TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
SEPTEMBER 2026 MEETING

Friday, September 11, 2026 9:00 a.m. CT	Tennessee State University Main Campus Farrell Westbrook Complex (The Barn) 3500 John A. Merrit Blvd. Nashville, TN 37209

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. Meeting Minutes
   i. May 7, 2026, Student and Academic Affairs Committee Meeting
   ii. May 13, 2026, Student and Academic Affairs Committee Meeting
   iii. May 14, 2026, Governance and Governmental Affairs Committee Meeting
   iv. May 14, 2026, Audit Committee Meeting
   v. May 14, 2026, Finance Committee Meeting
   vi. May 15, 2026, Board Meeting
   vii. June 9, 2026, Governance and Governmental Affairs Committee Meeting
   viii. June 23, 2026, Finance Committee Meeting
   ix. June 23, 2026, Board Meeting
   x. June 30, 2026, Student and Academic Affairs Committee Meeting
   xi. June 30, 2026, Governance and Governmental Affairs Committee Meeting
   xii. June 30, 2026, Board Meeting
   xiii. August 13, 2026, Finance Committee Meeting
   xiv. August 13, 2026, Board Meeting

B. Approval of Policies:
   i. Payment of Student Fees and Enrollment Policy
   ii. Collection of Accounts Receivable Policy

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. President's Report

VII. Committee Reports

A. Governance and Governmental Affairs Committee

B. Student and Academic Affairs Committee

C. Finance Committee
  i. Master Bridge Plan (Action)

D. Audit Committee
  i. Approval of the FY27 Internal Audit Plan (Action)

VIII. Adoption of 2027 TSU Board of Trustees Meeting Calendar (Action)

IX. 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.

X. Closing Remarks and Adjournment

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Approval of Consent Agenda Items
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Trustee Leticia Towns, 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 May 7, 2026, Student and Academic Affairs Committee Meeting
Approval of May 13, 2026, Student and Academic Affairs Committee Meeting
Approval of May 14, 2026, Governance and Governmental Affairs Committee Meeting
Approval of May 14, 2026, Audit Committee Meeting
Approval of May 14, 2026, Finance Committee Meeting
Approval of May 15, 2026, Board Meeting
Approval of June 9, 2026, Governance and Governmental Affairs Committee Meeting
Approval of June 23, 2026, Finance Committee Meeting
Approval of June 23, 2026, Board Meeting
Approval of June 30, 2026, Student and Academic Affairs Committee Meeting
Approval of June 30, 2026, Governance and Governmental Affairs Committee Meeting
Approval of June 30, 2026, Board Meeting
Approval of August 13, 2026, Finance Committee Meeting
Approval of August 13, 2026, Board Meeting

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.

Meeting of the Tennessee State University
Board of Trustees
Regular Meeting
May 15, 2026
Tennessee State University – The Farrell Westbrook Complex (the "Barn")

MINUTES

Board Members Present: Trustees Dakasha Winton, Azana Bruce, Trevia Chatman (virtual), Jeffery Norfleet (virtual), Marquita Qualls, Terica Smith, Dimeta Smith Knight, Leticia Towns, Charles Traughber, and Venkataswarup Tiriveedhi.

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer; Will Radford, Assistant Vice President for Campus Operations + Planning, Design and Construction; Dr. Erik Schmeller, Interim Provost & Vice President for Academic Affairs; Dr. Eric Stokes, Vice President of Enrollment Management; Dr. Bridgett Golman, Vice President of Student Affairs; Dr. Natasha Johnson, Chief Human Resources Officer

I. CALL TO ORDER

Chair Winton called the meeting to order at 8:31 a.m.

II. ROLL CALL

Board Secretary conducted the roll call. The following trustees were present: Trustees Dakasha Winton, Azana Bruce, Trevia Chatman (virtual), Jeffery Norfleet (virtual), Marquita Qualls, Terica Smith, Dimeta Smith Knight, Leticia Towns, Charles Traughber (virtual), and Venkataswarup Tiriveedhi. Secretary Brown declared that a physical quorum was present.

III. ADOPTION OF AGENDA

The Board Chair called for a motion to adopt the meeting agenda as contained in the materials for the February 20, 2026, Board meeting. Trustee Smith moved to adopt the agenda, and Trustee Norfleet seconded the motion. The Board Chair called for a voice vote, and the motion to adopt the agenda was unanimously approved.

IV. APPROVAL OF CONSENT AGENDA ITEMS

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

- February 19, 2026, Governance and Governmental Affairs Committee Meeting Minutes
- February 19, 2026, Audit Committee Meeting Minutes
- February 20, 2026, Student and Academic Affairs Committee Meeting Minutes

- February 20, 2026, Finance Committee Meeting Minutes
- February 20, 2026, Board of Trustees Meeting Minutes
- Approval of Program Modifications
- Ratification of Master Plan Amendment

A motion to approve the consent agenda as presented was made by Trustee Towns and seconded by Trustee Smith. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

V. RATIFICATION OF THE MASTER PLAN AMENDMENT

Chair Winton introduced the next agenda item, the ratification of the master plan amendment, noting that the item had been considered by the Finance Committee and was now being brought before the full Board for action.

During discussion, Chair Winton emphasized the importance of following appropriate governance processes going forward so that the Board is informed of major administrative decisions, even when formal Board approval is not required. She noted that the University should avoid situations in which significant actions, such as building demolitions or renovations, occur under a plan that the Board was not previously made aware of. She indicated that this issue may also be addressed through the Governance Committee’s work on revising the bylaws.

Chair Winton then called for a motion to ratify the master plan amendment as presented. Trustee Smith moved to ratify the master plan amendment as presented, and Trustee Towns seconded the motion. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

VI. APPROVAL OF PROGRAM MODIFICATIONS

Chair Winton introduced the next agenda item, the approval of program modifications, noting that the item had been unanimously approved by the Student and Academic Affairs Committee and was now being brought before the full Board for action.

During discussion, Chair Winton emphasized the importance of applying greater rigor when considering new academic programs and concentrations. She noted that, as the University continues its stabilization efforts, proposed programs should be supported by sufficient analysis demonstrating that they meet student needs, provide quality educational opportunities, and lead to strong employment outcomes.

Following discussion, Trustee Norfleet made a motion to approve the program modifications as presented. Trustee Smith seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Traughber: Abstained
- Trustee Chatman: Yes

- Trustee Smith Knight: Yes
- Trustee Norfleet: Yes
- Trustee Qualls: No
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Yes

The motion passed.

VII. ELECTION OF BOARD CHAIR

Chair Winton introduced the next agenda item, the election of the Board Chair. Before opening the floor for nominations, she provided context regarding the Board's reconstitution in March 2024 and her election as Chair in April 2024. She explained that, as a result, the Board's officer terms had not been aligned with the University's fiscal year, which begins July 1. Chair Winton noted that the misalignment was circumstantial and that the election provided an opportunity to establish a July 1 transition consistent with peer institutions operating under the Focus Act, including the University of Tennessee System and East Tennessee State University.

Chair Winton also noted that the Tennessee Higher Education Commission was meeting that day to establish tuition and fees for the upcoming fiscal year. She emphasized the importance of continuity in Board leadership and committee structure as the University evaluates the impact on students, considers its enrollment outlook, and prepares for the upcoming fiscal year.

Chair Winton opened the floor for nominations. Trustee Smith nominated Trustee Towns to serve as Board Chair for a two-year term beginning July 1, 2026, and Trustee Norfleet seconded the nomination. Trustee Qualls nominated Trustee Traughber, who currently serves as Vice Chair, to serve as Board Chair for a two-year term beginning July 1, 2026, and Trustee Chatman seconded the nomination. Both nominees were given an opportunity to address the Board before the vote.

A roll call vote was conducted for Trustee Towns with the following results:

- Chair Winton: Yes
- Trustee Traughber: No
- Trustee Chatman: No
- Trustee Smith Knight: Yes
- Trustee Norfleet: Yes
- Trustee Qualls: No
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Abstained

A roll call vote was conducted for Trustee Traughber with the following results:

- Chair Winton: No

- Trustee Traughber: Yes
- Trustee Chatman: Yes
- Trustee Smith Knight: No
- Trustee Norfleet: No
- Trustee Qualls: Yes
- Trustee Smith: No
- Trustee Towns: No

Trustee Towns received the majority of votes and was elected Board Chair for a two-year term beginning July 1, 2026.

VIII. ELECTION OF BOARD VICE CHAIR

Committee Chair Smith Knight introduced the next agenda item, the election of the Board Vice-Chair for a two-year term beginning July 1, 2026. Trustee Towns nominated Trustee Terica Smith, and Trustee Norfleet seconded the nomination. Trustee Chatman nominated Trustee Charles Traughber to continue serving as Vice-Chair, and Trustee Qualls seconded the nomination. With no further nominations, nominations were closed.

Secretary Brown conducted a roll call vote on the nominations. The votes were as follows:

A roll call vote was conducted for Trustee Smith with the following results:

- Chair Winton: Yes
- Trustee Traughber: No
- Trustee Chatman: No
- Trustee Smith Knight: No
- Trustee Norfleet: Yes
- Trustee Qualls: No
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Abstained

A roll call vote was conducted for Trustee Traughber with the following results:

- Chair Winton: No
- Trustee Traughber: Yes
- Trustee Chatman: Yes
- Trustee Smith Knight: Yes
- Trustee Norfleet: No
- Trustee Qualls: Yes
- Trustee Smith: No
- Trustee Towns: No
- Trustee Tiriveedhi: Abstained

Following a clarification and correction to the vote, the results produced a tie. The Board discussed the appropriate procedure for resolving the tie, noting that the bylaws did not provide a clear process. Chair Winton proposed moving the item to the end of the agenda to allow additional time to clarify the appropriate procedure, and the Board agreed.

Secretary Brown later provided guidance on the process for resolving the tie in the election of Vice-Chair, explaining that the Board would proceed under Robert's Rules of Order and continue voting until a candidate received a majority. She noted that, if a stalemate continued, nominations could be reopened. The candidates remaining on the floor were Trustee Smith and Trustee Traughber.

Secretary Brown then conducted a roll-call vote, asking each member to state which candidate they supported. The vote was recorded as follows:

- Chair Winton: Terica Smith
- Trustee Traughber: Charles Traughber
- Trustee Chatman: Charles Traughber
- Trustee Smith Knight: Terica Smith
- Trustee Norfleet: Terica Smith
- Trustee Qualls: Charles Traughber
- Trustee Smith: Terica Smith
- Trustee Towns: Terica Smith
- Trustee Tiriveedhi: Charles Traughber

Trustee Terica Smith was elected Vice-Chair.

IX. COMMITTEE REPORTS

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

A. Student and Academic Affairs Committee Report and Recommendations

Trustee Smith reported that the Student and Academic Affairs Committee met on May 7 and May 13, 2026, and received reports from Academic Affairs, Student Affairs, and Enrollment Management. She noted that the reports reflected significant progress by the University and that the information was included in the Board's meeting materials. This concluded the Student and Academic Affairs Committee report.

B. Governance and Governmental Affairs Committee Report and Recommendations

Trustee Smith reported that the Governance and Government Affairs Committee met on May 14, 2026, and received a legislative update, a report on the proposed policy modernization plan, and a presentation of the proposed draft bylaws. She reported that the Committee will meet again to review the bylaws, with the goal of presenting them for adoption and approval by July 1. This concluded the Governance and Government Affairs Committee report.

C. Audit Committee Report and Recommendations

Trustee Smith Knight reported that the Audit Committee met on May 14, 2026, to receive informational reports, including the internal and external audit report, the internal audit gap assessment, and the review of the internal audit plan. This concluded the Audit Committee report.

D. Finance Committee Report and Recommendations

Trustee Traughber reported that the Finance Committee met on May 14, 2026, to consider and act on two (2) items and to receive three (3) informational reports. The Committee considered the February 20, 2026 meeting minutes, as well as the master plan amendment. The Committee also received reports from Finance and Administration, Institutional Advancement, and Construction Updates. This concluded the Finance Committee report.

X. REAL ESTATE REPORT

Chair Winton introduced the real estate report and reminded the Board that, under the University's Memorandum of Understanding with the State of Tennessee, the Board is responsible for completing a facilities and real property plan and beginning implementation of its recommendations. She noted that Hayat Brown had been retained to assist the University with this work and recognized Will Radford to introduce the Hayat Brown team.

Mr. Radford introduced Chris Dalgarno-Platt, Project Manager, and Jay Brown, Managing Director, of Hayat Brown. Mr. Dalgarno-Platt then presented an update on the firm's work with the University, focusing on the John C. Tune Airport site and the downtown properties, including the Avon Williams Building and adjacent sites.

Regarding the John C. Tune Airport site, Mr. Dalgarno-Platt reported on due diligence concerning ownership, zoning, potential uses, and the University's authority to dispose of the property. He reported that the approximately 25-acre site is currently zoned for industrial use and that a formal appraisal valued the property at $15.5 million if sold as a single parcel and approximately $16 million if divided into two parcels. He also noted that the University had engaged with the Metropolitan Nashville Airport Authority regarding its interest in the property, although no commitments had been made.

Mr. Dalgarno-Platt discussed potential strategies for maximizing the value of the property, including an open-market sale or negotiations with an interested party. He noted that comparable properties had generally remained on the market for approximately nine to 18 months. Discussion also addressed the potential retention of a portion of the property for University use and the relationship between the site and future airport expansion.

Mr. Radford provided additional context regarding the University's prior space-utilization study, explaining that Hayat Brown's review was focused on property previously identified as non-essential for academic programming. He noted that the study had considered academic needs, including aviation and engineering, and that aviation programming would be supported through the new engineering building while retaining some use of Jackson Hall.

Mr. Dalgarno-Platt then provided an update on the downtown properties, including the Avon Williams Building, the adjacent business incubator, and the parking area leased to the YMCA. He reported that Hayat Brown had conducted additional market analysis to further evaluate the development potential of the properties and refine the preliminary residual value identified during the first phase of the study. Potential uses evaluated included multifamily residential, office, hospitality, and retail development.

He explained that the analysis considered current and projected market conditions through the early 2030s. The analysis indicated potential for multifamily and retail uses, while hospitality and office uses would require additional consideration based on market conditions and the University's future strategic use of the properties. He emphasized that no decisions had been made regarding the size or nature of a continued TSU presence at the downtown properties and that Hayat Brown was continuing to evaluate current University uses and space needs.

Following the presentation and discussion, Chair Winton thanked the Hayat Brown representatives for the update and indicated that the Board would review the information provided to support more informed discussions regarding the University's real estate assets and potential next steps.

XI. PRESIDENT'S REPORT

Chair Winton recognized President Tucker to present the President's Report.

President Tucker presented his report and highlighted the importance of spending time with Tennessee State University students, families, faculty, staff, and alumni. He noted that improving customer service to these stakeholders was one of the University's goals for the year and introduced Dr. Natasha Johnson, Chief Human Resources Officer, to provide an overview of the University's new employee rewards and recognition program.

Dr. Johnson presented two components of the program: the Tiger Token of Appreciation, which recognizes employees observed providing exceptional customer service, and the Impact Award, which recognizes employees who make significant contributions to advancing the University's mission, enhancing the campus experience, and driving meaningful change.

Dr. Johnson reported that the inaugural Impact Award selection process included university-wide nominations followed by review and selection by an executive committee. Ten employees were selected and recognized at the inaugural Impact Award event held on May 5, 2026. Each recipient received a medallion and a $150 award.

The 2026 Impact Award recipients were Dr. Jennifer Brown-Mayes, Dr. Ashanti Chunn, Mrs. Leah Granderson, Dr. Poliala Dickson, Dr. Angela Duncan, Ms. Vonetta Johnson, Dr. Erica Lewis, Mrs. P. Danielle Nellis, Chief Gregory Robinson, and Ms. Keona Smith. The recipients were recognized before the Board of Trustees, and a photograph with the Board was planned following the meeting.

Chair Winton congratulated the recipients and expressed appreciation for their service to the University and their contributions to supporting TSU students.

XII. OTHER BUSINESS

Chair Winton recognized Dr. Natasha Johnson, Chief Human Resources Officer, to respond to questions regarding the Human Resources report included in the Board materials. Trustee Qualls asked about changes implemented within HR, staffing capacity, data integrity, compliance, and potential compensation restructuring.

Dr. Johnson reported that HR had transitioned from primarily transactional services to a more strategic model focused on workforce planning, development, talent acquisition, and HR business partnerships. She also discussed employee recognition initiatives, HR data cleanup with SIG, and work with A&M on the voluntary separation program. She stated that HR staffing was generally comparable to similarly sized institutions and clarified that only one proposed HR position was newly funded, with other positions resulting from restructuring. She noted that a university-wide compensation restructuring was anticipated in FY2027 and that HR was continuing to address audit-readiness and compliance matters.

Trustee Qualls then asked President Tucker for updates on the potential charter school initiative and football stadium opportunity. President Tucker said both remained under evaluation as potential revenue-generating opportunities. The charter school initiative involved a potential K–12 partnership and possible TSU academic services, with a recommendation potentially coming before the Board in approximately two months.

Regarding the Tennessee Titans, President Tucker described a preliminary concept that would retain the John Merritt Classic and Homecoming at the Titans' stadium while potentially returning four additional home games to campus. The concept could involve a new approximately 4,000-seat facility near the current Ed Temple track, which could also host other events and generate revenue. He emphasized that engineering, financial, and funding considerations remained under review, including whether the Titans could provide sufficient funding so that TSU would not have to contribute project funds.

President Tucker also reported that the administration was reviewing academic programs and developing a five-year strategic plan, but that specific academic investments remained a work in progress.

Chair Winton recognized departing faculty trustee Dr. Artenzia Young-Seigler for her 25 years of service to TSU and welcomed incoming faculty trustee Dr. Venkataswarup Tiriveedhi. She also recognized departing student trustee Dr. Azana Bruce for her service and contributions to Board governance.

Chair Winton reminded the Board that significant work remained before July 1, including FY2027 preparations and implementation of legislative requirements concerning tenure, artificial intelligence, and other matters. She identified June 23 and June 30 as upcoming working meetings.

Chair-Elect Towns thanked the Board for its confidence and expressed her commitment to collaboration and continued work on behalf of TSU. Chair Winton clarified that existing committees would continue through June 30, after which the incoming Chair would establish new committee assignments, with regular committee work resuming in September.

XIII. CLOSING REMARKS AND ADJOURNMENT

Trustee Chatman moved to adjourn the meeting, and Trustee Towns seconded the motion. Secretary Brown called the roll, and the motion carried unanimously. The meeting was adjourned.

Meeting of the Tennessee State University
Board of Trustees
Special Meeting
June 23, 2026
Tennessee State University – Virtual

MINUTES

Board Members Present: Trustees Dakasha Winton, Charles Traughber, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Leticia Towns, and Venkataswarup Tiriveedhi.

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer; Will Radford, Assistant Vice President for Campus Operations + Planning, Design and Construction

I. CALL TO ORDER

Chair Winton called the meeting to order at 8:51 p.m.

II. ROLL CALL

Chair Winton requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Dakasha Winton, Charles Traughber, Marquita Qualls, Terica Smith, Dimeta Smith Knight, Leticia Towns, and Venkataswarup Tiriveedhi. The members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

The Board Chair called for a motion to adopt the meeting agenda as contained in the materials for the June 23, 2026, Board meeting. Trustee Smith moved to adopt the agenda, and the motion was seconded as amended to remove the consent agenda, with items previously included on the consent agenda moved to the regular agenda. The Board Chair called for a roll call vote, and the motion was unanimously approved.

IV. COMMITTEE REPORTS

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

A. Finance Committee Report and Recommendations

Trustee Towns reported that the Finance Committee met on June 23, 2026 and took action on five (5) items to advance to the Board.

1. Approval of New Policy: Use of Out-of-State Undergraduate Tuition and Fees Revenue

Trustee Towns introduced the agenda item concerning the proposed policy on the use of out-of-state undergraduate tuition and fees revenue and invited Mrs. April Robinson, Chief Financial Officer, to provide an overview of the proposed policy prior to consideration of the action by the Committee.

