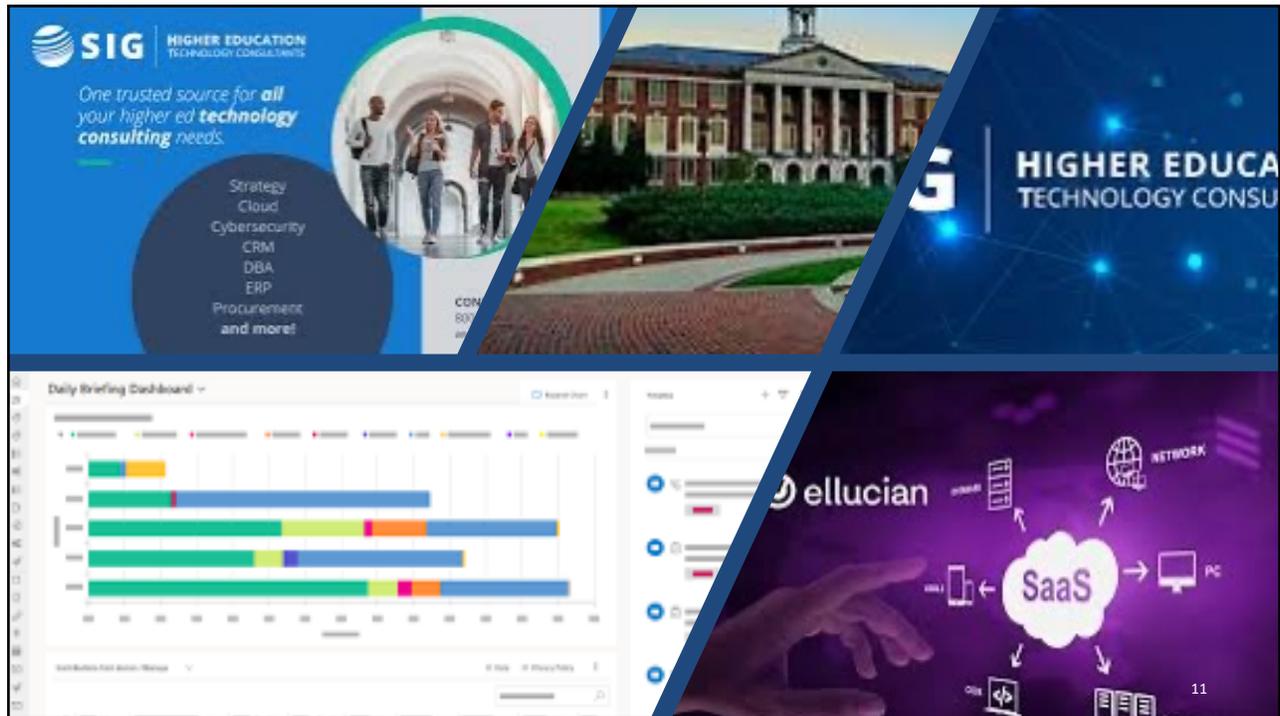
- Stronger recruitment and enrollment support.
- Improved credibility with accreditors, donors, partners, and regulators.
- Reduced risk from inaccurate or outdated public information.
- Long-term cost control through sustainable governance.
- Clear accountability that survives staff or vendor changes.

High-Level Timeline 12 – 16 (April, 2026)

Key Risks & Dependencies

- Leadership reinforcement of governance and consolidation decisions.
- Discipline around scope and content ownership.

10



Banner SaaS Upgrade

Project Purpose and Overview

The Ellucian Banner SaaS Migration will modernize the university's core administrative systems by moving student, financial, HR, and ERP functions to Ellucian's cloud platform, improving security, resiliency, and operational efficiency. The initiative will be implemented in partnership with **Strata Information Group (SIG)** to ensure a low-risk, well-aligned transition to SaaS operations.

Project Deliverables

Technology & Systems

- Fully deployed **Ellucian Banner SaaS** environment as the institution's enterprise ERP and SIS.
- Migration of student records, financial, HR, and auxiliary data to the SaaS infrastructure.
- Integration with key campus systems (CRM, LMS, identity platforms, reporting tools).

Capabilities & Infrastructure

- Cloud-hosted infrastructure managed by Ellucian (updates, security, compliance).
- Modernized self-service portals and role-based interfaces for students, faculty, and staff.
- Standardized business processes and workflows across departments.

Operational Readiness

- User training programs and documentation.
- Updated policies for cloud operations, data governance, and security.
- Cutover and support plans for go-live and stabilization.

Benefits / Outcomes / Timeline

Value to Institution

- **Improved IT Efficiency & Cost Management** – Reduced on-premise server and maintenance costs; Ellucian manages upgrades and routine support, freeing internal IT capacity for strategic initiatives.
- **Enhanced Security & Continuity** – SaaS model delivers continuous security updates and disaster readiness with enterprise-grade cloud resilience.
- **Modern User Experience** – Students, faculty, and staff benefit from intuitive access to services anytime, anywhere, driving satisfaction and operational simplicity.
- **Data-Driven Decision Making** – Centralized data and advanced analytics improve insights for enrollment management, financial planning, retention, and academic operations.

Timeline (18 Months)

Risks, Challenges, or Dependencies

- **Data Migration Complexity** – Ensuring integrity and completeness of historical records across systems is technically challenging and requires rigorous validation and testing.
- **Change Management** – Stakeholder engagement across functional units is critical; inadequate adoption planning could impact productivity during transition.

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