



**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

FINANCE COMMITTEE	
Thursday, September 10, 2026 12:00 p.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/Declaration of a Quorum
- III. Adoption of Agenda
- IV. Approval of Committee Minutes
 - A. Approval of May 14, 2026, Finance Committee Meeting (Action)
 - B. Approval of June 23, 2026, Finance Committee Meeting (Action)
 - C. Approval of August 13, 2026, Finance Committee Meeting (Action)
- V. Approval of Finance Policies
 - A. Fees and Enrollment Policy (Action)
 - B. Accounts Receivable Collections Policy (Action)
- VI. Master Bridge Plan (Action)
- VII. Real Estate Update
 - A. State of Tennessee Real Estate Process & John C. Tune Airport Property Status Update
 - B. Meharry Medical College Transaction Update
- VIII. University Financial Update

- A. Finance Administration
- B. FY26 Estimated Budget
- C. Enrollment
- D. FY27 Proposed Budget
- E. FY27 Fiscal-Year-To-Date Budget vs Actual
- IX. State MOU Performance Update
 - A. Pro Forma Forecast Update
- X. Athletics Finance & Operations Update
- XI. Report on Institutional Advancement
- XII. Adjournment

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES

ACTION ITEM

DATE: September 10, 2026

ITEM: Approval of Finance Committee Meeting Minutes

RECOMMENDED ACTION: Approval

PRESENTED BY: Trustee Dakasha Winton, 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, Finance Committee Meeting Minutes

June 23, 2026, Finance Committee Meeting Minutes

August 13, 2026, Finance 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 Finance Committee meeting minutes, as contained in the Board materials.

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 Traugher 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 Traugher 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 Traugher 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 Traugher 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 Traugher seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes
- Trustee Towns: Yes
- Trustee Traugher: 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 Traugher seconded the motion. A roll call vote was conducted with the following results:

- Chair Winton: Yes

- Trustee Towns: Yes
- Trustee Traugher: 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 Traugher 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 Traugher 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.



Meeting of the TSU Board of Trustees

Finance Committee
Thursday, September 10, 2026

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

I. Call to Order

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**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

II. Roll Call/Declaration of a Quorum

3

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

III. Adoption of Agenda

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

IV. Approval of Minutes (Actions)

- A. May 14, 2026, Finance Committee Meeting
- B. June 23, 2026, Finance Committee Meeting