Mrs. Robinson explained that the proposed policy is required effective July 1, 2026, pursuant to House Bill 1833 and Senate Bill 2079, enacted May 1, 2026. She stated that the policy establishes a framework for the use of out-of-state undergraduate tuition and fees revenue for academic instruction and support, student services and success initiatives, faculty and staff compensation and benefits, financial aid and scholarships, facilities, infrastructure and technology, and strategic initiatives. The policy also provides that, as part of the annual budget and financial planning process, the University will consider how such revenues may be used to mitigate costs for in-state undergraduate students, including through financial aid and scholarships, limiting tuition and fee increases, offsetting instructional or operational costs, and investing in efficiencies or cost-saving measures.

Trustees discussed the proposed policy in comparison with policies and approaches at other Tennessee public universities, including Middle Tennessee State University, the University of Memphis, and the University of Tennessee. Mrs. Robinson explained that the proposed policy incorporates common elements from those institutions while being tailored to Tennessee State University's circumstances.

Trustees also discussed potential annual reporting on out-of-state undergraduate tuition and fees revenue, including the amount received, how the revenue is utilized, and its alignment with enrollment strategies. Trustees suggested that the use of such revenue also be routed through the Finance Committee for review to provide additional Board oversight. Trustees further clarified that the policy applies to out-of-state undergraduate tuition and fees, including international students.

Following discussion, Trustee Smith Knight moved to approve the out-of-state undergraduate tuition and fees revenue policy as recommended by the Finance Committee. Trustee Towns seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Traughber: Yes
- Trustee Smith Knight: Yes
- Trustee Qualls: Yes
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Yes

The motion passed.

2. Fiscal Year 2026-2027 Tuition and Mandatory Fees Increase

Trustee Towns presented the agenda item concerning the FY 2026-27 tuition and mandatory fees increase. She reported that the Finance Committee voted 3-1 to advance the recommendation to the full Board. Trustee Towns moved to approve the recommendation, and Chair Winton seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Traughber: No
- Trustee Smith Knight: Yes
- Trustee Qualls: No
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Yes

The motion passed.

3. Fiscal Year 2025-2026 Estimated Budget

Trustee Towns presented the Finance Committee's recommendation for approval of the FY 2025-26 estimated budget. Trustee Towns moved to approve the recommendation, and Chair Winton seconded the motion. Trustees discussed TBR requirements concerning a balanced budget and the treatment of non-recurring funding sources. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Traughber: Abstained
- Trustee Smith Knight: Yes
- Trustee Qualls: Yes
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Yes

The motion passed.

4. Fiscal Year 2026-2027 Proposed Budget

Trustee Towns presented the Finance Committee's recommendation for approval of the FY 2026-27 Proposed Budget. Trustee Towns moved to approve the recommendation, and Chair Winton seconded the motion. Trustees discussed the relationship between the Proposed Budget and the 4.1% tuition and mandatory fees increase previously approved, with clarification that the proposed budget presented did not include the increase and that the final FY 2026-27 budget would incorporate it. A roll call vote was conducted with the following results:

- Chair Winton: Yes

- Trustee Traughber: Abstained
- Trustee Smith Knight: Yes
- Trustee Qualls: Abstained
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Yes

The motion passed.

V. CONSIDERATION AND POSSIBLE ACTION REGARDING REAL ESTATE TRANSACTION

Committee Chair Towns presented the Finance Committee's recommendation regarding the real estate transaction and requested approval of the delegation of authority to the President to act on the recommendations contained in the Hayat Brown presentation. Chair Winton seconded the motion.

Trustees discussed concerns regarding the timing and availability of materials, the proposed transaction involving the John C. Tune Airport property, the potential use of a competitive bidding process, and the possible impact of litigation involving the Airport Authority. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Traughber: No
- Trustee Smith Knight: Yes
- Trustee Qualls: No
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: No

The motion passed.

VI. ADJOURNMENT

Trustee Smith moved to adjourn the meeting, and Trustee Traughber seconded the motion. Secretary Brown called the roll call vote, and the motion carried unanimously. The meeting was adjourned.

Meeting of the Tennessee State University
Board of Trustees
Special Meeting
June 30, 2026
Tennessee State University – Virtual

MINUTES

Board Members Present: Trustees Dakasha Winton, Charles Traughber, Dimeta Smith Knight, Jeffery Norfleet, Marquita Qualls, Terica Smith, Leticia Towns, and Venkataswarup Tiriveedhi.

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer

I. CALL TO ORDER

Chair Winton called the meeting to order at 6:19 p.m.

II. ROLL CALL

Chair Winton requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Dakasha Winton, Charles Traughber, Dimeta Smith Knight, Jeffery Norfleet, Marquita Qualls, Terica Smith, Leticia Towns, and Venkataswarup Tiriveedhi. The members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

The Board Chair called for a motion to adopt the meeting agenda as contained in the materials for the June 30, 2026, Board meeting. Trustee Smith moved to adopt the agenda, and the motion was seconded by Trustee Traughber. Following discussion regarding items included on the consent agenda that had not been approved by the committee, the Board agreed to adopt the agenda as presented and address the removal of any applicable consent agenda items during consideration of the consent agenda. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

IV. APPROVAL OF CONSENT AGENDA ITEMS

A. Approval of Revisions to Academic Tenure Policy regarding Faculty Discipline

The Board Chair introduced the action item concerning approval of the consent agenda. The Board Chair explained that the consent agenda includes routine, non-controversial items, or items unanimously approved by a committee, that may be approved together in a single motion. The

Board Chair noted that the items initially included on the consent agenda were the approval of revisions to the academic tenure policy and the approval of revisions to the academic tenure policy regarding faculty discipline. The approval of revisions to the Board bylaws and policies had been removed from the consent agenda.

Trustee Norfleet noted for the record that the Student Academic Affairs Committee had not taken up Item 5A and requested that the item also be removed from the consent agenda. The Board Chair acknowledged the request.

Trustee Norfleet further noted that, although the approval of revisions to the academic tenure policy regarding faculty discipline remained on the consent agenda, the Student Academic Affairs Committee had requested that the administration engage in a shared governance process to review the policy and ensure its long-term sustainability. Trustee Norfleet stated that the committee would receive a revised policy no later than September 15, 2026, in preparation for its November meeting.

Following clarification, the Board Chair confirmed that the only item remaining on the consent agenda was the approval of revisions to the academic tenure policy regarding faculty discipline and called for a motion to approve the consent agenda as presented in the meeting materials. Trustee Smith moved to approve the consent agenda, and Trustee Traughber seconded the motion. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

V. COMMITTEE REPORTS

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

A. Student and Academic Affairs Committee

The Board Chair called upon Trustee Norfleet to present the Student and Academic Affairs Committee report and report on the actions and other matters considered by the committee during its meeting. Trustee Norfleet thanked the Board and stated that he had no additional matters to report. He expressed appreciation to the institution and administration for their work and emphasized the importance of conducting due diligence to ensure that policies are sustainable as the University moves forward. Trustee Norfleet reiterated his comments from the committee meeting and stated that such considerations are important to moving the institution in a positive direction. He encouraged Board members to reach out with any questions as needed.

B. Governance and Governmental Affairs Committee

The Board Chair recognized Trustee Smith, Chair of the Governance and Governmental Affairs Committee, to present the committee report. Trustee Smith reported that the committee met earlier in the day and moved to table consideration of the proposed revisions to the Board bylaws until the committee's next regular meeting. She stated that the committee anticipated meeting in September and would establish and provide notice of the meeting date.

VI. APPOINTMENT OF STUDENT TRUSTEE

The Board Chair introduced the agenda item concerning the appointment of the student trustee and explained that, pursuant to the FOCUS Act, a Tennessee State University student shall serve as a non-voting student member of the Board for a one-year term. The Board Chair explained that the student trustee recommendation process included input and action by the Tennessee State University Student Government Affairs Association, as well as institutional interviews, including an interview with President Tucker.

Following the recommendation process, President Tucker recommended the appointment of Olivia Blauser to serve a one-year term as the student trustee for the 2026-27 fiscal year. The Board Chair highlighted Ms. Blauser's academic and professional accomplishments, noting that she is a rising senior double majoring in political science and urban studies, a student in the Honors College, and holds a 4.0 GPA. Ms. Blauser previously served as a legislative intern in the United States House of Representatives in the office of Congressman Emanuel Cleaver and as an intern in the Mayor's Office for the Metropolitan Government of Nashville and Davidson County. She was also selected as one of 15 inaugural nationwide ambassadors for the Congressional Black Caucus Foundation's first Leadership Institute cohort and participated in the Public Policy and International Affairs Committee's Junior Summer Institute at Harvard Kennedy School.

Following discussion, the Board Chair called for a motion to appoint Ms. Olivia Blauser as the student trustee for the 2026-27 fiscal year. Trustee Norfleet moved to approve the appointment, and Trustee Smith seconded the motion. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

VII. MEMORANDUM OF UNDERSTANDING

The Board Chair introduced the agenda item concerning the proposed agreement between Tennessee State University and the Tennessee State University Foundation. The Board Chair provided background regarding the efforts undertaken by both institutions to negotiate a new governing agreement, including governance meetings, written correspondence, engagement with an external mediator, and multiple rounds of proposed revisions. The Board Chair noted that the Tennessee State University Foundation had provided notice of termination of the existing memorandum of understanding effective July 1, 2026, and emphasized the importance of having a governing framework in place addressing fund flow, fiduciary responsibilities, personnel arrangements, and operational authority.

The Board Chair highlighted the potential impact on students, noting that in fiscal year 2026, the Tennessee State University Foundation provided \$3,755,369 in scholarship support to 1,604 students, including purge support scholarships. The Board Chair further noted that 91 students who received foundation purge support in spring 2026 were eligible for continued support in fiscal year 2027, representing approximately \$981,000 in annualized scholarship support. The Foundation had committed \$1.8 million in unrestricted funds for this purpose.

The Board Chair also discussed institutional risks associated with operating without a governing agreement, including accreditation, state and federal compliance, financial transactions and audit vulnerabilities, and donor confidence in connection with the University's \$100 million capital campaign. The Board Chair stated that the Board retains authority to act directly on matters of institutional significance and explained that the proposed memorandum of understanding had been developed through engagement between the parties, review by legal counsel for both institutions, and consideration of governance standards established by the Association of Governing Boards and the Council for Advancement and Support of Education.

Following the presentation, the Board Chair called for a motion to authorize the Chair to sign the proposed memorandum of understanding included in the Board materials, effective immediately. Trustee Smith moved to approve the motion, and Trustee Norfleet seconded the motion.

Trustee Traughber disclosed that he had previously served on the Tennessee State University Foundation Board and had also served on the University's Board of Trustees during a period when the existing memorandum of understanding was being negotiated. He further disclosed that he had served on both boards from April 2024 through December 2025 and stated that, although he was not involved in formal negotiations of the current iteration of the memorandum of understanding and no longer served on the Foundation Board, he would recuse himself from deliberations and the vote to ensure the integrity of the Board's action.

Trustee Qualls expressed concerns regarding the timing of the materials and stated that she did not feel she had sufficient knowledge or understanding of the information to vote on the proposed memorandum of understanding. Trustee Qualls stated that she would abstain from the vote.

Secretary Brown called the roll, with the following results:

- Chair Winton: Yes
- Trustee Smith Knight: Yes
- Trustee Norfleet: Yes
- Trustee Qualls: Abstained
- Trustee Smith: Yes
- Trustee Towns: Yes
- Trustee Tiriveedhi: Yes

Trustee Traughber recused himself from the vote. The motion passed.

VIII. OTHER BUSINESS

Trustee Towns, Chair-Elect, offered closing remarks and thanked Chair Winton for her leadership during her two-year tenure as Chair of the Board of Trustees. She commended Chair Winton, the administration, and the Board for their work during the first phase of the University's institutional turnaround and emphasized the importance of collaboration and commitment to the University's mission.

Trustee Towns requested that two matters be memorialized for future Board consideration. First, she requested that performance metrics related to the out-of-state mandatory tuition policy be developed and presented to the Board, including recommended performance metrics and the cadence for reporting those metrics. Second, she requested that the administration provide the

Board with a strategic use plan for any potential proceeds from real estate transactions at the time recommendations regarding such transactions are presented to the Board. Chair Winton acknowledged the requests and stated that they would be noted for the record.

IX. ADJOURNMENT

Trustee Norfleet moved to adjourn the meeting, and Trustee Smith seconded the motion. Secretary Brown called the roll call vote, and the motion carried unanimously. The meeting was adjourned.

COMMITTEE FOLLOW-UP ITEMS:

- **Out-of-State Tuition Policy Performance Metrics** – Trustee Towns requested that performance metrics related to the out-of-state mandatory tuition policy be developed and presented to the Board, including recommended performance measures and the cadence for reporting those metrics. *Assigned to: April Robinson*
- **Strategic Use Plan for Real Estate Transaction Proceeds** – Trustee Towns requested that the administration provide the Board with a strategic use plan for any potential proceeds from real estate transactions when recommendations regarding such transactions are presented to the Board for consideration. *Assigned to: April Robinson & Will Radford*

Meeting of the Tennessee State University
Board of Trustees
Special Meeting
August 13, 2026
Tennessee State University – Virtual

MINUTES

Board Members Present: Trustees Leticia Towns, Terica Smith, Trevia Chatman, Jeffery Norfleet, Dimeta Smith Knight, Venkataswarup Tiriveedhi, Charles Traughber, and Dakasha Winton.

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer

I. CALL TO ORDER

Chair Towns called the meeting to order at 5:32 p.m.

II. ROLL CALL

Chair Winton requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Leticia Towns, Terica Smith, Trevia Chatman, Jeffery Norfleet, Dimeta Smith Knight, Venkataswarup Tiriveedhi, Charles Traughber, and Dakasha Winton. The members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

The Board Chair called for a motion to adopt the meeting agenda as submitted, noting that the agenda had been provided to the Board in the meeting materials on August 13, 2026. Trustee Chatman moved to adopt the meeting agenda as submitted, and Trustee Smith seconded the motion. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

IV. APPROVAL OF BOARD AUDIT COMMITTEE

Chair Towns introduced the agenda item concerning approval of the Board Audit Committee and announced the Board committee assignments effective July 14, 2026.

The Finance Committee consists of Trustee Winton, who will serve as Chair, Trustee Smith Knight, and Trustee Tiriveedhi.

The Student and Academic Affairs Committee consists of Trustee Norfleet, who will serve as Chair, Trustee Qualls, Trustee Tiriveedhi, Trustee Smith, and the Student Trustee, Ms. Blauser.

The Governance and Governmental Affairs Committee consists of Trustee Smith, who will serve as Chair, Trustee Chatman, Trustee Winton, and Trustee Norfleet.

Chair Towns explained that, pursuant to the committees of the Board Policy and the Audit Committee Charter, the Board Chair appoints members of the Audit Committee, subject to Board approval. Chair Towns appointed Trustee Smith Knight, Trustee Winton, and Trustee Smith to each serve a two-year term on the Audit Committee. Chair Towns further recommended that Trustee Smith Knight remain on the Audit Committee and that her term align with the terms of Trustee Winton and Trustee Smith, expiring two years from the date of appointment. Trustee Smith Knight currently serves as Chair of the Audit Committee through the end of her term as Chair on September 19, 2026.

Trustees discussed the qualifications of the proposed Audit Committee members and the requirements of the Audit Committee Charter, including the requirement that members be generally knowledgeable in financial management and auditing matters. Chair Towns stated that she had worked with President Tucker and Secretary Brown in making the committee assignments based on her review of the credentials of the Board members and believed the proposed members satisfied the general requirements. Chair Towns noted that Trustee Smith-Knight is a CPA. Trustees also discussed the appointment of vice chairs for standing committees and the staff support assigned to the Audit Committee. Chair Towns clarified that the Board's committee assignment matrix had identified the Chief Financial Officer as staff support because the University did not have an internal auditor at the time the assignments were made. She stated that, now that an internal audit function is in place, the matrix would be adjusted to identify Internal Audit as the staff support for the Audit Committee.

Following discussion, Trustee Winton moved to approve the appointment of Trustee Smith Knight, Trustee Winton, and Trustee Smith to serve a two-year term on the Audit Committee, with Trustee Smith Knight's term aligned with the terms of Trustee Winton and Trustee Smith. Trustee Traughber seconded the motion. The vote was recorded as follows:

- Chair Towns: Yes
- Trustee Smith: Yes
- Trustee Chatman: Yes
- Trustee Smith Knight: Yes
- Trustee Tiriveedhi: Yes
- Trustee Traughber: No
- Trustee Winton: Yes

The motion passed.

V. APPROVAL OF AUDIT COMMITTEE CHAIR

Chair Towns introduced the next agenda item concerning the appointment of the Chair of the Audit Committee. Pursuant to the Committees of the Board Policy and the Audit Committee Charter, the Board Chair appoints the Chair of the Audit Committee, subject to Board approval, and the Audit Committee Chair serves a one-year term.

Chair Towns appointed Trustee Smith Knight to continue serving as Chair of the Audit Committee for a one-year term and recommended that her term on the Audit Committee expire two years from the date of appointment.

Following discussion, Trustee Winton moved to approve the appointment of Trustee Smith Knight to serve a one-year term as Chair of the Audit Committee and for her term on the Audit Committee to expire two years from the date of appointment. Trustee Chatman seconded the motion.

A roll call vote was conducted with the following results:

- Chair Towns: Yes
- Trustee Smith: Yes
- Trustee Chatman: Yes
- Trustee Norfleet: Yes
- Trustee Smith Knight: Yes
- Trustee Tiriveedhi: Yes
- Trustee Traughber: No
- Trustee Winton: Yes

The motion passed.

VI. ELECTION OF EXECUTIVE COMMITTEE MEMBERS

Chair Towns introduced the next agenda item concerning the election of an additional at-large member of the Executive Committee. She explained that, pursuant to the Board's Committees of the Board Policy, the Executive Committee consists of the Board Chair, Board Vice-Chair, and at least one additional at-large voting member elected by the Board. Chair Towns noted that the Board Chair and Vice-Chair, Chair Towns and Trustee Smith, respectively, are members of the Executive Committee and that, to ensure compliance with Board policy, the Board must approve the additional at-large members nominated by the Chair.

Chair Towns nominated Trustee Winton and Trustee Chatman to serve as additional at-large members of the Executive Committee. The Board first considered the election of Trustee Winton as an at-large member.

Trustees discussed the responsibilities and authority of the Executive Committee. Secretary Brown reviewed the applicable provisions of Board Policy No. 2, Section 10, explaining that the Executive Committee is responsible for ensuring the integrity of the Board; establishing and maintaining standards of Board conduct; assessing the performance of the Board and Board members; monitoring compliance with Board policies, including the Code of Ethics/Conflicts of Interest Policy; ensuring effective Board member orientation and ongoing professional development; periodically reviewing Board bylaws and policies; reviewing the Board committee structure; overseeing the work of standing committees; monitoring the University's standards of conduct and internal control structure; and making nominations to the Board for Board officers and other matters as directed by the Board.

Secretary Brown further explained that the Executive Committee may act on behalf of the Board between regular Board meetings on emergency matters, except for matters reserved to the full Board, including presidential selection, evaluation and dismissal; amendments to the Board bylaws; sale or disposition of real estate; tenure decisions; maintenance fees, tuition, and other student fees; capital budget requests submitted to the Tennessee Higher Education Commission for consideration and inclusion in the Governor's budget proposal; adoption of the annual budget; and conferral of degrees.

A. Nominee: Trustee Dakasha Winton

Following discussion, Trustee Chatman moved to elect Trustee Winton as an at-large member of the Executive Committee. Trustee Traughber seconded the motion.

A roll call vote was conducted with the following results:

- Chair Towns: Yes
- Trustee Smith: Yes
- Trustee Chatman: Yes
- Trustee Norfleet: Yes
- Trustee Smith Knight: Yes
- Trustee Tiriveedhi: Yes
- Trustee Traughber: No
- Trustee Winton: Yes

The motion passed.

B. Nominee: Trustee Trevia Chatman

Chair Towns called for a motion to appoint Trustee Chapman as a member of the Executive Committee to fill the second at-large seat. Trustee Winton moved to appoint Trustee Chapman, and Trustee Norfleet seconded the motion. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

VII. APPROVAL OF MEHARRY COLLEGE PARKING TRANSACATION

Trustee Winton presented the Finance Committee report and stated that the Committee met that evening and voted to recommend approval of a 120-day agreement with Meharry Medical College for parking. The Board was referred to the information regarding the action contained in the meeting materials.