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

V. Approval of Finance Policies (Actions)

- A. Fees and Enrollment Policy
- B. Accounts Receivable Collections Policy

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

VI. Master Bridge Plan (Action)

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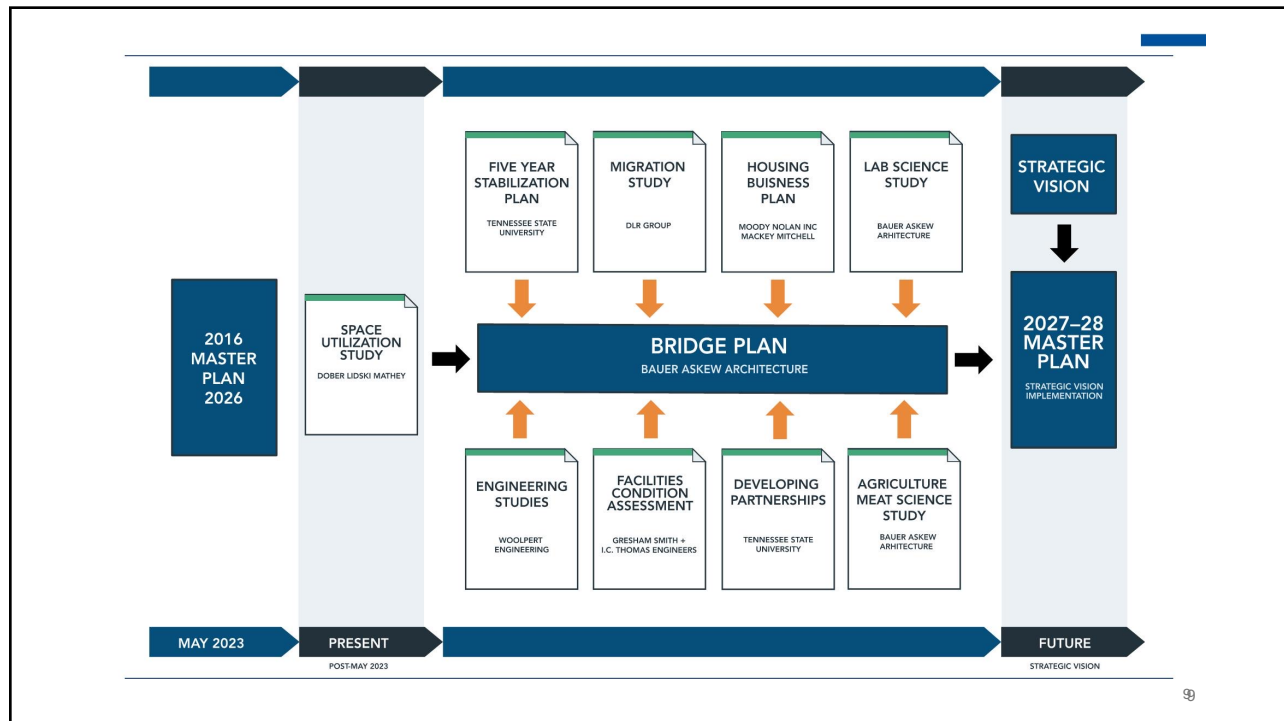


Tennessee State University Bridge Plan

- The Bridge Plan serves as Tennessee State University's near-term campus development framework, keeping TSU compliant with Tennessee Higher Education Commission standards ahead of the 2027/2028 Master Plan.
- The Bridge Plan coordinates renovation, program migration, new construction, and demolition around one goal: a stronger, right-sized university that costs less to operate and inspires students to become a part of the Big Blue Family.
- Board approval ensures TSU's capital outlay proposals remain competitive for state financial allocations and are fully evaluated within THEC's higher education funding framework.



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Space Needs Summary

- **Academic space is under-supplied campus-wide.**

Modeled academic space needs run 49% higher than what currently exists — concentrated in Health Sciences, Public Service, and Life & Physical Sciences.