Following the report, the Board discussed the recommendation and clarified that the insurance requirements associated with the parking and shuttle arrangement would be resolved before the University entered into the 120-day license agreement and began providing the parking and shuttle services. The Board Chair confirmed that the insurance issue would be addressed prior to execution of the agreement.

Following discussion, Chair Towns moved to approve the Meharry Medical College parking transaction as approved by the Finance Committee during its August 13, 2026 meeting. Trustee Smith seconded the motion. A roll call vote was taken, with all present Board members voting in favor of the motion. The motion passed unanimously.

VIII. ADJOURNMENT

Trustee Winton moved to adjourn the meeting, and Trustee Chatman seconded the motion. Secretary Brown called the roll call vote, and the motion carried unanimously. The meeting was adjourned.

Meeting of the Tennessee State University Board of Trustees
Student and Academic Affairs Committee Meeting
May 7, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Jeffery Norfleet, Terica Smith, and Dakasha Winton. Other Board members present: Dimeta Smith Knight and Venkataswarup Tiriveedhi

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; Dr. Erik Schmeller, Interim Provost & Vice President for Academic Affairs; Sterlin Sanders, Interim Chief Information Officer; Dr. Eric Stokes, Vice President of Enrollment Management; Dr. Bridgett Golman, Vice President of Student Affairs; Dr. Erica Lewis, Director of Student Conduct; Dr. Dorsha James, Director of Student Health Services

I. CALL TO ORDER

Committee Chair Norfleet called the meeting to order at 9:04 a.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Norfleet requested that Secretary Brown conduct the roll call. The following committee members were present: Trustee Jeffery Norfleet, Trustee Terica Smith, and Chair Winton. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. OPENING REMARKS BY THE COMMITTEE CHAIR

In the opening remarks, Committee Chair Norfleet expressed appreciation to the institution for its work in preparing the documents and information for the meeting. He also recognized Trustee Tiriveedhi as the new faculty trustee and thanked him for joining the meeting.

IV. ADOPTION OF AGENDA

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

V. APPROVAL OF FEBRUARY 20, 2026, STUDENT AND ACADEMIC AFFAIRS COMMITTEE MEETING MINUTES

The minutes from the February 20, 2026, meeting minutes of the Student and Academic Affairs Committee were approved with a correction to the spelling of Provost Melton's name. Trustee

Smith made the motion, and Chair Winton seconded the motion. A roll call vote was taken, with all committee members present voting in favor of the motion. The motion passed unanimously.

VI. PROPOSED ACADEMIC PROGRAMS AND ACADEMIC UNITS ACTIONS

Committee Chair Norfleet introduced the next agenda item concerning proposed academic programs and academic unit actions and invited Dr. Erik Schmeller, Interim Provost and Vice President for Academic Affairs, to present. Provost Schmeller noted that the two proposed academic actions were no-cost enhancements and had completed the University's curricular approval process.

Provost Schmeller first presented the establishment of a new concentration in the 4+1 accelerated BBA-MBA pathway. He explained that the pathway would provide high-achieving undergraduate students with an opportunity to begin graduate-level coursework during their senior year. Students with at least 60 credit hours and a minimum 3.0 GPA would be eligible to apply during their junior year and, if accepted, complete four graduate-level courses during their senior year. He noted that the pathway would allow students to reduce the cost and time required to complete an MBA while creating a pipeline into the University's graduate programs.

Provost Schmeller then presented a proposed Artificial Intelligence concentration within the Master of Science in Computer Science program. He explained that the concentration would utilize existing faculty and courses and provide students with additional preparation in areas including artificial intelligence, machine learning, generative AI, and applied deep learning. He noted that the concentration was intended to respond to industry demand and provide students with skills relevant to the current job market.

Committee members engaged in discussion regarding the proposed 4+1 BBA-MBA pathway, including potential faculty workload implications, the curriculum and available areas of study, and the relationship of the pathway to the University's existing MBA and Executive MBA programs. The trustees also asked about the relationship between the proposed Artificial Intelligence concentration and the University's existing master's program in data science. Provost Schmeller indicated that he would provide additional information in response to the questions raised.

Following discussion, Committee Chair Norfleet recommended holding the proposed academic actions for further consideration until the requested information could be provided. The Committee agreed to defer action and reconvene prior to the full Board meeting to consider the recommendations.

VII. ACADEMIC AFFAIRS REPORT

Committee Chair Norfleet introduced the next agenda item concerning the Academic Affairs informational report and invited Interim Provost Schmeller to present. Provost Schmeller noted that the report provided an overview of recent accomplishments and activities within the University's academic units, including student and faculty achievements, grant activity, program reviews, student success initiatives, and efforts to strengthen enrollment pipelines.

Provost Schmeller highlighted several student and faculty accomplishments, including a political science student being named a Truman Fellowship finalist, accounting students' community service and financial literacy efforts, and Dr. Andrea Ringer receiving the Ohio Valley Conference Outstanding Faculty Award. He also highlighted recent grant successes and the progress of several academic program reviews, including the College of Education's reaccreditation process. Provost Schmeller encouraged Committee members to review the additional materials available in the Board portal for more detailed information regarding student accomplishments, research, grants, and service activities.

Provost Schmeller also provided an update on preparations for the fall semester. He reported that student success staff were actively advising students to support their return to coursework and noted that the University's spring freshman retention rate was 89 percent, the highest rate to date. He also provided updates on dual enrollment efforts, including continued work with Metro Nashville Public Schools to increase enrollment and revenue, as well as TRIO programs and related renewal efforts designed to strengthen the University's student pipeline.

Committee Chair Norfleet thanked Provost Schmeller for his report and encouraged continued efforts to expand dual enrollment partnerships and establish additional memoranda of understanding with schools and school systems to strengthen the University's student pipeline. He also encouraged Provost Schmeller to continue working with Dr. Johnny Smith and Dr. Stokes on these efforts.

VIII. STUDENT AFFAIRS REPORT

Committee Chair Norfleet introduced the next agenda item concerning the Student Affairs Report and invited Dr. Bridgett Golman, Vice President, Division of Student Affairs, to present. Dr. Golman noted that the report provided highlights from the broader Student Affairs report available in the Board portal and covered student activities and leadership, student conduct, residence life, athletics and spirit programs, health and wellness services, and career development and support.

Dr. Golman provided an update on student activities and leadership, reporting 87 programs hosted from August through April, 81 active student organizations, and the induction of 35 students into Alpha Lambda Delta. She also highlighted Greek life engagement, with 277 new members across eight of the nine Panhellenic organizations conducting intake during the academic year.

Dr. Erica Lewis, Director of Student Conduct, provided an update on the Office of Student Conduct. She discussed efforts to expand the Student Affairs Disciplinary Committee, improve the efficiency of the student judicial process, and strengthen the Student Court program. She also highlighted training for campus users of the Maxient system, which is used to manage student conduct, residence life, and mental health alert records. Dr. Lewis reported that active conduct cases had decreased from 74 to 53 and that the Office of Student Conduct was developing a discipline awareness campaign and updating standardized Maxient correspondence for the upcoming academic year.

Dr. Golman then provided an update on residence life. She reported a 78 percent occupancy rate during the spring semester and provided current housing application figures for fall 2026. At the time of the meeting, the University had 1,801 housing applications with deposits. Committee members discussed the housing deposit process and its role in providing a more accurate projection of incoming residential students.

Dr. Golman also highlighted activities and recruitment efforts for the Aristocrat of Bands, Cheer, and Dance programs. She reported performances at University and community events and discussed ongoing recruitment efforts following the graduation of a large student cohort. Committee members asked about the search for a permanent Band Director and projected band enrollment for fall 2026. Dr. Golman reported that efforts were underway to finalize the Band Director search and that approximately 200 students were expected for the band.

Dr. Dorsha James, Director of Student Health Services, provided an update on TimelyCare and the University's health and wellness services. She reported 328 TimelyCare visits from February through April and 1,078 completed virtual visits overall, including both medical and mental health services. She noted that TimelyCare provides on-demand medical and mental health services, scheduled counseling, psychiatric services, and digital health coaching. Dr. James also highlighted services provided through the Student Health Center, including blood pressure monitoring, STI testing, HIV prevention services, and health screenings.

Dr. James also discussed student health outreach initiatives, including the "Your Health Matters" campaign and the Club TSU event, which provided students with education regarding alcohol and drug use, peer influence, and personal risk awareness. She further reported on activities at the Health and Wellness Center, which recorded more than 21,000 visits during the year, and noted that the swimming pool received a 98 out of 100 rating from the Tennessee Health Inspector.

An update was also provided on the University Counseling Center. Dr. James reported that in-person counseling sessions resumed February 9 following the hiring of Dr. Kim Dale as Executive Director. Students have access to in-person counseling as well as additional virtual counseling through TimelyCare, with exceptions for students requiring a higher level of care. The University is also in the process of hiring an additional counselor.

Dr. Golman concluded the report with an update on career development and student support services. She reported more than 25 career-related events during the spring semester, including a career fair attended by more than 85 employers. She highlighted several students who received employment offers through the University's career development efforts. Additional updates included services provided through One-Stop Navigation, Veteran Affairs, Disability Services, International Student Services, and the Floyd Payne Campus Center.

Committee members thanked Dr. Golman and the Student Affairs team for the report and the services provided to students.

IX. ENROLLMENT MANAGEMENT UPDATE

Committee Chair Norfleet introduced the next agenda item, the enrollment management update, and invited Dr. Eric Stokes, Vice President for Enrollment Management, to present. Dr. Stokes provided an overview of spring recruitment activities, enrollment initiatives, technology enhancements, and fall 2026 enrollment progress, emphasizing the collaborative efforts of admissions, recruitment, operations, the registrar, financial aid, academic affairs, student affairs, athletics, alumni, and other University partners.

Dr. Stokes reported extensive spring recruitment through Tigers on Tour, school visits, counselor and student influencer events, and on-campus programs throughout Tennessee and regional markets. He highlighted strong engagement from Memphis-Shelby County Schools, the success of Spring Preview Day, continued promotion of the Trailblazer Scholarship, and efforts to reengage students who had stopped out. He also recognized the contributions of the University's Tiger Ambassadors in supporting recruitment activities.

Dr. Stokes discussed enhancements to the University's applicant portal, which allows students to access admission letters, scholarships, enrollment confirmation, application checklists, financial aid information, events, and campus resources. He also reviewed a new enrollment management dashboard developed with Alvarez & Marsal that integrates with Slate and provides data to monitor applications, admissions, confirmations, academic indicators, and scholarships. He noted that the dashboard has helped the enrollment team identify areas requiring additional outreach and support.

Regarding fall 2026, Dr. Stokes reported 1,610 confirmed first-time freshmen who had paid the $100 enrollment deposit, along with 174 confirmed transfer students. He noted that 1,110 students had registered for new student orientation and emphasized that enrollment growth had occurred without sacrificing academic quality. Most confirmed freshmen are expected to enroll in at least 15 credit hours, particularly because many scholarship and tuition-discount programs require full-time enrollment.

Dr. Stokes also reported that approximately 85 percent of confirmed students registered for orientation had submitted a FAFSA. He outlined continued efforts with financial aid staff, schools, counselors, students, and families to increase FAFSA completion. Comparative data showed increases in applications, admissions, and confirmations over the prior year, while GPA and ACT indicators remained generally consistent with or above the previous year. Transfer applications and academic performance also remained strong.

He provided updates on new student orientation and yield initiatives, including high school signing days, social media engagement, direct communications, and a new digital financial aid resource within the applicant portal. The resource is intended to help students and families understand their awards, estimated costs, remaining balances, and payment options and reduce enrollment losses related to nonpayment. He also discussed a postcard initiative allowing academic deans, faculty, and advisors to personally connect with admitted students during the summer, as well as the continued Cultivate campaign targeting high school sophomores and juniors.

Following the presentation, Committee Chair Norfleet and Trustee Smith Knight commended Dr. Stokes and his team and discussed opportunities to strengthen recruitment and financial support through alumni associations, churches, community organizations, NPHC organizations, and other partners. Dr. Stokes noted that alumni had become an important extension of the University's recruitment efforts and highlighted ongoing partnerships with community organizations, summer camps, and other groups.

Dr. Stokes also discussed enhancements to the dual enrollment application process and the University's partnership with Nashville State Community College, noting that additional community colleges had expressed interest in similar partnerships. In response to a question from President Tucker, Dr. Stokes clarified that the 1,610 confirmed freshmen, combined with 174 confirmed transfer students, represented approximately 1,780 students in the enrollment pipeline.

President Tucker commended Dr. Stokes and the Enrollment Management team for rebuilding the division's infrastructure and resources and achieving substantial progress toward the University's enrollment goals. Provost Schmeller also noted Academic Affairs' collaboration with Enrollment Management on Tigers on Tour recruitment activities and reported that dual enrollment revenue had exceeded $185,000 for the year.

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

X. ADJOURNMENT

Chair Winton moved to adjourn, with the motion seconded by Trustee Smith. A roll call vote was taken, with all committee members present voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

COMMITTEE FOLLOW-UP ITEMS:

- **Artificial Intelligence Concentration and Data Science Program Alignment** – Committee members requested additional information regarding the relationship between the proposed Artificial Intelligence concentration and the University's existing master's program in data science. *Assigned to: Provost Schmeller & Dr. Robbie Melton*

Meeting of the Tennessee State University Board of Trustees
Student and Academic Affairs Committee Meeting
May 13, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Jeffery Norfleet, Terica Smith, and Dakasha Winton. Other Board members present: Marquita Qualls

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Erik Schmeller, Interim Provost & Vice President for Academic Affairs; Sterlin Sanders, Interim Chief Information Officer; Dr. Eric Stokes, Vice President of Enrollment Management

I. CALL TO ORDER

Committee Chair Norfleet called the meeting to order at 2:01 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Norfleet requested that Secretary Brown conduct the roll call. The following committee members were present: Trustee Jeffery Norfleet, Trustee Terica Smith, and Chair Winton. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. OPENING REMARKS BY THE COMMITTEE CHAIR

In the opening remarks, Committee Chair Norfleet noted that the meeting was a continuation of the previous week's discussion regarding proposed academic programs. He explained that the committee had reconvened to receive additional information and invited Dr. Erik Schmeller, Interim Provost and Vice President for Academic Affairs, to lead the committee through the discussion.

IV. ADOPTION OF AGENDA

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

V. PROPOSED ACADEMIC PROGRAMS AND ACADEMIC UNITS ACTIONS

Committee Chair Norfleet introduced the continued agenda item concerning proposed academic programs and academic unit actions and invited Dr. Erik Schmeller, Interim Provost and Vice

President for Academic Affairs, to provide additional information requested by the Committee prior to consideration of the proposed actions.

Provost Schmeller clarified that the proposed actions involved concentrations rather than new academic programs and would not require additional costs or faculty. He noted that the courses associated with the concentrations were already part of the University's existing course inventory and that the proposed changes represented the lowest level of program modification requiring only notification. He also noted that the proposals had completed the University's curricular approval process.

Provost Schmeller provided additional information regarding the proposed 4+1 BBA-MBA concentration, explaining that the pathway would provide high-performing undergraduate students with an opportunity to complete four graduate-level courses during their undergraduate program. He noted that the pathway would allow students to take graduate coursework at the undergraduate tuition rate and was intended to encourage students to continue into the MBA program.

Provost Schmeller also clarified the proposed Artificial Intelligence concentration within the Master of Science in Computer Science program. He explained that the concentration is designed for students with a computer science background, while the University's existing data science concentration is more broadly accessible to students from different academic majors. He noted that the two offerings therefore serve different student populations and are not duplicative.

Committee members discussed the proposed academic actions, including questions regarding student persistence and the potential financial impact for students transitioning from undergraduate financial aid to graduate financial aid in the fifth year of the 4+1 pathway. Provost Schmeller indicated that this issue was not specifically addressed in the proposal and agreed to provide additional information.

Following discussion, Committee Chair Norfleet called for a motion to recommend approval of the proposed academic programs and academic unit actions to the full Board. Chair Winton made the motion, which was seconded by Trustee Smith. A roll call vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously.

VI. ADJOURNMENT

Trustee Smith moved to adjourn, with the motion seconded by Chair Winton. A roll call vote was taken, with all committee members present voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

COMMITTEE FOLLOW-UP ITEMS:

- **4+1 Pathway Student Persistence and Financial Aid Impact** – Committee members requested additional information regarding student persistence and the potential financial impact on students transitioning from undergraduate financial aid to graduate financial aid during the fifth year of the proposed 4+1 pathway. *Assigned to: Provost Schmeller*

Meeting of the Tennessee State University Board of Trustees
Student and Academic Affairs Committee Meeting
June 30, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Jeffery Norfleet, Terica Smith, and Dakasha Winton.

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Erik Schmeller, Interim Provost & Vice President for Academic Affairs; Leah Louallen, Strategic Advisor to the President; Sterlin Sanders, Interim Chief Information Officer

I. CALL TO ORDER

Committee Chair Norfleet called the meeting to order at 6:02 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Norfleet requested that Secretary Brown conduct the roll call. The following committee members were present: Trustee Jeffery Norfleet, Trustee Terica Smith, and Chair Winton. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

Trustee Norfleet recommended to amend the agenda by removing Item Number 4, the approval of revisions to the academic tenure policy regarding tenure-track appointments and tenure criteria, from consideration at the meeting. He further requested that the administration engage in a comprehensive shared governance process with appropriate faculty, staff, and other institutional stakeholders to review, refine, and develop revisions before bringing the matter back to the Board for consideration at a future meeting. Chair Winton moved to adopt the agenda as amended. The motion was seconded by Trustee Smith. A roll call vote was taken, with all present committee members voting in favor of the motion. The motion passed unanimously.

Chair Winton moved to adopt the agenda as modified and contained in the materials for the June 30, 2026, committee meeting. Trustee Smith seconded the motion. A roll call vote was taken, with all present committee members voting in favor of the motion. The motion passed unanimously.

IV. APPROVAL OF REVISIONS TO ACADEMIC TENURE POLICY REGARDING TENURE-TRACK APPOINTMENTS AND TENURE CRITERIA

Committee Chair Norfleet introduced the agenda item concerning the proposed revisions to the academic tenure policy regarding faculty discipline and invited Dr. Erik Schmeller, Interim

Provost and Vice President for Academic Affairs, to provide an overview of the proposed revisions prior to consideration of the action by the committee.

Provost Schmeller explained that the proposed revisions address recent state legislation providing university administration with additional flexibility in addressing faculty misconduct. He stated that the proposed policy establishes procedures for disciplining faculty members for adequate cause, including misconduct and unsatisfactory performance. Provost Schmeller noted that the proposed revisions were developed after reviewing policies at multiple institutions and largely incorporated elements of Middle Tennessee State University's policy.

Attorney Brown provided an overview of the legal requirements underlying the proposed revisions. She explained that the proposed policy provides separate processes for faculty discipline based on misconduct and unsatisfactory performance. The misconduct process would provide for notice and a hearing and would proceed through the Provost and President for a final determination, without faculty committee input, consistent with the requirements of state law. The unsatisfactory performance process would allow for faculty engagement, committee review, and department-level feedback concerning performance expectations.

Provost Schmeller further explained that documentation, annual evaluations of instruction, student evaluations, and other existing documentation would continue to be considered as part of the disciplinary process. He noted that the proposed revisions were being incorporated into the tenure policy, although further consideration through the shared governance process would be appropriate to determine how the provisions best fit within the overall policy.

Trustees discussed the proposed revisions and the need for additional work to ensure that the policy is comprehensive, sustainable, and appropriate for the institution. Committee Chair Norfleet expressed appreciation for the administration's work and due diligence in developing the proposed revisions and acknowledged the requirement to move forward in accordance with state law.

Following discussion, Committee Chair Norfleet called for a motion that the Student Academic Affairs Committee recommend to the full Board of Trustees approval of the revisions to the academic tenure policy regarding faculty discipline, with the express understanding that the administration immediately engage in a shared governance process and work collaboratively with appropriate institutional stakeholders to develop a comprehensive and sustainable policy. Committee Chair Norfleet further requested that the administration provide a final draft to the Student Academic Affairs Committee by September 15, 2026, for review and action at the Committee's November 5, 2026, meeting. Trustee Smith moved to approve the recommendation. Chair Winton seconded the motion. A roll call vote was taken, with all present committee members voting in favor of the motion. The motion passed unanimously.

V. ADJOURNMENT

Committee Chair Norfleet moved to adjourn, with the motion seconded by Chair Winton. A roll call vote was taken, with all committee members present voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

COMMITTEE FOLLOW-UP ITEMS:

- **Academic Tenure Policy Revisions and Shared Governance Process** – Committee Chair Norfleet requested that the administration immediately engage in a shared governance process and work collaboratively with appropriate institutional stakeholders to develop a comprehensive and sustainable faculty discipline policy. Committee Chair Norfleet further requested that a final draft be provided to the Student Academic Affairs Committee by September 15, 2026, for review and action at the committee's November 5, 2026, meeting. *Assigned to: Provost Schmeller*

Meeting of the Tennessee State University Board of Trustees
Governance and Governmental Affairs Committee Meeting
May 14, 2026
Tennessee State University – The Farrell Westbrook Complex (the "Barn")

MINUTES

Committee Members Present: Trustees Terica Smith (virtual), Trevia Chatman (virtual), and Dakasha Winton. Other Board members present: Charles Traughber, Dimeta Smith Knight, Marquita Qualls, Venkataswarup Tiriveedhi

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Sterlin Sanders, Interim Chief Information Officer

I. CALL TO ORDER

Committee Chair Smith called the meeting to order at 12:04 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Smith requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Terica Smith (virtual), Trevia Chatman (virtual), and Dakasha Winton. Following the roll call, Secretary Brown determined that a quorum was present.

III. OPENING REMARKS BY THE COMMITTEE CHAIR

In the opening remarks, Committee Chair Smith welcomed the committee trustees, university leadership, staff, and guests to the meeting of the Governance and Governmental Affairs Committee. She emphasized the committee's role in supporting sound governance, institutional accountability, and effective engagement with state and governmental partners. Chair Smith noted that the meeting agenda included a legislative update on matters affecting Tennessee State University and higher education across the state, a presentation on the university's policy modernization project, and a review of proposed changes to the Board's bylaws. She also recognized the continued efforts of university leadership, governmental affairs partners, and the committee trustees throughout the legislative session and encouraged thoughtful discussion and collaboration as the committee proceeded with the agenda.

IV. ADOPTION OF AGENDA

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

V. APPROVAL OF MINUTES: FEBRUARY 19, 2026, GOVERNANCE AND GOVERNMENTAL AFFAIRS COMMITTEE MEETING

The minutes from the February 19, 2026, meeting of the Governance and Governmental Affairs Committee were approved as submitted, with Chair Winton making the motion and Trustee Chatman seconding the motion. A roll call vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously.

VI. LEGISLATIVE UPDATE

Committee Chair Smith introduced the Legislative Update and recognized Mrs. Leah Dupree Love to provide an overview of legislative matters affecting Tennessee State University. Chair Smith noted that the item was informational and did not require a vote.

Mrs. Love thanked University leadership and the Board of Trustees for their continued partnership throughout the legislative session. She commended the University's preparation and professionalism and recognized Tennessee State University's legislative interns, particularly Trustee Azana Bruce, for representing the University well during the session.

Mrs. Love reviewed state and federal funding included in the current budget, with emphasis on the University's land-grant responsibilities. She outlined funding for the McMinnville Center, the Institute of Agricultural and Environmental Research, Cooperative Extension, and McIntire-Stennis Forestry Research. She also reported an additional $1 million in recurring land-grant funding to support the required state match for federal allocations. Other funding discussed included approximately $1.263 million in outcome-growth funding and $2.4 million for roof and building maintenance.

Mrs. Love then reviewed key legislation requiring Board attention. She reported that legislation associated with the Charlie Kirk Act requires public university governing boards to adopt a freedom of expression policy similar to the University of Chicago's policy. She also reported that the University received a three-year extension following its sunset review, noting that the extension reflects increased confidence in the University's governance and operations.

Mrs. Love advised that legislation changing the expiration date of gubernatorial board appointments from June to February passed the General Assembly but was vetoed by the Governor on May 1. Accordingly, Board appointments will continue to expire on June 30 of the respective year.

She further discussed legislation requiring governing boards to adopt policies distinguishing tenure decisions from faculty disciplinary actions. The Office of General Counsel is working with the Office of the Attorney General and other institutions to address policy requirements and due process considerations. Mrs. Love also noted that legislation defines on-time graduation for public universities as four academic years, which will affect outcome-growth funding, and includes provisions concerning the use of out-of-state tuition revenues.

During discussion, Chair Smith requested clarification regarding the four-year graduation standard and its application to students who may require additional coursework. Mrs. Love explained that the four-year definition is established by law. Trustees also asked about guidance from the Office of the Attorney General. Attorney Brown reported that guidance had been received regarding due process for faculty disciplinary matters and that the Office of General Counsel was developing the required policies. She noted that the policies must be addressed before the July 1 effective date and that a special call meeting was being planned for June.

Mrs. Love concluded by advising that she would update and recirculate the legislative information and thanked the Board and University leadership for their continued partnership.

VII. POLICY MODERNIZATION PROJECT

Committee Chair Smith introduced the Policy Modernization Project and recognized Mrs. Leah Louallen, Strategic Advisor to the President, to provide an overview. Chair Smith noted that the item was informational and did not require a vote.

Mrs. Louallen emphasized the importance of updating the University's policies as it moves forward with its strategic and master planning efforts. She explained that the project is intended to strengthen compliance, mitigate risk, improve efficiency, and enhance the student experience. She noted that the University currently has approximately 301 policies and procedures listed as policies, many of which are actually operational procedures. The project will separate procedures into appropriate handbooks and ensure that the University's policy website reflects current institutional policies.

Mrs. Louallen reported that the review will prioritize areas of compliance and risk, beginning with Human Resources, Business and Finance, and Academic Affairs. She will serve as the project facilitator, with Dr. Cynthia Howell serving as project manager. Twelve Cabinet members will serve as the steering committee, supported by approximately 24 staff members and additional nine-month faculty specialists during the summer.

Mrs. Louallen outlined a goal of completing the review of Human Resources and Business and Finance policies by September 2026, including policies requiring Board approval, with the remaining policies targeted for completion by December 2026. She also noted plans to establish an annual policy review and training process and to identify and address policy gaps following the initial modernization effort.

During discussion, trustees asked about the last comprehensive policy review. Mrs. Louallen noted that many current policies are legacy Tennessee Board of Regents policies dating to the 2016 Focus Act and that a comprehensive review may not have occurred since that time. She emphasized the goal of developing current, standalone Tennessee State University policies.

Trustees also discussed the role of the Governance and Governmental Affairs Committee and the coordination of policies affecting other Board committees. It was explained that the Governance Committee was tasked with addressing the University's governance infrastructure and that policies will ultimately be presented to the full Board for approval. Office of General Counsel will assist in determining which Board committees should review policies before they are presented to the full Board.

In response to questions regarding the project's risk-based approach, Mrs. Louallen explained that the review will begin with audit findings and identified compliance gaps. Cabinet members will assist in prioritizing policies within their respective areas of responsibility, with University leadership providing additional oversight. She emphasized the importance of completing the project efficiently to strengthen the University's infrastructure and support other institutional initiatives.

VIII. REVIEW OF PROPOSED CHANGES TO BYLAWS OF THE BOARD OF TRUSTEES

Committee Chair Smith introduced the review of the proposed amendments to the Bylaws of the Board of Trustees. She noted that the draft contained provisions based on legislation that was subsequently vetoed and that an updated draft would be circulated through the Board portal. The Governance and Governmental Affairs Committee was tasked with conducting the substantive review and developing recommendations for consideration by the full Board, with a goal of completing the process before July 1, 2026.

Committee Chair Smith recognized the committee members for their work in reviewing the existing governance documents and addressing areas of ambiguity. Trustees discussed the preparation of a new draft rather than a redline due to the extent of the revisions.

Trustees discussed the Governance Committee's role in reviewing the Bylaws, given that certain responsibilities are currently assigned to the Executive Committee. Secretary Brown explained that the Executive Committee's existing responsibilities include reviewing compliance with the Bylaws and recommending amendments but do not specifically address a comprehensive revision. She noted that the risk was low as long as the proposed amendments are ultimately considered and approved by the full Board.

The committee discussed the importance of following the Board's governance processes and establishing clear standards of compliance. Trustees also reviewed the relationship between the proposed Bylaws and existing Board policies, noting that certain policies have been incorporated into the draft while additional policies may require further review and alignment.

Trustees discussed the proposed structure of the Executive Committee and whether it should remain a standing committee. The matter will be considered further as part of the Bylaws review.

Committee Chair Smith advised that an updated draft would be circulated and that trustees would be notified of the committee meeting to conduct the formal review. Trustees were encouraged to provide comments and recommendations.

Before adjournment, a trustee raised the need for a Board assessment following the Board's two years of service. Committee Chair Smith agreed that an assessment would be timely and could be added to the committee's work plan for the upcoming year.

IX. ADJOURNMENT

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

Meeting of the Tennessee State University Board of Trustees
Governance and Governmental Affairs Committee Meeting
June 9, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Terica Smith, Trevia Chatman, Leticia Towns, and Dakasha Winton. Other Board members present: Jeffery Norfleet, Charles Traughber, Marquita Qualls

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; Leah Louallen, Strategic Advisor to the President; Oniquca May, Assistant General Counsel

I. CALL TO ORDER

Committee Chair Smith called the meeting to order at 6:05 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Smith requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Terica Smith, Trevia Chatman, Leticia Towns, and Dakasha Winton. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. OPENING REMARKS BY THE COMMITTEE CHAIR

In the opening remarks, Committee Chair Smith introduced the proposed amendments to the Board's bylaws, emphasizing the importance of periodically reviewing governing documents to ensure they support effective leadership, sound governance, and the University's mission. She noted that the administration had been asked to conduct a policy analysis and stated that updating the bylaws was appropriate to reflect governance best practices.

Committee Chair Smith encouraged the Board to approach the discussion thoughtfully and collaboratively, with a focus on transparency, accountability, efficiency, and the long-term success of Tennessee State University. She thanked those involved in reviewing and preparing the proposed amendments for consideration.

IV. ADOPTION OF AGENDA

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

V. BOARD BYLAWS AND POLICIES REVISIONS

Committee Chair Smith called the meeting to order and introduced the review of the proposed amendments to the Board of Trustees Bylaws. She explained that the committee had been tasked by Chair Winton with conducting a substantive review and developing recommendations for consideration by the full Board. She clarified that the committee would not independently approve amendments to the Bylaws, but would submit suggested changes for consideration and approval by the full Board and, where appropriate, the Audit Committee. The purposed revisions were to bring the Bylaws into greater alignment with updated policies and applicable law.

Trustees discussed the committee's authority and the existing policy assigning responsibility for periodic Bylaws review. They also discussed transparency and compliance with the Tennessee Sunshine Law, including an April 30 informational meeting. Members clarified that no quorum or Bylaws deliberations occurred at that meeting. Secretary Brown agreed to provide additional guidance regarding trustee communications and deliberations outside public meetings.

The committee reviewed administration's feedback and discussed revisions involving statutory references, student trustee selection, trustee eligibility and conflicts of interest, vacancies and attendance, removal and appeals, Board powers, and trustee engagement with University constituencies. Trustees generally agreed that detailed procedures should be moved from the Bylaws to separate policies or governing documents where appropriate.

The committee also reviewed Board officer terms and elections, Chief Audit Executive provisions, supermajority voting requirements, and Board committee provisions. Trustees identified inconsistencies and areas requiring clarification, including committee names, voting standards, officer terms, and the role of the Executive Committee. The committee supported reducing unnecessary procedural detail in the Bylaws and relying on separate Board policies where appropriate.

Trustees further discussed orientation requirements and agreed that overly prescriptive provisions may be better addressed through guidelines or separate policies, while retaining statutory requirements.

Committee Chair Smith directed trustees to submit specific edits and redlines to Secretary Brown. Secretary Brown will compile the recommendations and circulate a revised draft for further review. Trustees were asked to submit recommendations by June 12, 2026. The committee will reconvene to review the revised draft, with June 30 identified as a target rather than a firm deadline.

The committee agreed to continue the review process and allow sufficient time for administration and trustees to consider the proposed revisions before further action.

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 roll call vote was taken, with all present

Committee members voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

COMMITTEE FOLLOW-UP ITEMS:

- **Trustee Communications and Sunshine Law Guidance** – Committee members discussed transparency and compliance with the Tennessee Sunshine Law and requested additional guidance regarding trustee communications and deliberations outside of public meetings. *Assigned to: Attorney Ginette Brown*
- **Bylaws Revision Review Process** – Committee Chair Smith directed trustees to submit specific edits and redlines to Secretary Brown, who will compile the recommendations and circulate a revised draft for further review. *Assigned to: Attorney Ginette Brown*

Meeting of the Tennessee State University Board of Trustees
Governance and Governmental Affairs Committee Meeting
June 30, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Terica Smith, Leticia Towns, and Dakasha Winton.

University Staff Present: President Dwayne Tucker; Ginette Garza Brown, Interim General Counsel and Board Secretary; Dr. Erik Schmeller, Interim Provost & Vice President for Academic Affairs; Leah Louallen, Strategic Advisor to the President; Sterlin Sanders, Interim Chief Information Officer

I. CALL TO ORDER

Committee Chair Smith called the meeting to order at 6:15 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Smith requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Terica Smith, Leticia Towns, and Dakasha Winton. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

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, with all present Committee members voting in favor of the motion. The motion passed unanimously.

IV. PROPOSED CHANGES TO UNIVERSITY BYLAWS

Committee Chair Smith introduced the agenda item concerning the review and approval of the Board bylaws and policy revisions. Committee Chair Smith explained that, due to the Board's need to address multiple sensitive matters, the Board had not been able to devote the necessary attention to the proposed revisions. She called for a motion to postpone consideration of the matter until the next regular meeting of the committee.

Trustee Towns moved to postpone the action until the Committee's next meeting. Chair Winton seconded the motion. A roll call vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously.

V. 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 roll call vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously. The meeting was adjourned.

Meeting of the Tennessee State University Board of Trustees
Finance Committee Meeting
May 14, 2026
Tennessee State University – The Farrell Westbrook Complex (the "Barn")

MINUTES

Committee Members Present: Trustees Charles Traughber, Jeffery Norfleet (virtual), Leticia Towns (virtual), and Dakasha Winton. Other Board members present: Trevia Chatman (virtual), Marquita Qualls, Dimeta Smith Knight, Terica Smith (virtual), and Venkataswarup Tiriveedhi

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer; Eloise Alexis, Vice President for Institutional Advancement; Will Radford, Assistant Vice President for Campus Operations + Planning, Design and Construction

I. CALL TO ORDER

Committee Chair Traughber called the meeting to order at 1:03 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 (virtual), Jeffery Norfleet (virtual), and Dakasha Winton.

III. ADOPTION OF AGENDA

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

IV. APPROVAL OF FEBRUARY 20, 2026, FINANCE COMMITTEE MEETING MINUTES

The minutes from the February 20, 2026, meeting of the Finance Committee were approved as submitted, with Chair Winton making the motion and Trustee Norfleet seconding the motion. A roll call vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously.

V. FINANCIAL ADMINISTRATION UPDATE

Committee Chair Traughber introduced the financial administration update and welcomed April Robinson, Chief Financial Officer, to provide the report. The item was presented for informational purposes only, with no action required.

Mrs. Robinson provided an update on Finance and Business priorities following the previously discussed 30-day culture reset. She reported continued work on audit remediation, implementation of a training plan for business and finance staff, and completion of the budget process using a zero-based approach. The budget process included a review of the University's operational structure and efforts to reduce the deficit.

Mrs. Robinson also highlighted ongoing contract management efforts, including the use of a new system to organize and review University contracts and ensure the University receives the best value from contracted services.

Looking ahead, Mrs. Robinson identified grants reconciliation as a key priority. The finance team is working to reconcile aged grants, with a goal of completing the highest-priority outstanding grants by June 30.

Trustees asked how staff training would be documented. Mrs. Robinson explained that the training plan will identify topics and timelines and acknowledged the importance of maintaining formal documentation of completed training, particularly in response to prior audit findings.

Trustees also asked about "finance-adjacent" personnel. Mrs. Robinson explained that these include employees in other departments who perform finance-related functions, such as budgeting, accounting, reconciliations, purchase orders, and requisitions. She noted that the University is evaluating whether some of these resources should be centralized to improve efficiency and oversight.

The finance administration update concluded with no further questions.

VI. REPORT ON FISCAL YEAR 2026-2027 TUITION AND MANDATORY FEES INCREASE

Committee Chair Traughber introduced the next agenda item, the report on fiscal year 2026-2027 tuition and mandatory fees increase, and welcomed April Robinson, Chief Financial Officer, to provide the report. The item was presented for informational purposes only, with no action required.

Mrs. Robinson reviewed the University's overall value proposition, including its research activity, investments in STEM and innovation, high-impact student support, vibrant student life, and the opportunities associated with its location in Nashville. She noted that TSU is currently the lowest-cost tuition provider in the state while operating in the highest-cost metropolitan area and explained that peer comparisons and CPI trends were considered in developing the proposed increase. She emphasized the importance of proactively managing rising costs, particularly given the University's limited reserves, and maintaining financial discipline to prepare for future cost pressures.

Mrs. Robinson presented the proposed tuition and mandatory fee increases, which would result in an overall 4.5% increase, or approximately $425 annually for a student taking 15 credit hours. Approximately $300 of the annual increase would be attributable to mandatory program and service fees. She recommended keeping full-price undergraduate and graduate out-of-state tuition flat in recognition of TSU's existing out-of-state tuition premium and the need to remain competitive with surrounding institutions and HBCU peers. The proposed increase is expected to generate approximately $1.9 million annually. Mrs. Robinson emphasized that the increase is not intended to resolve the University's structural deficit and noted that the FY2027 budget was developed without including the additional revenue. The proposed uses of the additional revenue are already included in the budget, with the revenue to be reserved if the increase is approved by the Board.

Mrs. Robinson also reviewed proposed increases to program and service fees, including fees associated with identification badges and parking. She explained that parking registration would be incorporated into the mandatory fee for students with vehicles and that the increase in identification-related fees would support expanded campus security measures, including additional badge-access locations and planned license-plate readers.

Trustees discussed the potential impact of the proposed increase on students, particularly given the University's approximately 50/50 in-state and out-of-state student population. Trustees raised questions regarding affordability, retention, and the potential impact of increased costs on students who may already have difficulty meeting their financial obligations. Mrs. Robinson reviewed recent student purge data and noted that the average outstanding balance of students purged during both the fall and spring processes was just under $5,000. She explained that the data indicated that students being purged generally had larger outstanding balances rather than relatively small balances. Mrs. Robinson also discussed Foundation assistance provided to students, noting that the University received approximately $3.3 million in the fall and $3.2 million in the spring and does not intend to build its recurring financial plan around reliance on Foundation funds.

The Committee further discussed the criteria for Foundation assistance, which included academic standing and the use of available federal loan resources. Mrs. Robinson noted that seniors generally were required to have at least a 2.0 GPA, while non-seniors were required to have at least a 2.5 GPA. She explained that students with available federal loans were also expected to utilize those resources as part of the shared-sacrifice approach associated with the Foundation funds.

Trustees emphasized the importance of strengthening and more clearly communicating TSU's value proposition and questioned whether the University's position as a low-cost institution in a high-cost city should be the primary basis for the proposed increase. Trustees encouraged administration to further consider the factors that distinguish TSU from other institutions, including its academic programs, faculty, HBCU experience, student outcomes, postgraduate opportunities, and the advantages of its Nashville location. Mrs. Robinson explained that the initial value proposition was developed in consultation with the enrollment team based on the attributes and opportunities most frequently identified by prospective students as important in their college selection.