- **Classroom space is significantly over-supplied.**

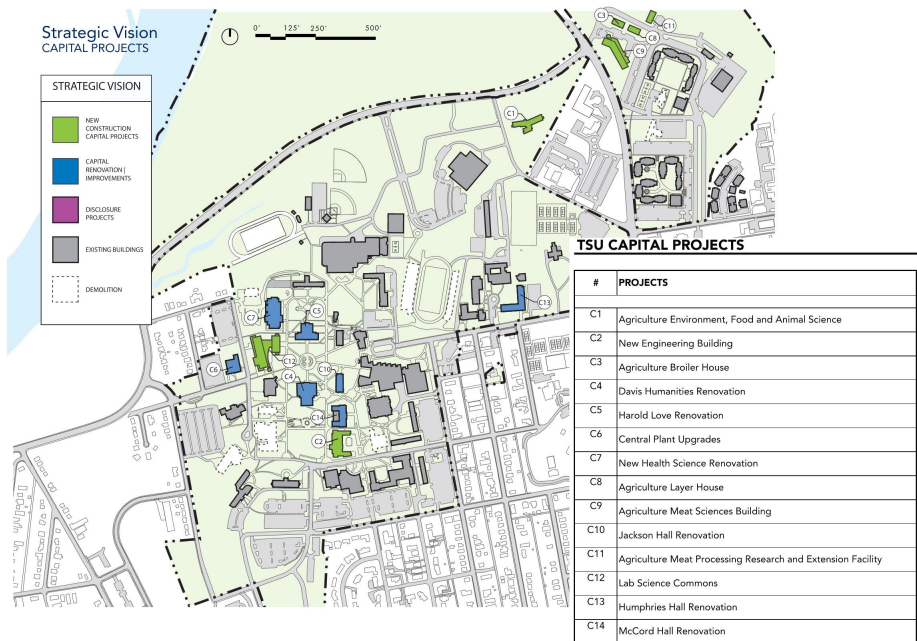
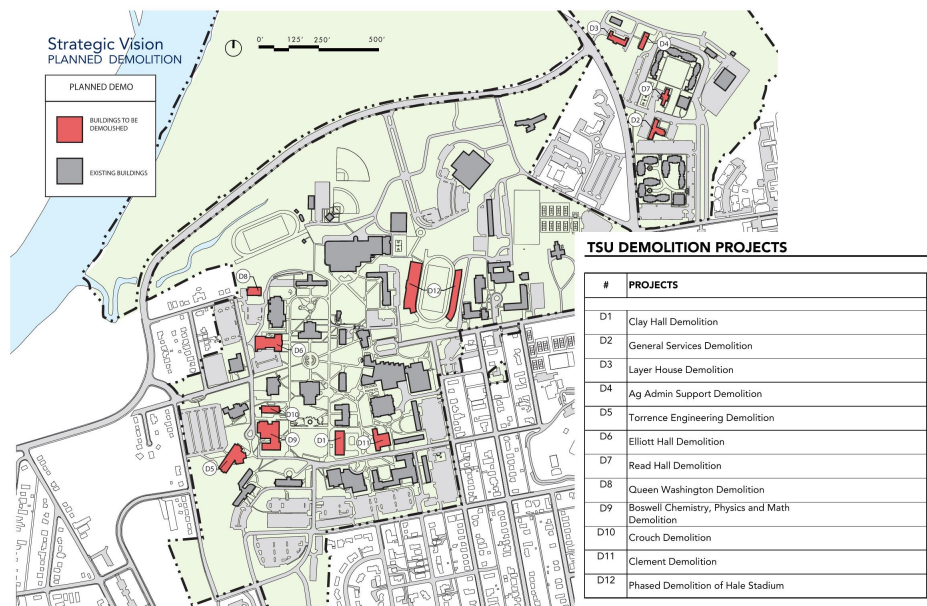
Modeled classroom needs are 57% below current inventory, freeing space that can be repurposed for higher-priority academic uses.

- **The path forward: consolidate and efficiently add new space.**

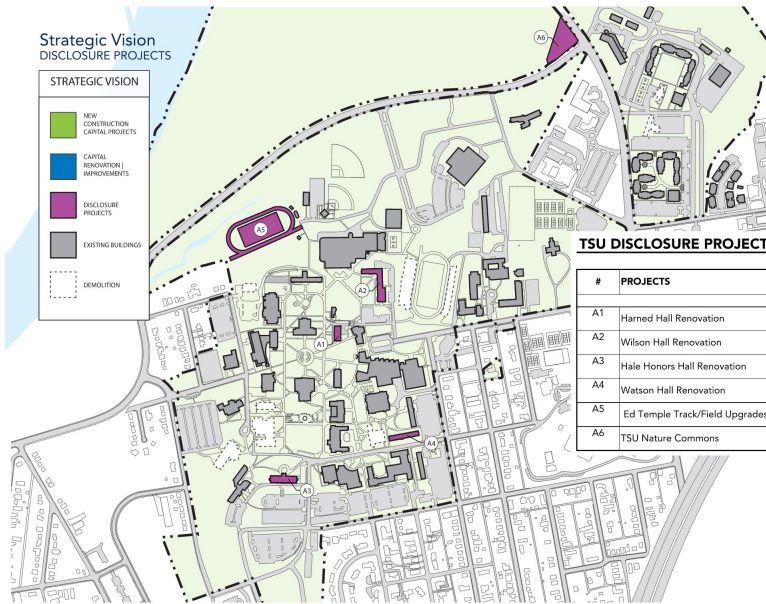
These findings point toward a two-pronged solution: renovating existing space and requesting new construction as outlined in the Bridge Plan.