Mrs. Robinson also highlighted the Smart Center at Avon Williams Campus and the University's work in artificial intelligence, innovation, and technology as examples of academic strengths that could be more effectively incorporated into recruitment and campus tour activities. She acknowledged that TSU has additional academic strengths that should be more prominently reflected in its enrollment and value messaging.

Trustees also questioned whether an enrollment elasticity or sensitivity analysis had been conducted to assess the potential impact of the proposed increase on enrollment and future tuition revenue, particularly following the prior year's tuition increase. Mrs. Robinson acknowledged that an elasticity analysis had not yet been completed but agreed that the University could conduct one. Trustees further emphasized the importance of communicating the proposed increase directly to students and clearly explaining how the additional revenue would support the student experience. Mrs. Robinson agreed that transparent communication and accountability should be part of the rollout of any approved increase.

VII. REPORT ON FISCAL YEAR 2025-2026 ESTIMATED BUDGET

Mrs. Robinson continued her presentation with a review of the report on FY2026 estimated budget, outlining the University's anticipated year-end financial position based on actual results through March and projected activity through the end of the fiscal year. She noted that the significantly lower freshman class presented a challenge during FY2026 and required the University to manage expenses more tightly while maintaining its financial commitments. Mrs. Robinson also highlighted the financial impact of the Voluntary Separation Program (VSP) and the strategic investments included in the FY2026 budget to support enrollment and stabilize key Business and Finance functions.

Mrs. Robinson reported that approximately 40 eligible applicants participated in the VSP, resulting in an estimated $4.3 million in FY2026 payouts. Of the 239 eligible faculty members, 25% of retirement-eligible faculty participated, while 15% of both tenure and non-tenure-track faculty participated. Among faculty with 20 or more years of service, just under 20% participated. Mrs. Robinson explained that the VSP was developed following an analysis of the University's faculty-to-student ratio and comparisons with LGI and HBCU peers, which indicated that TSU was approximately 80 to 100 faculty above the level needed for its current enrollment.

Mrs. Robinson emphasized that the VSP process considered academic and programmatic needs, including accreditation requirements, faculty availability for required courses, and the need to maintain appropriate academic offerings. She noted that the 40 faculty members approved for the program were determined based on the University's ability to maintain its academic commitments without reducing course offerings or academic output. Mrs. Robinson also confirmed that the application period for the VSP had closed.

Trustees discussed lessons learned from the VSP and the potential impact on faculty morale. Mrs. Robinson noted that one of the primary differences between the University's initial assumptions and the actual results was the lower-than-anticipated participation among retirement-eligible faculty. She stated that the process provided an opportunity to better understand faculty needs and reinforced the importance of effective performance management, equitable expectations, and accountability. Trustees also raised concerns regarding the retention of younger and tenure-track faculty, with Mrs. Robinson acknowledging the need to further assess factors that may influence faculty retention.

Mrs. Robinson reviewed strategic investments included in the FY2026 estimated budget, including investments in enrollment personnel and technology, travel and operating expenses, and Business and Finance functions. She explained that the enrollment investments were intended to support the University's FY2027 enrollment goals, while Business and Finance investments were focused on stabilizing core functions and reducing reliance on external consultants.

Trustees questioned the amount of non-recurring revenue included in the FY2026 budget and its effect on the University's bottom line. Mrs. Robinson identified the $45 million received through the state memorandum of understanding (MOU) as the most significant non-recurring item and agreed to provide a more detailed review of non-recurring revenues and expenses for FY2026 and FY2027.

Trustees also asked how the University would measure the return on its strategic investments. Mrs. Robinson noted that enrollment investments would be measured through enrollment targets and the development of the student recruitment pipeline. For Business and Finance investments, she explained that improved internal capacity, staff development, and reduced reliance on external consultants would serve as indicators that the investments had achieved their intended purpose.

The Trustees also discussed prior enrollment-related investments, including technology expenditures associated with the Slate recruitment and enrollment system. Mrs. Robinson agreed to review prior Board materials to confirm whether the current amount represented an additional investment or was consistent with previously approved funding. Trustees further asked about the use of Title III funds to support University personnel and activities that might otherwise be funded through E&G resources. Mrs. Robinson stated that a review was underway and acknowledged that some Title III funds may have been used in this manner. She emphasized the need to ensure that Title III activities and funding are properly aligned with the University's strategic vision.

Mrs. Robinson reported that efforts were also underway to fill remaining finance and accounting positions and noted that the University is beginning the hiring and ramp-up process for FY2027.

VIII. REPORT ON FISCAL YEAR 2026-2027 PROPOSED BUDGET

Mrs. Robinson continued her presentation with the report on FY2027 proposed budget, outlining the approach used to develop the budget and emphasizing that cash flow management remained the University's highest priority. She explained that the budget was developed conservatively, with potential maximum-exposure expenses and contingencies included while limiting the recognition of anticipated revenue to amounts that could be reasonably relied upon. Given the University's limited reserves, Mrs. Robinson noted that this approach was intended to ensure that potential obligations could be managed within the available budget and cash position.

Mrs. Robinson reported that the FY2027 proposed budget assumes a 1,200-student freshman class, compared with approximately 457 freshmen in FY2026. She noted that current enrollment indicators, including confirmed deposits, new student orientation participation, and housing enrollment, reflected significant improvement in the University's enrollment pipeline. She explained that the enrollment team was continuing to build sufficient cushion to account for potential student melt and the possibility that some students may not complete the enrollment or purge process. Mrs. Robinson also noted that approximately 74% of the confirmed students had already been financially packaged. She stated that the projected increase in freshman enrollment demonstrates continued demand for TSU and highlighted the importance of restoring confidence among students and parents following the University's financial challenges in the prior year.

Mrs. Robinson reviewed personnel cost trends from FY2021 through FY2027 and emphasized the continued need to align the University's operating structure with current enrollment. She noted that the VSP is reflected in the FY2027 budget with approximately $4.8 million in estimated savings, compared with approximately $12.2 million in savings assumed in the prior pro forma. This created an estimated $7.4 million gap that the University is actively working to address through personnel adjustments, operating efficiencies, and additional revenue opportunities. Mrs. Robinson emphasized that the University is managing to its bottom line and that increased revenue, where achievable, would reduce the amount of expense reduction necessary to close the gap.

Mrs. Robinson presented the University's enterprise-wide external strategic consultants and distinguished between services funded through unrestricted funds and restricted Title III funds. She explained that approximately $8.1 million was spent in FY2026 on these stabilization services, primarily to strengthen and stabilize key Business and Finance functions and provide needed expertise and capacity. She noted that the FY2027 budget reflects a significant reduction in these expenses, consistent with the original intent for the consultants to provide temporary stabilization while the University developed its internal capabilities. Mrs. Robinson further explained that several FY2027 consultant expenses represent one-time or non-operational needs, including enterprise-wide system migration and potential real estate matters.

The Committee also reviewed the TSU Athletics budget, including individual sports revenue and expenses. Mrs. Robinson noted that athletics remains an important component of the University's identity and value proposition and stated that the University continues to recognize the need to adequately fund its athletic programs while maintaining overall budget discipline. Trustees discussed athletics in relation to other revenue-producing and auxiliary operations and requested additional departmental-level information to better understand the financial performance and priorities of these areas. Trustees also questioned projected football and basketball ticket revenue, and Mrs. Robinson agreed to provide additional information regarding the variance.

Trustees asked about the financial implications of the University's decision to opt into the athletics settlement and how any resulting revenue-sharing obligations would be administered. Mrs. Robinson stated that the financial impact was not included in the current FY2027 budget and explained that administration was working with the President and Athletic Director to determine the appropriate operational structure. She indicated that the University should have a clearer understanding of the financial and administrative implications before the Board considers approval of the FY2027 budget.

Mrs. Robinson then reviewed the proposed FY2027 strategic investments, including continued support for Athletics, Business and Finance, financial aid, institutional advancement, and the President's Office. She noted that some Business and Finance support would continue through September as the University completes its transition to internal staffing and capabilities.

Mrs. Robinson continued with an update on cash management, emphasizing the importance of maintaining sufficient cash to meet the University's obligations and noting that the FY2027 state MOU funds were expected to be received beginning July 1. She also presented the University's Composite Financial Index, which measures several financial ratios against established standards and peer benchmarks. Mrs. Robinson noted that TSU's primary reserve position remained significantly below the established watch level, consistent with the University's limited reserves, while the return on net assets reflected that the University was moving in a positive direction compared with the prior year. She reported a current composite score of 1.45 compared with a standard of 3.0, emphasizing that additional work remains necessary to strengthen the University's overall financial position.

Finally, Mrs. Robinson reviewed updates to the University's pro forma. She compared the original baseline pro forma with the FY2026 estimated results and noted that the original baseline did not include the $45 million in state funding received during the year. Despite the significant freshman enrollment shortfall, she explained that the University's operating expense management helped offset the revenue variance and brought the estimated results generally in line with the baseline when the state funding is considered. For FY2027, Mrs. Robinson compared the baseline pro forma with the proposed budget, noting that the baseline does not include the anticipated $25 million in state MOU funding. She stated that the proposed budget is currently projected to slightly outperform the MOU commitment, demonstrating the University's continued efforts to meet the financial requirements associated with the state's stabilizing support. The presentation concluded with no further questions.

IX. REPORT ON INSTITUTIONAL ADVANCEMENT

Committee Chair Traughber introduced the next agenda item, the report on institutional advancement, and welcomed Eloise Alexis, Vice President for Institutional Advancement, to provide the update. The item was presented for informational purposes only, with no action required.

Mrs. Alexis provided an update on the University's fundraising and advancement activities, reporting that, as of April 17, the University had received more than $5.5 million in philanthropic gifts, an increase of approximately $1.5 million from the previous report and $300,000 from the same period last year. She also reported approximately $1.6 million in new grant awards and notifications, some of which are expected to be realized during the current and next fiscal years.

Mrs. Alexis reviewed giving by category and noted increases in restricted program support, particularly corporate investments, as well as decreases in capital and unrestricted operating giving. She emphasized the importance of increasing unrestricted support and reported continued progress in closing the donor participation gap, which had narrowed to approximately 283 donors below the prior year.

Mrs. Alexis discussed efforts to strengthen alumni and donor engagement through listening sessions, campus visits, improved use of the Razor's Edge database, and more targeted outreach.

She also reported the addition of an Advancement Operations Manager and an Annual Giving Director to strengthen data management, reporting, gift processing, and constituent engagement.

Mrs. Alexis highlighted recent fundraising and engagement activities, including the University's partnership with a Greek-letter affinity chapter, a $500,000 matching gift opportunity to establish an endowed professorship in sustainability, fundraising associated with the University's NCAA tournament participation, the spring game, and the groundbreaking for the new engineering building. She also reported that reunion classes had raised more than $550,000 to date and emphasized the importance of recognizing consistent giving among alumni.

Mrs. Alexis provided an update on efforts to reimagine the alumni giving model. She explained that a task force comprised of alumni chapter, regional, and national leaders is reviewing historical data and potential changes to the current giving structure, including the dues requirement, consolidation under a single 501(c)(3), and greater coordination of alumni engagement and fundraising. She noted that recommendations would continue to be developed and tested beginning in July in coordination with the Foundation and other partners.

Mrs. Alexis then discussed planning for a potential $100 million fundraising campaign focused on student experiences and campus infrastructure. She emphasized transparency, trust, and transformation as key themes and noted that the University would use the summer to refine campaign messaging, identify additional engagement opportunities, and begin broader outreach. She also reported that the President's advisory board had been established and had begun discussing opportunities to engage the broader community around the University's value proposition.

Mrs. Alexis concluded by encouraging the Board to remain engaged in the University's philanthropic efforts and to support the advancement of resources necessary for Tennessee State University's future.

X. CONSTRUCTION UPDATES

Committee Chair Traughber introduced the construction updates agenda item, noting that the relevant materials were included in the Committee's meeting packet. He recognized Mr. Will Radford, Assistant Vice President for Campus Operations + Planning, Design and Construction, to present the item. The item was informational and did not require a vote.

Mr. Radford provided an overview of more than 20 active projects across the University, including new construction, major maintenance, and minor maintenance. He clarified that projects under $1 million categorized as major or minor maintenance may be handled locally, while new capital improvements meeting applicable funding requirements require State Building Commission approval.

Mr. Radford reported that there are currently 21 active projects on the main campus, ranging from demolition and utility improvements to academic and agricultural facilities. He highlighted several agricultural projects, including the Organic Research Lab, hay shed, barn, and broiler house, noting the importance of agriculture to TSU's research mission.

He also provided an update on the $59 million primary electrical upgrade project, which is designed to improve campus energy resilience and prevent the type of widespread outages experienced in 2021. The project will create redundant connections to Nashville Electric Service so that power can be supplied from an alternate direction if one connection fails.

Mr. Radford explained that State capital projects generally follow a four-year cycle involving planning, approval, funding, design, and construction. While having funding available can shorten the process, it does not eliminate the required State procedures. He noted that projects being considered today could potentially not be completed until 2030. The University is therefore working to keep projects “shelf ready” so they can move forward as quickly as possible once funding is secured.

He highlighted the new engineering building, which was initially funded in 2021 and later relocated to the former Clay Hall site. The approximately 70,000 square-foot facility will support electrical, civil, mechanical, architectural, and engineering technology programs, while computer science will primarily remain in the adjacent McCord facility. The building is designed to support enrollment growth from approximately 600 - 700 students to as many as 1,129 students, with future expansion anticipated.

Mr. Radford also discussed the new 110,000 square-foot Agriculture Building, which will support research in plant and environmental sciences, food and animal sciences, and related agricultural programs. He also provided an update on the replacement of the agricultural broiler house, which was damaged by a tornado in 2021. The replacement facilities will support both conventional and organic research.

Turning to renovations, Mr. Radford highlighted Davis Hall as a model for the University’s new approach to revitalizing existing facilities. The goal is to extend the building’s useful life for more than 30 years while incorporating updated building systems, flexible classrooms, technology, and improved student spaces.

He also highlighted improvements to Poag Auditorium, including ADA accessibility and updated technology, as well as the conversion of the former IT Center into a more interactive technology-support space where students can receive assistance and work on technology-related needs.

Mr. Radford concluded by emphasizing that the University’s current construction and renovation activity represents significant investment in campus infrastructure, academic programs, student experiences, and long-term institutional growth.

XI. RATIFICATION OF MASTER PLAN AMENMENT

Committee Chair Traughber asked Mr. Will Radford, Assistant Vice President for Campus Planning, Design, and Construction, to continue his presentation with the master plan amendment, noting that the item was an action item for the committee.

Mr. Radford explained that TSU continues to work with the Tennessee Board of Regents (TBR) on certain construction-related matters and that there are no current plans to sever the relationship. He noted that TSU is building the internal infrastructure and staffing needed to assume additional responsibilities when appropriate.

Mr. Radford then presented the five-year stabilization plan, explaining that TSU's current master plan was adopted in 2016 and expires in 2026. The amendment was developed with the assistance of five consultants, two state stakeholders, and the TSU team. The plan provides a framework for 2025 through 2030 while the University works toward a new comprehensive ten-year master plan.

He explained that the stabilization plan focuses on reducing TSU's operational footprint, lowering energy consumption, and taking inefficient buildings offline while funding remains limited. Major actions include the demolition of Clay Hall; future demolition of Crouch Hall and Queen Washington; construction of the Engineering Technology Building and agriculture facilities; renovation of Davis Hall and the Learning Resource Center; and the migration and reuse of facilities such as McCord and Jackson Hall.

In response to questions, Mr. Radford clarified that the amendment is not a replacement for the future ten-year master plan. Rather, it is an adjustment to the existing plan that allows TSU to continue moving forward while its strategic vision and academic master plan are developed.

Mr. Radford confirmed that THEC has reviewed and approved the amendment. He explained that the amendment was originally initiated in 2022 under prior leadership, and former Interim President Ronald Johnson submitted the required letter to THEC. A review of prior Board minutes did not show that the amendment had previously been presented to the Board. Accordingly, the current request is for the Board to formally ratify the amendment and the actions already taken.

Trustees discussed the potential impact of not approving the amendment. Mr. Radford stated that failure to ratify could delay projects already underway and result in additional costs. He emphasized that the stabilization plan provides TSU with a path forward through 2030 while allowing the University to develop a new long-term master plan as funding and enrollment conditions evolve.

Following discussion, Chair Winton made a motion to recommend to the full Board the ratification of the master plan amendment as presented in the May 14, 2026, committee meeting materials. Trustee Towns seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Committee Chair Traughber: Abstained
- Trustee Norfleet: No response
- Trustee Towns: Yes

The motion passed.

XII. ADJOURNMENT

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

COMMITTEE FOLLOW-UP ITEMS:

- **Slate System Investment Review** – Trustees requested clarification regarding prior enrollment-related investments, including technology expenditures associated with the Slate recruitment and enrollment system, and Mrs. Robinson agreed to review prior Board materials to determine whether the current amount represents an additional investment or is consistent with previously approved funding. *Assigned to: April Robinson*
- **Athletics and Auxiliary Operations Financial Analysis** – Trustees requested additional departmental-level information regarding athletics and other revenue-producing and auxiliary operations to better understand their financial performance and priorities, as well as additional information regarding projected football and basketball ticket revenue and related variances. *Assigned to: April Robinson*

Meeting of the Tennessee State University Board of Trustees
Finance Committee Meeting
June 23, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Leticia Towns, Charles Traughber, and Dakasha Winton. Other Board members present: Marquita Qualls, Dimeta Smith Knight, Terica Smith, and Venkataswarup Tiriveedhi

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer; Will Radford, Assistant Vice President for Campus Operations + Planning, Design and Construction

I. CALL TO ORDER

Committee Chair Towns called the meeting to order at 6:04 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Towns requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Leticia Towns, Charles Traughber, Leticia Towns, and Dakasha Winton. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

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

IV. APPROVAL OF NEW POLICY: USE OF OUT-OF-STATE UNDERGRADUATE TUITION AND FEES REVENUE

Committee Chair Towns introduced the agenda item concerning the proposed policy on the use of out-of-state undergraduate tuition and fees revenue and invited Mrs. April Robinson, Chief Financial Officer, to provide an overview of the proposed policy prior to consideration of the action by the committee.

Mrs. Robinson explained that the proposed policy is required effective July 1, 2026, pursuant to House Bill 1833 and Senate Bill 2079, enacted May 1, 2026. She stated that the policy establishes a framework for the use of out-of-state undergraduate tuition and fees revenue for academic instruction and support, student services and success initiatives, faculty and staff compensation and benefits, financial aid and scholarships, facilities, infrastructure and technology, and strategic initiatives. The policy also provides that, as part of the annual budget and financial planning process, the University will consider how such revenues may be used to mitigate costs for in-state undergraduate students, including through financial aid and scholarships, limiting tuition and fee increases, offsetting instructional or operational costs, and investing in efficiencies or cost-saving measures.

Trustees discussed the proposed policy in comparison with policies and approaches at other Tennessee public universities, including Middle Tennessee State University, the University of Memphis, and the University of Tennessee. Mrs. Robinson explained that the proposed policy incorporates common elements from those institutions while being tailored to Tennessee State University's circumstances.

Trustees also discussed potential annual reporting on out-of-state undergraduate tuition and fees revenue, including the amount received, how the revenue is utilized, and its alignment with enrollment strategies. Trustees suggested that the use of such revenue also be routed through the Finance Committee for review to provide additional Board oversight. Trustees further clarified that the policy applies to out-of-state undergraduate tuition and fees, including international students.

Following discussion, Chair Winton made a motion to recommend to the full Board approval of the new policy on the use of out-of-state undergraduate tuition and fees revenue. Trustee Traughber seconded the motion. A roll call vote was taken, with all present committee members voting in favor of the motion. The motion passed unanimously.

V. FISCAL YEAR 2026-2027 TUITION AND MANDATORY FEES INCREASE

Committee Chair Towns introduced the next agenda item concerning the proposed Fiscal Year 2026-2027 tuition and mandatory fee increase and invited Mrs. April Robinson, Chief Financial Officer, to provide an overview of the University's recommendation.

Mrs. Robinson explained that the proposed increase would result in an estimated $425 annual increase for a full-time, in-state undergraduate student, representing a 4.5% increase comprised of $300 in program service fees and the remainder in maintenance fees. She noted that the proposed increases were informed by benchmarking with other locally governed institutions and reflected fees that had not been increased in several years.

Mrs. Robinson explained that the recommendation was intended to address anticipated inflationary and operating cost increases while supporting investments that enhance the student experience. Identified investments included residence hall improvements, enhancements to the financial aid office, renovations and furnishings in existing residence halls, and campus beautification initiatives. She also noted that no increase was proposed for full-freight out-of-state undergraduate or graduate tuition rates.

Trustees discussed the relationship between the proposed increase and the University's overall budget, the anticipated impact on students, and the cumulative effect of the prior year's 6% tuition increase and the proposed 4.5% increase. Mrs. Robinson stated that the University expected minimal adverse impact on students and reviewed available data regarding student balances and Foundation financial assistance. Trustees also discussed the need to balance affordability with the costs associated with providing and improving services and technology for students.

Following discussion, Chair Winton made a motion to recommend to the full Board approval of the Fiscal Year 2026-2027 tuition and mandatory fee increase. Trustee Traughber seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Towns: Yes
- Trustee Traughber: No

The motion passed.

VI. FISCAL YEAR 2025-2026 ESTIMATED BUDGET

Committee Chair Towns introduced the next agenda item concerning the Fiscal Year 2025-2026 estimated budget and invited Mrs. April Robinson, Chief Financial Officer, to provide an overview of the proposed estimated budget.

Mrs. Robinson reported that the FY2025-2026 estimated budget reflected a net surplus of $8,596,000 despite a significantly lower-than-targeted freshman class. She highlighted strategic investments in enrollment and critical administrative functions, as well as personnel cost savings, and noted that the estimated budget represented continued efforts to improve the University's financial and operational position.

Mrs. Robinson explained that, after adjusting for $10 million in incremental funds received through the Memorandum of Understanding (MOU) and $4.3 million related to the Voluntary Separation Program payout, the University's October budget reflected a $1.8 million deficit compared with an adjusted estimated surplus of approximately $4.7 million. She emphasized that the improvement reflected continued cost controls and strategic enrollment investments.

Trustees discussed the estimated budget, including comparisons to prior-year financial information, the reliability of unaudited financial data, monthly and quarterly financial closing procedures, and differences between the University's budget presentation and financial reporting provided through the State Comptroller. Mrs. Robinson explained that the University had strengthened its monthly closing processes and anticipated providing more consistent quarterly financial reporting. Trustees also discussed the importance of clearly identifying non-recurring revenues and adjustments to allow the Board to better monitor the University's structural deficit.

Following discussion, Chair Winton made a motion to recommend to the full Board approval of the Fiscal Year 2025-2026 estimated budget. Trustee Traughber seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes

- Trustee Towns: Yes
- Trustee Traughber: Abstained

The motion passed.

VII. FISCAL YEAR 2026-2027 PROPOSED BUDGET

Committee Chair Towns introduced the next agenda item concerning the Fiscal Year 2026-2027 proposed budget and invited Mrs. April Robinson, Chief Financial Officer, to provide an overview of the proposed budget. Mrs. Robinson explained that the budget uses moderately conservative revenue assumptions while including anticipated expenses and strategic investments to provide the University with flexibility to respond to unexpected needs.

Mrs. Robinson explained that the FY27 proposed budget assumes a 1,200-student freshman class and incorporates significant personnel cost reductions, including savings associated with the Voluntary Separation Program. The budget also includes strategic investments in enrollment, institutional advancement, athletics, business and finance support, student affairs, and potentially real estate. The proposed budget reflects a $796,000 surplus, including funds anticipated from the State's MOU agreement. Without the one-time MOU funding, the University would face an estimated $24.3 million deficit.

Mrs. Robinson reported that the FY26 enrollment investments are producing positive results, with confirmed freshman enrollment approaching 2,000 students. The University is continuing to monitor enrollment confirmations, new student orientation participation, and housing registrations to mitigate potential enrollment melt and registration impacts. She explained that the FY27 budget was intentionally based on the more conservative 1,200-student target because the budget was finalized earlier in the year, when enrollment confirmations were substantially lower.

Regarding the VSP, Mrs. Robinson explained that the FY27 proposed budget initially included $4.8 million in personnel savings compared with the $12.2 million anticipated in the preliminary projections, creating a $7.4 million gap. She noted that the University is actively pursuing additional cost-reduction measures and that the final VSP savings are expected to be approximately $7.8 million. Potential measures include workforce realignment, continued hiring restrictions, and review of third-party contracts and services.

Trustees discussed the relationship between the proposed budget, the recurring structural deficit, and one-time funding. Trustee Traughber emphasized the Board's responsibility to support the President and CFO in achieving structural financial soundness and ultimately a balanced or break-even budget. Mrs. Robinson acknowledged the urgency of reducing reliance on one-time funds and explained that FY27 represents an important baseline year for the University's multi-year financial turnaround. She noted that the University does not expect the current pace of deficit reduction alone to eliminate the structural deficit before the MOU funds expire in 2030 and that the University intends to accelerate deficit reduction through enrollment growth and additional cost and revenue measures.

Trustees also questioned how the University would manage the additional revenue associated with enrollment exceeding the 1,200-student budget assumption. Mrs. Robinson explained that, given the University's limited reserves, excess revenue would initially be used to strengthen the University's reserves, while additional resources would also be directed toward student success and student experience. She noted that many academic and student-success initiatives are supported through Title III funding, including advising, tutoring, career readiness, and programs targeted to freshmen and sophomores.

Trustees asked about academic staffing and whether the personnel reductions could result in right-sizing of faculty, staff, or administration. Mrs. Robinson confirmed that workforce realignment is one of the measures being considered while emphasizing that staffing decisions must account for the needs of the larger incoming class. President Tucker explained that national searches for certain leadership positions, including the provost and communications leadership, have not yet been launched because the University is balancing the need to fill critical positions against the need to control costs. He also confirmed that tenure and promotion increases were not included in the current FY27 budget because faculty staffing remains high relative to current and projected enrollment.

Trustees questioned athletics revenue and the University's level of athletic subsidization. Mrs. Robinson estimated approximately $4 million in FY26 athletic revenue, while noting that historical figures reflected higher amounts in some prior years. Athletic Director Allen reported strong recent ticket revenue, including approximately $1.78 million in football ticket sales and $288,000 in basketball ticket sales, and stated that athletics is expected to generate its highest revenue level during the upcoming year. He also reported approximately $450,000 in partnership and sponsorship revenue opportunities and stated that the athletics program is currently subsidized at approximately 60%, compared with substantially higher subsidy levels among some OVC peers. Trustees requested that the historical athletic revenue figures be cross-referenced to ensure consistency.

AD Allen also provided an update on the potential establishment of a hockey program. He explained that the University has been engaged in discussions with the NHL and the Nashville Predators regarding potential facility access, operational support, and fundraising assistance. A preliminary model estimates approximately $1.5 million in annual operating expenses, while the Predators have discussed providing approximately $2.5-$3 million in start-up funding and assisting with fundraising. The potential program is currently under deliberation, with a possible launch in 2027, subject to further due diligence and the University's fiduciary responsibilities.

Trustees further discussed how scholarships would affect the financial impact of increased enrollment and tuition. Mrs. Robinson indicated that the University has been working to reduce its scholarship rate, which had previously been approximately 50%, but she stated that the exact scholarship composition of the incoming freshman class would require further review.

Following discussion, Chair Winton made a motion to recommend to the full Board approval of the fiscal year 2026-2027 proposed budget. Trustee Traughber seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Towns: Yes
- Trustee Traughber: Abstained

The motion passed.

VIII. CONSIDERATION AND POSSIBLE ACTION REGARDING REAL ESTATE TRANSACTION

Committee Chair Towns introduced the real estate transaction item and recognized Chris Dalgarno-Platt of Hayat Brown to present the firm's recommendation regarding the approximately 25-acre property at 7200 Cockrill Bend Boulevard near the John C. Tune Airport.

Mr. Dalgarno-Platt reviewed the valuation work conducted on the property. He explained that Hayat Brown's initial market analysis estimated a value of approximately \$9 million to \$12 million. A subsequent formal appraisal by Alliant Commercial Appraisers, using four comparable light-industrial properties in the Cockrill Bend/Northwest Nashville area, valued the property at approximately \$15.5 million. He noted that comparable properties had generally remained on the market for nine to 18 months.

Mr. Dalgarno-Platt also reviewed an appraisal commissioned by the Metropolitan Nashville Airport Authority, which valued the property at approximately \$10.5 million to \$13.5 million. He explained that the difference was primarily attributable to the selection of comparable properties and adjustments for the University property's topography. Hayat Brown concluded that the appraisals supported a reasonable market range of approximately \$13 million to \$15 million.

The Board discussed whether to pursue an open-market competitive process or negotiate directly with the Airport Authority. Hayat Brown recommended bilateral negotiations, noting that the Airport Authority was a motivated potential purchaser and that a market process could take nine to 18 months without assurance of a higher offer. The Board also discussed State Building Commission requirements, with Hayat Brown advising that a transaction with another Tennessee public agency may not require the same market-testing process, subject to confirmation by the Office of General Counsel.

Trustee Traughber questioned how the potential transaction would support the University's broader strategic priorities and requested greater specificity regarding the intended use of proceeds. President Tucker stated that proceeds could be used to address campus housing needs and modernize residence halls. Mr. Radford explained that the University's prior space-utilization study had identified certain properties as non-essential to academic programming and that Hayat Brown's work was intended to evaluate how those assets could be leveraged for other University priorities. Trustee Traughber also noted that the presentation materials had not been provided to trustees in advance of the meeting.

The Board also discussed whether changes to the Metropolitan Nashville Airport Authority's governing board and related litigation could affect the proposed negotiations. Secretary Brown indicated that additional review would be necessary to determine whether those matters presented any risk to the transaction.

Secretary Brown reviewed proposed resolution language that would have authorized a 30-day listing period before considering a direct sale to the Airport Authority. Committee Chair Towns clarified that the committee was considering the President's recommendation rather than that proposed resolution. President Tucker recommended proceeding with negotiations with the Airport Authority consistent with Hayat Brown's recommendation.

Chair Winton moved to approve the President's recommendation to proceed with the proposed real estate transaction with the Metropolitan Nashville Airport Authority. Trustee Traughber seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Towns: Yes
- Trustee Traughber: No

The motion passed.

IX. ADJOURNMENT

Chair Winton moved to adjourn, with the motion seconded by Trustee Traughber. A roll call vote was conducted, with all Committee members present voting in favor of the motion. The meeting was adjourned.

Meeting of the Tennessee State University Board of Trustees
Finance Committee Meeting
August 13, 2026
Tennessee State University – Virtual

MINUTES

Committee Members Present: Trustees Dakasha Winton, Venkataswarup Tiriveedhi, and Dimeta Smith Knight. Other Board members present: Marquita Qualls, Dimeta Smith Knight, Terica Smith, Charles Traughber

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer

I. CALL TO ORDER

Committee Chair Towns called the meeting to order at 5:00 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Committee Chair Winton requested that Secretary Brown conduct the roll call. The following committee members were present: Trustees Dakasha Winton, Venkataswarup Tiriveedhi, and Dimeta Smith Knight. The committee members participating electronically confirmed that they could hear and speak with the Board and that they were alone in the room. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

Committee Chair Smith Knight moved to adopt the agenda as presented. The motion was seconded by Trustee Tiriveedhi. A roll call vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously.

IV. APPROVAL OF MEHARRY MEDICAL COLLEGE PARKING TRANSACTION

Committee Chair Winton introduced the agenda item concerning the proposed parking transaction between Tennessee State University and Meharry Medical College and invited Mr. Jerome Oglesby, Chief Operating Officer, to provide an overview of the proposed agreement.

Mr. Oglesby explained that Meharry Medical College had requested assistance with parking due to a temporary shortage of parking spaces associated with the construction of a new parking garage. He stated that the University proposed making up to 240 unused parking spaces in the commuter lot at 38th Street and Albion available to Meharry students. The proposed arrangement would generate approximately $140,000 in annual gross revenue, consisting of approximately $36,000 in parking revenue and $104,000 for shuttle services. The shuttle service would operate Monday through Friday during designated morning and afternoon hours.

Mr. Oglesby explained that the University had negotiated the number of spaces, pricing, and shuttle services with Meharry and was seeking authorization to enter into a 120-day bridge license agreement while the parties completed the necessary requirements for a longer-term agreement. He noted that the proposed arrangement would monetize unused University parking capacity while supporting a neighboring HBCU and institutional partner.

Committee members discussed the proposed arrangement, including the gross versus net revenue, parking logistics, insurance coverage, liability, and potential operational impacts on the University. Mr. Oglesby explained that the parking spaces were excess capacity and would not affect the University's student parking needs. He stated that the parking fee would be consistent with the rate charged to Tennessee State University students and that the shuttle fee was intended to cover the associated costs. He further explained that supplemental drivers would be used for the Meharry shuttle service and that the University's existing campus shuttle operations would not be affected.

The committee also discussed the University's insurance coverage and potential liability associated with Meharry students using the parking lot and shuttle services. Mr. Oglesby stated that the University was continuing to review its insurance coverage and contractual requirements and had not yet completed its assessment. Attorney Brown explained that the license and shuttle agreements would include provisions addressing responsibility, indemnification, and allocation of risk.

Committee members further discussed the distinction between the proposed 120-day bridge arrangement and the proposed one-year agreement. Following discussion, the committee determined that additional information, including the final insurance review and a cost analysis of the arrangement, should be obtained before consideration of a longer-term agreement.

Following discussion, Trustee Smith Knight moved to authorize the President to proceed with a 120-day parking agreement with Meharry Medical College. The motion was seconded by Trustee Tiriveedhi. A roll call vote was taken, with all present committee members voting in favor of the motion. The motion passed unanimously.

Following the vote, the Committee Chair Winton expressed concern regarding the presentation of matters to the Board with material information remaining unresolved. Committee Chair Winton emphasized the importance of providing the Board with complete information and adequate lead time to review matters before action is requested, noting that unresolved questions regarding insurance, liability, and other material terms affect the Board's ability to fulfill its fiduciary and governance responsibilities.

V. ADJOURNMENT

Trustee Smith Knight moved to adjourn, with the motion seconded by Trustee Tiriveedhi. A roll call vote was conducted, with all committee members present voting in favor of the motion. The meeting was adjourned.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 10, 2026
ITEM:	Approval of May 14, 2026, 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:

May 14, 2026, Audit Committee Meeting Minutes

Proposed Committee Action

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

MOTION: I move to recommend that the Board of Trustees approve the Audit Committee meeting minutes, as presented in the Board materials.

Meeting of the Tennessee State University Board of Trustees
Audit Committee Meeting
May 14, 2026
Tennessee State University – The Farrell Westbrook Complex (the "Barn")

MINUTES

Committee Members Present: Trustees Dimeta Smith Knight, Charles Traughber, Marquita Qualls. Other Trustees present: Dakasha Winton, Trevia Chatman (virtual), Terica Smith (virtual), Leticia Towns, and Venkataswarup Tiriveedhi

University Staff Present: President Dwayne Tucker; Ginette Brown, Interim General Counsel and Board Secretary; April Robinson, Chief Finance Officer; Sterlin Sanders, Interim Chief Information Officer; Eloise Alexis, Vice President for Institutional Advancement; Will Radford, Assistant Vice President for Campus Operations + Planning, Design and Construction

I. CALL TO ORDER

Committee Chair Smith Knight called the meeting to order at 3:31 p.m.

II. ROLL CALL/DECLARATION OF A QUORUM

Secretary Board conducted the roll call. The following committee members were present: Trustees Dimeta Smith Knight, Marquita Qualls and Charles Traughber. Following the roll call, Secretary Brown determined that a quorum was present.

III. ADOPTION OF AGENDA

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

IV. APPROVAL OF FEBRUARY 19, 2026, AUDIT COMMITTEE MEETING MINUTES

The minutes from the February 19, 2026, meeting of the Audit Committee were approved as submitted, with Trustee Traughber making the motion and Trustee Qualls seconding the motion. A voice vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously.

V. REPORT ON INTERNAL AND EXTERNAL AUDITS

Committee Chair Smith Knight introduced the next agenda item, the report on internal and external audits, noting that the materials were included in the May 14, 2026, Committee meeting materials. She explained that she would present the internal audit portion of the report, and Mrs. April

Robinson, Chief Financial Officer, would present the external audit portion. She noted that this was an informational discussion item, and no vote was required.

Committee Chair Smith Knight provided an update on the internal audit plan, noting that she had met with the former Internal Auditor to review the audit activity for the current fiscal period. She reported that four items had been completed: the FY 2023 financial audit follow-up; the State audit follow-up; the Triple E audit for the same period; the review of the President's FY 2025 expenses; and the review of management's risk assessment.

Mrs. Robinson then presented the external audit update. She reported that the FY 2025 financial and compliance audit was the most significant active audit and that the State was progressing well. She noted that the State had provided two additional resources to help the University meet its goal of completing the audit by the end of May, allowing approximately 30 days to review and address any new findings before the start of the new fiscal year.

Mrs. Robinson also reviewed the University's audit activity over the prior 12 months, including findings received, responses submitted to the State, new audits initiated, and ongoing remediation efforts. She noted significant progress over the previous six months as the University continued to address prior audit findings while managing new audit activity.

She explained that the Committee materials included current audits in active corrective action periods, as well as findings the University is voluntarily remediating. These included financial and compliance audits, single audits, and Triple E findings dating back to 2020, along with related remediation plans and action steps. The findings were organized by business process to provide a broader view of the University's control environment.

Mrs. Robinson also reported on management letter items currently being remediated. She explained that these items were not considered significant enough to be classified as formal audit findings but remain important to maintaining an effective internal control environment.

She further discussed unresolved Office of Inspector General (OIG) corrective actions. The University recently learned that six of 13 recommendations from the FY 2021 audit remained outstanding. Mrs. Robinson stated that the current team had not previously been aware of those unresolved items and has incorporated them into the University's remediation plan.

In response to questions regarding the weekly audit status meetings and the University's relationship with the auditors, Mrs. Robinson described the process as increasingly collaborative. She noted that the University is proactively seeking guidance from the audit team, identifying areas for improvement, and working toward recommendations that will strengthen the University's overall control environment and financial stability.

President Tucker added that he had recently spoken with Michael Campbell, Legislative Audit Manager, who was complimentary of the progress being made, particularly the timeliness and responsiveness of the team in addressing outstanding items.

VI. INTERNAL AUDIT GAP ASSESSMENT

Committee Chair Smith Knight introduced the next agenda item, the internal audit gap assessment, noting that the materials were included for review.

Committee Chair Smith Knight explained that there had been limited progress in this area due to the vacancy in the Internal Audit role. She noted that the gap assessment included several recommendations that still need to be addressed.

She emphasized that some of the recommendations require additional strategic planning, particularly the development of a strategic audit plan, which must align with the Board's broader strategic plan. She noted that the University should establish the appropriate foundation and priorities before moving forward with the audit plan so that the recommendations from the gap assessment can be addressed effectively.

The committee discussed the item, with no further action required.

VII. REVIEW OF INTERNAL AUDIT PLAN

Committee Chair Smith Knight introduced the next agenda item, the review of the Internal Audit Plan, noting that the materials were included in the May 14, 2026, Committee meeting materials. She explained that this was an informational item and no vote was required.

Committee Chair Smith Knight reported that several areas of the Internal Audit Plan remained outstanding following the transition of the internal audit function. She noted that the University needs to determine the appropriate resources to complete the remaining work, whether through an internal hire or outsourcing. She emphasized that the existing audit plan requires more hours than a single full-time employee could reasonably support and that the University will need to prioritize the highest-risk areas.

She also reported that she had met with Michael Campbell in the Comptroller's Office and Travis Mann, a former senior auditor, to provide updates on the status of the internal audit function. Both emphasized the importance of maintaining internal audit as a priority and filling the vacant role.

Committee Chair Smith Knight further noted that the University had previously been advised that the M&A group would assist with certain items in the work plan, including testing internal controls related to accounts payable, payroll, procurement, travel, and cash collections. She stated that she would follow up with the group to obtain a status update and determine where the University currently stands on those items.