Academic Space Deficits by Colleges

College	College of Agriculture	College of Business	College of Education	College of Engineering	College of Liberal Arts	College of Life & Physical Sciences	College of Public Service	College of Health Sciences	Honors College	Totals:	Classrooms
Deficit	-31%	-80%	-144%	-45%	14%	78%	107%	49%	651%	49%	57%



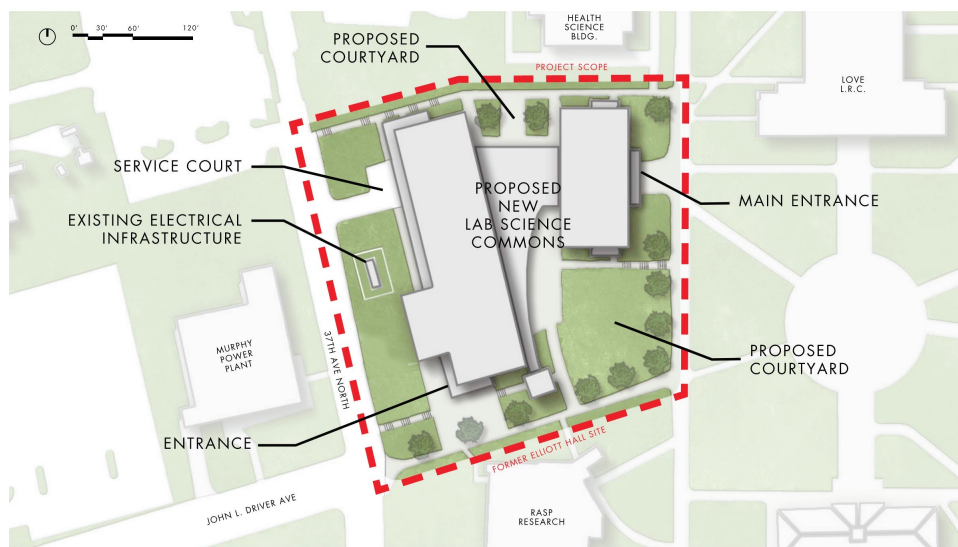
Strategic Vision DISCLOSURE PROJECTS



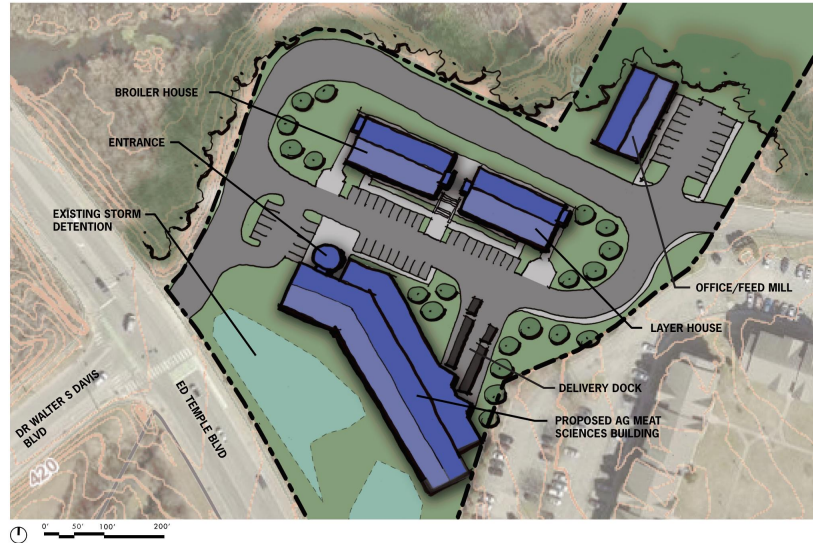
TSU DISCLOSURE PROJECTS

#	PROJECTS
A1	Harned Hall Renovation
A2	Wilson Hall Renovation
A3	Hale Honors Hall Renovation
A4	Watson Hall Renovation
A5	Ed Temple Track/Field Upgrades
A6	TSU Nature Commons