The Committee was invited to provide any additional questions, discussion, or comments.

VIII. ADJOURNMENT

Trustee Qualls moved to adjourn the session to enter into executive session, with the motion seconded by Trustee Traughber. A voice vote was taken, with all present Committee members voting in favor of the motion. The motion passed unanimously. The meeting was adjourned to enter into executive session.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 10, 2026
ITEM:	Fees and Enrollment Policy
RECOMMENDED ACTION:	Approval
PRESENTED BY:	April Robinson, Chief Financial Officer

Background Information

The Student Fees and Enrollment policy is an existing policy for the University.

The Student Fees and Enrollment section reflects updated language and now more clearly aligns University practices with the written policy.

The policy also reflects an added section for the guidelines related to the University's installment payment plan that is administered by Flywire.

Committee Action

The Committee Chair will call for a motion recommending the approval of this policy.

MOTION: I move to recommend that the Board of Trustees approve the Student Fees and Enrollment Policy, as contained in the Board materials.

BUSINESS AND FINANCE DEPARTMENT
The Office of the Bursar

Effective Date: Upon Board Approval

DRAFT AS OF 9/2/2026

PAYMENT OF STUDENT FEES AND ENROLLMENT POLICY

Policy Number	
Approval Authority	Board of Trustees
Responsible Administrator	Chief Financial Officer
Responsible Office	Business and Finance
Policy Contact	The Office of the Bursar

1.0 POLICY STATEMENT

This policy sets forth the rights and conditions related to the payment of student fees and student enrollment at Tennessee State University ("TSU" or the "University"). Enrolling at Tennessee State University includes certain responsibilities and commitments on the part of each student, particularly the obligation to promptly settle all financial accounts owed to the University. Additionally, TSU is committed to making reasonable efforts to inform students about fulfilling their financial obligations and to managing its collection processes in a professional manner, exercising good judgment and a sense of compassion for its students.

2.0 IMPORTANCE AND REASON FOR THE POLICY

Tennessee State University must implement well-defined fee payment and enrollment policies to ensure financial stability and effective management of class sizes. These policies are crucial for maintaining the sustainability of academic programs and services offered on campus. TSU adopts a proactive approach by establishing guidelines to ensure that the necessary funding for classes and campus services is secured before the beginning of each academic term.

By outlining the rights and conditions for student fee payments and enrollment, TSU aims to promote clear communication regarding financial obligations with students. This clarity helps in setting expectations and reduces the likelihood of misunderstandings regarding tuition and fees.

Moreover, these structured policies play a significant role in mitigating the financial pressures that students may face. By encouraging timely payments, TSU seeks to minimize the risk of students withdrawing from their courses due to overwhelming financial burdens. Through such initiatives, the University not only supports its operational needs but also contributes to a positive student experience by enabling them to focus on their educational pursuits without the added stress of financial uncertainty.

3.0 DEFINITIONS

Installment Payment Plan - A payment plan that allows students to divide their tuition, fees, and housing costs into smaller, scheduled installments over the semester, instead of paying the full amount upfront before classes begin.

Student Fees - All assessed tuition, fees, room, and board.

4.0 PROCEDURES

Student Fees and Enrollment

A. All assessed fees by the University are due and payable at the time of registration, except:

   1. When a student executes an installment payment plan as provided herein;

   2. When a student is considered enrolled but not required to pay all assessed fees at the time of registration as provided herein.

B. A student for admission to the University will be considered enrolled when:

   1. All assessed fees have been paid in cash, money order, cashier's check, honored personal check, or valid credit card; or

   2. Assessed fees, both current and prior terms combined, have been paid in cash, money order, cashier's check, honored personal check, or valid credit card within $200 or less; or

   3. The initial minimum payment due under any installment payment plans has been paid and a promissory note has been signed; or

   4. A financial commitment from an acceptable agency or organization has been received and approved by the University for the outstanding assessed fees.

   5. An applicant possesses an acceptable commitment of financial aid to cover all assessed fees, or within $200 or less, following an accepted application(s) for financial aid has been timely submitted and the reasonable probability of receiving such aid exists.

All state and federal financial aid granted to a student shall be applied to pay maintenance fees or tuition, student dormitory or residence hall rental, board, and other assessed fees before any excess may be distributed to the student.

C. Agencies or organizations which may be approved by the University for purposes of making acceptable commitments for applicants shall be limited to agencies of the federal or state governments authorized to provide financial aid, established financial institutions, established in-state and out-of-state corporations, foreign embassies and foreign corporations, and other reputable organizations which have previously demonstrated the ability to pay the commitment.

1. A Tennessee resident enrolled under education assistance benefits administered and provided by the United State Department of Veterans Affairs or under other governmentally funded educational assistance benefits may defer payment of required tuition and fees until the student's monetary benefits from the Department or another governmental agency, subject to the conditions and guidelines set forth in T.C.A. § 49-7-104, as amended.

2. An acceptable commitment from an agency or organization shall be limited to a commitment which identifies the applicant and promises to pay all unpaid assessed fees for such applicant.

3. No commitments from individuals will be accepted on behalf of applicants.

D. When an applicant tenders payment of fees by means of a personal check or credit card, the applicant may be considered and counted as a student. If the payment is subsequently dishonored by the financial institution, and the payment is not redeemed in cash, or by cashier's check or money order, within five (5) days, the University has the option to not consider that student as enrolled for the term.

1. At the discretion of the University, the student may be considered enrolled and will be assessed the applicable returned payment fee, the applicable late registration fee, and will be denied grade reports, transcripts and future registration privileges until such dishonored payment is redeemed to the full extent permitted by law.

2. The University may deny future check writing privileges to students that have paid registration fees with checks that are subsequently dishonored.

3. The University has established charges for late registration and/or payments which if returned dishonored, such charges shall become assessed fees for purposes of admission.

4. The fees associated with the dishonored payment remain due and payable to the University in accordance with the guidelines set forth in this policy.

E. All outstanding debts and obligations must be fully satisfied by the final purge date, occurring on or before the 14th day of the semester, for current term enrollment.

F. Unless otherwise expressly prohibited by law, and to the full extent permitted, the University shall continue to withhold diplomas, transcripts, certificates of credit or grade reports for the applicable term(s) until the student involved has satisfied all debts and obligations for the applicable term(s), or meet the criteria established in T.C.A. § 49-7-166.

G. In accordance with these guidelines, the President has the authority to determine the applicability of certain fees, fines, charges, and refunds and to approve exceptions in instances of unusual circumstances. All such actions should be properly documented for auditing purposes.

Installment Payment Plan

The University, by way of the financial administrator Flywire, offers flexible payment plans to students to help them manage their financial obligations for enrollment.

A. The installment payment plan for tuition and student fees is only available for tuition and student fees incurred in the same semester that the first payment is due.

B. Eligibility

1. All students in good financial standing with TSU, and with no outstanding account balances from previous terms, may be eligible to participate in the installment payment plan.

2. Students who have failed to make timely payments in previous terms may be denied the right to participate in the installment payment plan in additional enrollment periods.

3. There is no minimum balance due by the student for the academic term to which the installment payment would apply.

4. The University reserves the right to decline or deny students participation in this plan.

C. Payment Terms

1. All financial aid awarded, including, but not limited to, student loans, scholarships, and discounts, should be applied toward payment of total fee balances before the installment payment plan is utilized.

2. As prescribed by federal Title IV regulations, the University is allowed to automatically apply federal financial aid to allowable institutional charges. In order to apply federal financial aid to discretionary or administrative fees or balances, a written authorization form must be completed and submitted by the student.

3. The remaining balance after financial aid and discounts are applied will be

divided into four (4) equal payments, with the first payment due at the time of payment plan sign-up and the remaining payments due on the 1st of each subsequent month. All installment payments should be scheduled so that the entire balance due is paid by the end of the academic term.

D. Service Charges and Fines

1. A service fee of fifty dollars ($50.00) will be charged to help defray administrative costs associated with each installment payment plan.

2. A late payment charge of twenty-five dollars ($25.00) will be assessed on any installment payment not received by its due date. An additional twenty-five dollar ($25.00) charge will be assessed for every subsequent thirty (30)-day period that the specific installment remains unpaid, up to a maximum cumulative late fee of one hundred dollars ($100.00) per semester.

3. Withdrawals from classes will not alter any remaining balance due, except to the extent that any refund may be applied in accordance with institutional policy.

E. Approval of Exceptions

1. In accordance with this policy, the President or his/her designee has the authority to determine the applicability of the provisions of the installment payment plan and to approve exceptions in instances of unusual circumstances if doing so will be for the benefit of the student.

2. All such actions must be properly documented for auditing purposes.

5.0 AUTHORITY AND REFERENCES

T.C.A. §§ 49-7-166, 49-7-104

6.0 HISTORY

Approved by Board of Trustees: February 2019

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 10, 2026
ITEM:	Accounts Receivable Collections Policy
RECOMMENDED ACTION:	Approval
PRESENTED BY:	April Robinson, Chief Financial Officer

Background Information

The Accounts Receivable Collections policy is an existing policy for the University.

The policy was primarily updated to modernize the language.

A lease collections section was also added.

Recommended Committee Action

The Committee Chair will call for a motion recommending the approval of this policy to the full Board.

MOTION: I move to recommend that the full Board approve the Accounts Receivable Collections policy, as contained in the Board materials.

BUSINESS AND FINANCE DEPARTMENT
The Office of the Bursar

Effective Date: Upon Board Approval

DRAFT AS OF 9/3/2026

COLLECTION OF ACCOUNTS RECEIVABLES

Policy Number	
Approval Authority	Board of Trustees
Responsible Administrator	The Chief Financial Officer
Responsible Office	Business and Finance
Policy Contact	The Office of the Bursar

1.0 POLICY STATEMENT

As a state university, Tennessee State University ("TSU" or the "University") is held to a high level of accountability for fiscal stewardship. Numerous constituencies, including alumni, students, taxpayers, the State of Tennessee, and the federal government, have an interest in how the University handles and safeguards its money. Accordingly, every reasonable effort must be made to ensure that accounts receivable are managed appropriately.

TSU is committed to the timely and effective collection of accounts receivable, which supports its financial stability and operational effectiveness. The following principles guide our collection efforts:

1. **Transparency**: All charges and expected payment terms will be clearly communicated to students and other stakeholders at the time of commitment.

2. **Fairness**: Collection efforts will be conducted in a respectful manner, adhering to ethical standards and legal regulations.

3. **Timeliness**: Accounts receivable will be monitored regularly, and follow-up communications will be initiated promptly to ensure timely resolution of outstanding balances.

4. **Confidentiality**: All information regarding accounts receivable will be handled with strict confidentiality in accordance with applicable privacy laws and University policies.

5. **Compliance**: The University will comply with all relevant federal and state laws governing debt collection practices, ensuring that all collection activities are conducted legally and ethically.

2.0 IMPORTANCE AND REASON FOR THE POLICY

Accounts receivable are a vital asset and represent revenue earned by the University that has not yet been collected. Effective management and oversight of these receivables are essential to ensure the complete and timely collection of all outstanding amounts.

The establishment of TSU's comprehensive policy for collecting accounts receivable is critical. The policy improves cash flow, ensures financial sustainability, and maintains strong relationships with students, vendors, and other stakeholders. Additionally, an effective collection policy can help mitigate the risks associated with overdue accounts, enhance operational efficiency, and ultimately contribute to the organization's overall financial health.

Specifically, the policy supports the following areas:

1. **Financial Stability**: Ensures the timely collection of accounts receivable, which is crucial for maintaining the University's financial stability and supporting its academic and operational activities.

2. **Efficient Management**: Provides guidelines and procedures for the effective management of accounts receivable, reducing the likelihood of bad debts and minimizing the need for costly and time-consuming collection efforts.

3. **Fairness and Transparency**: Promotes fairness and transparency in the collection process, ensuring that students and stakeholders are aware of their financial obligations, payment terms, and consequences of non-payment.

4. **Compliance with Laws and Regulations**: Ensures that the University complies with relevant federal and state laws governing debt collection practices, avoiding potential legal issues and reputational damage.

5. **Protection of University Resources**: Protects the University's resources by outlining procedures for dealing with delinquent accounts, minimizing the risk of financial losses, and ensuring that resources are allocated efficiently.

3.0 DEFINITIONS

Accounts Receivable - Amounts owed to the University by students, staff, or other entities for tuition, fees, services rendered, or other charges.

Collection Agency - A third-party service provider engaged by the University to collect outstanding debts on its behalf.

Confidentiality - The obligation to protect the personal and financial information of debtors in accordance with relevant laws and policies.

Credit Hold - A restriction placed on a student debtor's ability to register for classes, receive transcripts, or access other university services until outstanding debts are resolved.

Debtor - An individual or entity that owes money to the University, including students, employees, alumni, and third-party organizations.

Defaulted Account – An account classified as defaulted when the University's established internal collection efforts have failed to produce payment.

Delinquent Account - An account that has not been paid by the due date and is considered overdue.

Dispute Resolution - The process by which a debtor can formally dispute the validity of an outstanding debt and seek resolution.

Interest and Fees – Additional charges applied to overdue accounts, including late fees or interest accrued on the outstanding balance**.**

Payment Plan – An arrangement allowing a debtor to pay their outstanding balance in installments over a specified period.

UAPA – Uniform Administrative Procedures Act hearing is a formal legal proceeding similar to a court trial used to resolve contested administrative cases involving state agencies or public universities.

Write-Off – The process of removing an account from the University's active accounts receivable due to the account being deemed uncollectible after exhausting collection efforts.

4.0 PROCEDURES

I. **General**

A. This policy applies to the collection of all accounts and notes receivable by Tennessee State University. The University shall, to the maximum extent practicable, require payment in advance for all services and goods to avoid the creation of receivables.

B. TSU policy on the payment of fees requires (with limited exceptions) that all assessed fees be paid in advance by a student before they are considered enrolled for any academic term.

C. Types of Receivables. Accounts and notes receivable may be generated from programs and activities including, but not limited to:

a. Balances arising from non-payment of student fees
b. Student loan programs
c. Traffic and parking fines
d. Library fine
e. Bad checks
f. Contracts
g. Property rental
h. Damage, loss, or liability to the university by others; and
i. Financial aid adjustments.

D. Security Deposits. The University is authorized to require any person to post a deposit or security bond or provide appropriate insurance to offset potential obligations to the University arising from programs or activities.

E. Statute of Limitations. Pursuant to T.C.A. § 28-1-113, there is no time limit on the University's authority to collect receivables unless otherwise expressly provided by statute.

II. General Collection Procedures

A. TSU shall establish a written systematic process and procedure for collecting receivables from all persons, including students and employees.

1. The provisions included may be modified by TSU based on sound and responsible management practices.

2. Any modifications should result in more cost-effective procedures or provide better or more convenient service to debtors of TSU without compromise to collection.

B. Collection efforts should begin no later than 30 days after the obligation is incurred or the other fixed due date.

1. TSU may negotiate alternative payment arrangements with debtors when such arrangements offer the best prospect of collecting the debt.

2. An account becomes delinquent based on payment criteria established by TSU for the type of debt involved.

C. TSU shall send a minimum of three billings or letters of contact at thirty-day intervals once an account becomes delinquent.

1. For debts equal to and greater than $100, the third letter shall indicate that the account will be referred to a collection agency if payment is not made within a specified date.

2. Sending letters by certified mail is optional.

D. Accounts are classified as defaulted when the University's established collection efforts for the type of debt have failed to produce payment.

1. Receivables of $100 or more shall be referred to a collection agency if TSU's collection efforts are unsuccessful.

2. The accounts shall be submitted to the agency within a reasonable time after the final collection letter is sent if the debtor has not responded.

3. Referral of accounts under $100 to a collection agency is not required. No additional collection efforts are required for receivables under $100 except as provided for under the Record Holds (Section II.E) and Employee Receivables (Section III.).

E. Record Holds. Unless otherwise expressly prohibited by law, the University shall withhold diplomas, transcripts, certificates of credit or grade reports until the student involved has satisfied all debts, or obligations or meet the criteria established in T.C.A. § 49-7-166.

F. Aging. All receivables shall be aged at least annually.

G. Documentation. Accurate records of correspondence, telephone calls, and personal contacts with borrowers shall be maintained. TSU shall comply with record maintenance, safekeeping, and retention regulations for federally funded loans.

III. Employee Receivables

A. Procedure for Withholding

1. Employee receivables (including student employees) may result from, among other things, traffic and parking fines, library fines, University services, or bad checks.

2. To recoup the amount owed from the employee's paycheck, notice of intent to withhold must be sent to the employee by registered or certified mail, email, or personal delivery.

    a. The notice should inform the employee of the amount alleged to be owed and should specify that they may elect to pay the debt in full or contest the intent to withhold through the University or UAPA hearing.

    b. Subsequent to receiving a pre-deprivation notice of the debt unpaid, the employee, within 15 calendar days of receipt of such notice, must:

        1. Pay the debt in full;
        2. Authorize TSU to withhold a designated amount from each

subsequent paycheck or, if the employee is terminating, from the accrued but unused annual leave until the debt is paid in full;

3. Elect to contest the intent to withhold through a University hearing; or

4. Elect to contest the intent to withhold through a contested case hearing held pursuant to T.C.A. § 4-5-301, et seq. (a "UAPA hearing").

3. If the employee fails to request a hearing or make payment arrangements satisfactory to the University within 15 days of which the written notice of debt was sent, a deduction will be made from each paycheck subsequently issued the employee, in accordance with a schedule established by the University, until the debt is paid in full.

B. Electing a University Hearing

1. If the employee elects an informal University hearing and waives their UAPA hearing rights in writing, the employee shall appear on behalf of himself/herself but is entitled to be advised by counsel.

2. The Chief Financial Officer or his/her representative, or a representative of the department involved in the debt, shall be present to represent TSU.

3. The case will be heard before one hearing officer, appointed by the President, appointed to hear all cases on that date.

4. The hearing officer must be an individual who is not so closely connected with the collection of the debt that they cannot render an unbiased and objective decision on the validity of the debt.

5. Such a hearing should be held within one week of the decision to elect the hearing.

6. The hearing officer shall render his/her decision on the validity of the debt. If the debt is ruled valid, the debt shall be deducted from the employee's payroll check beginning at the end of the next appropriate pay period in accordance with deduction schedules.

C. Electing a Tennessee Uniform Administrative Procedures Act (UAPA) Hearing

1. If the employee elects a UAPA hearing, the Office of General Counsel shall be notified immediately.

2. If the employee refuses to pay, authorize deduction, or specify or waive a hearing process, TSU will initiate a UAPA hearing.

3. If the employee fails to appear at a UAPA hearing, a Default Order must be issued.

4. If the employee does not appeal the Default Order, funds may be deducted as specified.

D. Employee's Failure to Appear; Deductions

1. The employee's failure to appear at either a University or UAPA hearing will constitute default, or, if TSU presents a prima facie case that the debt is owed, it will be deemed valid; the appropriate deductions may then be made.

2. Additionally, if a UAPA hearing is initiated, a Default Order must be issued. If the employee does not appeal the Default Order, funds may be deducted as specified.

E. Limitations on Amounts to be Withheld

The deduction from any check shall not exceed the maximum deductible under state garnishment laws.

1. The maximum amount of disposable earnings of an individual for any work week which is subject to garnishment may not exceed:

   a. Twenty-five percent (25%) of their disposable earnings for that week; or

   b. Thirty (30) times the federal minimum hourly wage at the time the earnings for any pay period become due and payable, whichever is less.

2. In the case of earnings from any pay period other than a week, an equivalent amount shall be in effect.

3. These limits apply to retirement funds, but do not apply to checks for accumulated annual leave.

4. Additionally, the above limits do not apply to employee overpayments.

F. Retirement Funds.

If a former employee is found to owe a debt to the state, retirement funds may be utilized to pay off the amount unpaid to the extent permitted by Tennessee law.

1. The same procedural steps for notice and the opportunity for a hearing must be followed.

2. Accumulated retirement contributions of a former employee terminated for any reason and for which they have made application or monthly benefits of a retired employee are subject to withholding to the extent permitted by

Tennessee law.

3. A copy of the final order resulting from a University or UAPA hearing or a signed waiver of hearing and written agreement of the former employee authorizing deductions should be sent to the director of the retirement system along with a written request to withhold, specifying the reason for the claim and the total amount involved.

G. Recovery of Overpayments to Employees.

Unlike cases in which the employee owes TSU money, in instances of overpayments to employees there is no obligation to provide a hearing.

1. TSU is obligated, however, to attempt to recoup the funds. TSU will advise the employee in writing of the overpayment and TSU's proposed actions to correct the overpayment.

2. The method of repayment will depend upon the amount of the overpayment, the time which has elapsed between the overpayment and its discovery, the hardship which immediate repayment might cause the employee because of amount of current salary and personal expenses, the culpability of the employees in not reporting the overpayment, and the longevity as well as the expectation that the employee will remain in state government until the repayment is completed.

3. If a current employee receives overpayment, the refund may be made in one of the following ways:

   a. Repayment by the employee by cash or check; or,

   b. Adjustment of deductions to be made automatically from the employee's paycheck, either with a single deduction or a series of deductions made from each paycheck until the full amount is recovered.

   c. The amount of partial payments recovered by the latter method should be reasonable and systematic so that full recovery will be completed within the shortest period possible.

4. If overpayment is discovered after the employee terminates employment with the state, an account receivable should be established.

   a. The former employee should be notified of the overpayment, the circumstances of the overpayment, and a request that the employee contact the appropriate campus official.

   b. If the employee has not received their final paycheck, the appropriate deduction from that check can be made.

c. If the final paycheck has been received, negotiations for reimbursement should be initiated.

d. If repayment cannot be negotiated or collected, the account should be turned over to the collection agency.

e. In the event collection is not possible, proper write-off procedures should be followed.

f. The limits on amounts withheld in Section III-E above do not apply to employee overpayments.

5. In instances in which the employee has agreed to systematic deduction(s) from the employee's paycheck(s), a signed written authorization from the employee is required.

6. TSU shall draft forms to document overpayments, the steps taken to recoup same, any negotiated repayment plan, the amounts received, and any write/off of the overpayment.

H. Before implementing any deduction, offset, or other withholding from an employee's wages to recover an overpayment or other amount owed to the University without the employees signed, written authorization, the responsible department or payroll office shall consult with the Office of the General Counsel.

IV. Dishonored Payments

A. Enrollment Fees.

1. A student paying enrollment fees with a dishonored check or other form of payment must redeem the payment within five (5) calendar days from receipt of the notice.

a. Notice should be sent by TSU to the student no more than three (3) working days from receipt of notice of a bad payment from the bank.

b. Notice by certified mail is optional.

c. TSU will have five (5) working days after the expiration of the five (5) calendar days to pursue any additional collection efforts deemed necessary.

d. Immediately after the five (5) working days, the student will be deleted if the payment has not been redeemed in full, if that option is selected by the University.

e. Enrollment fees, including returned check fees, for students de-enrolled for returned payment should be reversed.

2. Pursuant to 34 CFR § 668.14(b)(33), the University may not deny enrollment when a debt is due to institutional error related to administration of Title IV or HEA programs, or any fraud or misconduct by the institution or its personnel.

B. Non-Student or Non-Employee. Any person other than a student or employee who tenders a check for payment for goods or services which is subsequently dishonored shall be given the opportunity to redeem the payment and pay the amount due in cash. The person shall be given notice of the dishonored payment, sent by certified mail, demanding payment within five (5) days.

C. Collection of Dishonored Payment. Payment of any goods or services which is subsequently dishonored shall be treated as an account receivable under Section II. Any transactions that have been processed should be reversed when possible and appropriate.

D. Future Check-Writing/ACH Payments. Receipt of one or more returned payments from any person may result in that person becoming ineligible to make payments by check/ACH thereafter, or to have any check cashed by TSU. A record of individuals who had payments returned should be maintained.

V. **Lease Collections**

A. The terms of the lease should be consulted in the event of failure by the tenant to pay rent timely.

B. Collections will be made in accordance with the Tennessee Residential Landlord and Tenant Act (the "Act"), where applicable, including, T.C.A. § 66-28-505, which provides that upon noncompliance with a rental agreement, a landlord (i.e., the University) will deliver a written notice to the tenant specifying the noncompliance and stating that the rental agreement will terminate upon a date not less than 14 days after receipt of the notice or as authorized in the Act.

1. If the noncompliance is not remedied in 14 days, the rental agreement shall terminate, as provided in the notice.

2. If the tenant remits the rental, but subsequently again fails to pay rent within a six-month period, the rental agreement may be terminated upon at least 14 days written notice, specifying the noncompliance and the date of termination of the rental agreement.

3. Written notice is required when rent is unpaid, unless otherwise specifically waived in a written rental agreement.

VI. **Federal Loans**

A. Federal Regulations. Collection officers shall ensure they consult the most recent legal authorities regarding federal loans. These authorities include interpretative materials, issued letters, manuals, Congressional Enactments, and federal Department of Education regulations.

B. Pre-Loan Counseling. Federal regulations require TSU to conduct entrance counseling to stress the importance of repayment, describe the consequences of default, and emphasize the terms of repayment. An individual with expertise in federal regulations should be available during and after the session to answer questions. This may be accomplished using online services.

C. Exit Interview. An exit interview must be conducted to discuss the borrower's financial responsibilities and to obtain updated information. This may be accomplished using online services or by mail.

The borrower should be provided with a copy of the note and two copies of the repayment schedule.

1. These schedules can be provided either in person or by certified mail.

2. The borrower should promptly sign and return one of the schedules to the University.

3. A minimum payment of $30 per month should be required for Perkins Loans made before October 1, 1992, $40 per month for Perkins Loans made after October 1, 1992, and $15 per month for Health Professions Student Loan (HPSL) and Nursing Student Loan (NSL) programs.

D. Grace Period Notices. Contact with the borrower should be made during the initial and post-deferment grace periods.

1. For a nine-month grace period, notices are required 90 days, 180 days, and 240 days after the grace period begins.

2. For a six-month grace period, notices are required at 90 days and 150 days.

3. The last contact shall coincide with the first billing notice.

E. Billings. A written notice and statement of account shall be sent at least 30 days before the first payment is due. If a coupon system is used, coupons should be sent instead of statements. Future statements should be sent at least 15 days before each payment is due.

F. Late Payments or Delinquent. Three past-due notices shall be sent beginning when the debt is fifteen days past due. The second notice is sent 30 days from the first notice. A final demand letter shall be sent within 15 days of the second past due notice. If all past-due follow-up procedures have failed to elicit a response, a telephone call is required within 30 days of the final demand letter.

G. Cancellation or Deferments. TSU may postpone loan repayments for a 12-month period if the borrower will be providing services eligible for loan cancellation or deferment.

1. Interest does not accrue, and the loan is not considered delinquent when in a deferred status.

2. The borrower must request deferment and cancellation status on an annual basis.

3. If, at the end of the postponement period, the borrower does not qualify for cancellation or deferment, the postponed payments are due.

H. Acceleration. The borrower must be given written notice of intent to accelerate at least 30 days in advance. This can be included in the final demand letter.

I. Federal Loans Not Written Off. Annual collection efforts shall be pursued for federal loans that are not able to be written off or turned over to the U.S. Department of Education.

J. Perkins Loans. The IRS/ED skip-tracing service should be used for Perkins Loans.

VII. Collection Agencies

A. TSU shall procure collection services through one or more companies.

1. The service shall provide for the referral of all types of delinquent accounts and notes from TSU to the designated company only after campus collection efforts have been exhausted.

2. The terms of the contract and/or RFP govern all collection actions.

3. Unless otherwise prohibited by law or regulation, any note, contract, or lease that may result in accounts receivable to TSU shall contain a provision pursuant to which the person will be responsible for the costs of collection and reasonable attorneys' fees in the event of default and shall further provide for the assignment of the account or note to the proper agency.

B. Billing Services. TSU may use an outside billing service to collect payments on accounts receivable. The service shall be familiar with all provisions of loan programs and provide prompt, clear, and accurate bills.

C. Credit Bureaus. TSU may report all loans to a credit bureau when made. TSU must obtain the borrower's consent to report loans that are not in default by including a statement in the promissory note or another document, signed by the borrower at the time the loan is made.

D. Collection Agency. Accounts that remain delinquent 30 days after the final collection letter shall be turned over to a collection agency. Receivables less than

$100 are not required to be turned over to a collection agency.

E. Reporting Requirements. The collection agency shall be required to report the status of delinquent loans periodically to TSU.

F. Revised Repayment Plan. The borrower shall sign a revised repayment plan agreement if the borrower returns to repayment status.

G. Recalling Accounts from Collection Agency. No account shall be recalled from a collection agency other than debts eligible for deferment, postponement, cancellation, bankruptcy, death, disability, or some other mitigating circumstance (University error, etc.).

1. No account shall be recalled in order for a borrower to re-enroll or obtain a transcript.

2. The borrower shall pay the accelerated amount plus collection costs to the collection agency.

VIII. Litigation

A. General. After all other attempts at collection have failed, TSU must authorize litigation of accounts of $2,000 or more, providing litigation costs do not exceed the amount which can be recovered. Generally, the collection services contract will provide for litigation when appropriate.

B. Federal Loans. If a Federal loan cannot be litigated for any of the following reasons, it should be assigned to the U.S. Department of Education:

1. Borrower has no assets;

2. Address unknown;

3. Debtor is incarcerated;

4. Debtor is on public assistance;

5. Unable to serve borrower with court papers;

6. Litigation is in process and debtor skips;

7. Expected cost of litigation exceeds amount to be recovered from borrower.

IX. Bankruptcy

A. General Information – TSU shall designate a bankruptcy contact person to serve as a liaison between the University and the Attorney General's office.

1. Once notice of, or a petition for, bankruptcy is received, all collection efforts against the debtor must cease immediately.

2. If the account is at a collection agency, the file must be returned to TSU immediately.

3. TSU should immediately forward the file to the Attorney General's office with a referral form and the documentation specified on the referral form.

4. The Attorney General's office will advise TSU regarding the dischargeability of the debt and when and if collection efforts may resume, depending on the nature of the action and the debt's dischargeability.

B. Chapter 7 (Liquidation). Upon receiving any notice of the filing of a petition, all collection efforts against the debtor must be suspended immediately until the bankruptcy has been discharged.

   1. Collection efforts may continue against an endorser.

   2. TSU shall immediately forward the file to the Attorney General's office with a referral form and the documentation specified on the referral form.

   3. Educational loans - If the date of bankruptcy filing is after the expiration of the exception period, the loan should be written off once the notice of discharge is received unless there is some other basis upon which to challenge dischargeability.

      a. The Attorney General's office will advise TSU as to the dischargeability of the debt.

      b. However, if there is an endorser, collection efforts may proceed against them.

      c. If the date of bankruptcy filing is before the expiration of the exception period, collection activity may be reinstated once the notice of discharge is received due to the self-executing nature of the exception, unless the debtor has been able to establish dischargeability of the debt through an adversary proceeding.

      d. If TSU is served with a summons and complaint, the University shall immediately send to the Attorney General's bankruptcy unit a copy of the summons and complaint, the debt payoff amount, the date the note went into repayment, and any deferment and/or forbearance history.

   4. Other debts - TSU shall immediately forward the file to the Attorney General's office with a referral form and the documentation specified on the referral form. Upon receipt of a bankruptcy notice, a proof of claim is filed. The debt

must be written off once the Attorney General's office provides TSU with notice of discharge.

C. Chapter 13 (Reorganization)

1. Educational loans are permanently non-dischargeable in bankruptcy under 11 U.S.C. § 523(a)(8) across all chapters (including Chapter 7 and Chapter 13), regardless of the amount of time elapsed since becoming due, unless the debtor establishes undue hardship through an adversary proceeding.

2. Regardless of the date of filing or the nature of the debt owing, upon receiving any notice of the filing of a petition, all collection efforts against the debtor and endorser must cease immediately.

   a. The University shall immediately forward the file to the Attorney General's office with a referral form and the documentation specified on the referral form.

   b. The Attorney General's office will advise the University whether the debt is dischargeable and the extent to which collection activities may be reinstated.

3. The University shall immediately send to the Attorney General's bankruptcy unit a copy of the summons and complaint, the debt payoff amount, the date the note went into repayment, and any deferment and/or forbearance history.

4. Other debts - The University shall immediately forward the file to the Attorney General's office with a referral form and the documentation specified on the referral form. The Attorney General's office will advise the University as to the dischargeability of the debt.

X. Write-Off Procedures

A. Authority. TSU is authorized to write off uncollectible receivables pursuant to policies outlined in Chapter 0620-1-9 of the rules of the Department of Finance and Administration.

1. This includes the write-off of any account of five thousand dollars ($5,000) or greater and/or accounts aggregating twenty-five thousand dollars ($25,000) or more.

2. Receivables submitted for write-off must have been subjected to appropriate collection efforts in accordance with this policy and TSU procedures. See Exhibit A for collection escalation schedule.

B. Reserve. A reserve for doubtful accounts shall be established for activities for which accounts receivable represent a material amount to the activity income.

1. The reserve shall be reported in the financial records of TSU.

2. Receivables which prove to be uncollectible after prescribed collection efforts have been exhausted shall be written off by a charge to the reserve for doubtful accounts after appropriate approvals are obtained.

C. Approval. The proposed write-offs must be approved by TSU officials who are not directly involved in the recording and collection of accounts receivable.

1. The Chief Financial Officer shall certify compliance with the prescribed statute and collection guidelines.

2. The accounts submitted for write-off shall be single accounts of $5,000 or more and/or accounts aggregating $25,000 or more. The write-off request summary and certification, along with a detailed list of the accounts, should be submitted for approval.
3. The write-off request must be approved by the President and forwarded for approval to the Commissioner of Finance and Administration and the Comptroller of the Treasury.

4. Requests for the write-off of single accounts of less than $5,000 and/or accounts aggregating less than $25,000 shall be approved by the Chief Financial Officer.

D. Holds on Written Off Receivables. Unless otherwise expressly prohibited by law, rule, or regulation, the University shall continue to withhold diplomas, transcripts, certificates of credit or grade reports for the applicable term(s) until the student involved has satisfied all debts, or obligations for the applicable term(s) or meet the criteria established in T.C.A. § 49-7-166.

XI. **Gramm-Leach-Bliley Act Contract Clause**

E. Contracts with third-party service providers that have access to the University's customers' non-public financial information should incorporate the requirements of the Gramm-Leach-Bliley Act into the service providers' agreement, unless otherwise determined by the Office of the General Counsel.

5.0 AUTHORITY AND REFERENCES

- T.C.A. § 28-1-113
- T.C.A. § 49-7-166
- T.C.A. § 49-7-166
- T.C.A. § 4-5-301 *et seq*.
- T.C.A. § 49-8-203(a)(1)(C)

6.0 HISTORY

November 16, 1977, TBR presidents meeting. Revised July 1, 1984. Revised May 17, 1988. Revised May 12, 1992. Revised August 9, 1994, TBR presidents meeting. Revised November 9, 1994, TBR presidents meeting. Revised May 14, 1996, presidents meeting. Revised August 25, 1998, presidents meeting. Revised May 11, 1999, presidents meeting. Revised May 21, 2001, presidents meeting. Revised May 16, 2006, presidents meeting. Revised November 8, 2006, presidents meeting; Presidents Meeting August 19, 2008; Presidents Meeting November 5, 2008; Presidents Meeting, May 21, 2013; Presidents Meeting February 2, 2016. Revised November 19, 2020, TSU Board of Trustees meeting

Exhibit A

Tennessee State University								
Receivables Schedule Template								
Type	Due	Delinquent Notice 1	Delinquent Notice 2	Delinquent Notice 3	Default Date	Placement 1	Placement 2	Write-Off
Student Accounts Receivable: Non-Title IV	Day Before 1st Day of Term	Purge Date of subsequent Fall or Spring Term	30 Days from Delinquent Notice 1	30 Days from Delinquent Notice 3	30 Days from Delinquent Notice 3	30 Days from Delinquent Notice 3*	9mo after unsuccessful Placement 1*	9mo after unsuccessful Placement 2**
Student Accounts Receivable: Title IV Returns	Reversal Date	Purge Date of subsequent Fall or Spring Term	30 Days from Delinquent Notice 1	30 Days from Delinquent Notice 3	Purge Date of subsequent Fall or Spring Term	30 days after 1st payment due*	9mo after unsuccessful Placement 1*	Not Applicable
Student Federal Loans	Per Prom Note	Per Prom Note	Per Prom Note	Per Prom Note	30 days after 1st payment due	30 days after 1st payment due	9mo after unsuccessful Placement 1	Not Applicable
Student Institutional Loans	Per Prom Note	Per Prom Note	Per Prom Note	Per Prom Note	Per Prom Note	Per Prom Note	Per Prom Note	2 Collection Attempts Exhausted
NSF Transactions - Non-Student	10 days after bank notice	End of Month - 30 days after bank notice	End of Month - 30 days after Delinquent	End of Month - 30 days after Delinquent	End of Month - 30 days after Delinquent	End of Month - 30 days after Delinquent	End of Month - 9 months after unsuccessful	End of Month - 9 months after unsuccessful
Other:	When Incurred							
* Third-party collection of TSU and other State employee student account balances is not used. Collection is processed through the employing Unit during periods of employment.								
* Write-off of TSU and other State employee student account balances does not occur during periods of employment. Collection efforts through the employing Unit continues.								

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

ACTION ITEM

DATE:	September 11, 2026
ITEM:	Adoption of 2027 TSU Board of Trustees Meeting Calendar
RECOMMENDED ACTION:	Approval
PRESENTED BY:	Leticia Towns, Board Chair

Background Information

The proposed Board meeting dates for 2027 are:

March 4 and 5, 2027
June 3 and 4, 2027
September 16 and 17, 2027
November 4 and 5, 2027

Recommend Board Action

The Board Chair will call for a motion adopting the 2027 TSU Board of Trustees Meeting Calendar.

MOTION: I move to adopt the 2027 TSU Board of Trustees Meeting Calendar, as contained in the Board materials for the September 11, 2026, Board meeting.

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

EXECUTIVE SUMMARY

DATE:	September 11, 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 - September 2026

The Office of Human Resources (HR) continues to advance the University's efforts to stabilize core HR operations, strengthen compliance, improve employee access to HR services, and modernize processes that support the University's workforce.

During the previous quarter, important objectives that have been accomplished in HR include, but are not limited to, the processing of Voluntary Separation Program (VSP) closeouts for the remaining four faculty members who had later separation dates. Other significant objectives included the reviewing, revising, and updating of HR policies to improve clarity, consistency, compliance, and alignment with current institutional needs and practices. HR provided troubleshooting, guidance, and operational support related to faculty and staff performance evaluation processes to aid in addressing process challenges and navigate the evaluation cycle. To improve our role in elevating the student experience, HR collaborated with Financial Aid and the Career Development Center to review and revamp the University's student employment processes, including Federal Work-Study and Work Aid. The collaboration yielded coordination among offices, reduction in administrative complexity, clarification of process ownership, and the creation of a more efficient experience for students and departments.

HR engaged with compensation survey agencies to identify appropriate market benchmarking resources and is in the process of acquiring compensation data to support a more comprehensive assessment of market competitiveness, internal equity, job classifications, and salary structures.

During the upcoming quarter, HR will focus on employee and leader development, benefits readiness, and continued HR technology and systems modernization. HR will also continue to fine-tune processes, address operational gaps, strengthen controls, and improve consistency across HR functions. These efforts remain critical to reducing institutional risk, improving service delivery, and establishing a stronger foundation for strategic HR operations.

During the current reporting period, the Office of Institutional Compliance & Title IX (OIC) continued to advance its core mission of ensuring the University meets its legal, regulatory, and ethical obligations while fostering a culture grounded in safety, equity, and accountability.
The Office continues to address the significant inherited backlog, reducing the total backlog by 90%. Additionally, the Office supported various departments through training, collaboration, and thought partnership to begin creating upstream solutions, navigate new challenges, and work towards compliance for AY 26-27. Specific instances of collaboration include presenting and tabling during each New Student Orientation session, working with Univ 1000 to ensure mandatory annual training is incorporated into the class for all new students, and co-training on ADA compliance with the Office of Disability Services.