PROPOSED SITE PLAN - ENLARGED



CONCEPT SITE PLAN

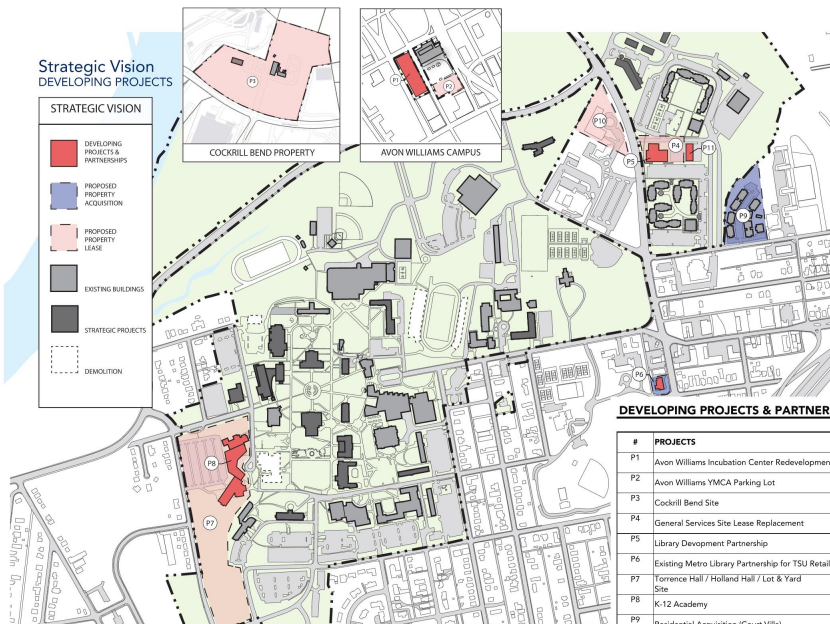


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Strategic Vision DEVELOPING PROJECTS

STRATEGIC VISION

- DEVELOPING PROJECTS & PARTNERSHIPS
- PROPOSED PROPERTY ACQUISITION
- PROPOSED PROPERTY LEASE
- EXISTING BUILDINGS
- STRATEGIC PROJECTS
- DEMOLITION



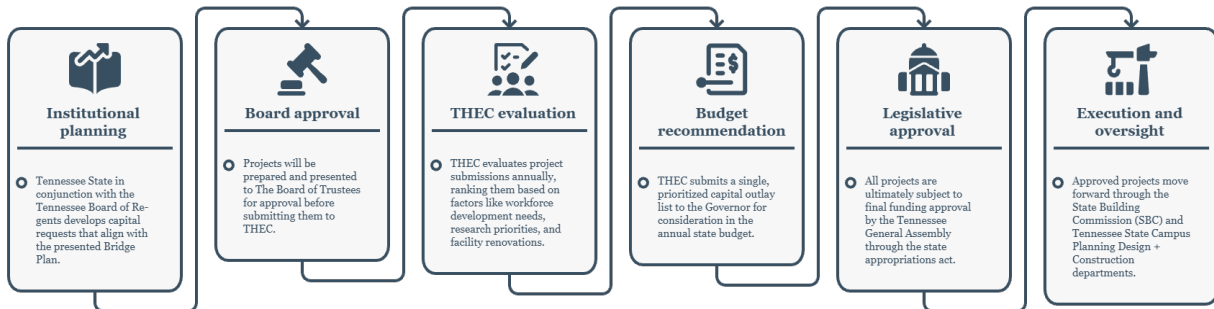
DEVELOPING PROJECTS & PARTNERSHIPS

#	PROJECTS
P1	Avon Williams Incubation Center Redevelopment
P2	Avon Williams YMCA Parking Lot
P3	Cockrill Bend Site
P4	General Services Site Lease Replacement
P5	Library Devopment Partnership
P6	Existing Metro Library Partnership for TSU Retail Store
P7	Torrence Hall / Holland Hall / Lot & Yard Site
P8	K-12 Academy
P9	Residential Acquisition (Court Villa)
P10	Schrader Acres -- Assisted Living Facility
P11	Family Housing

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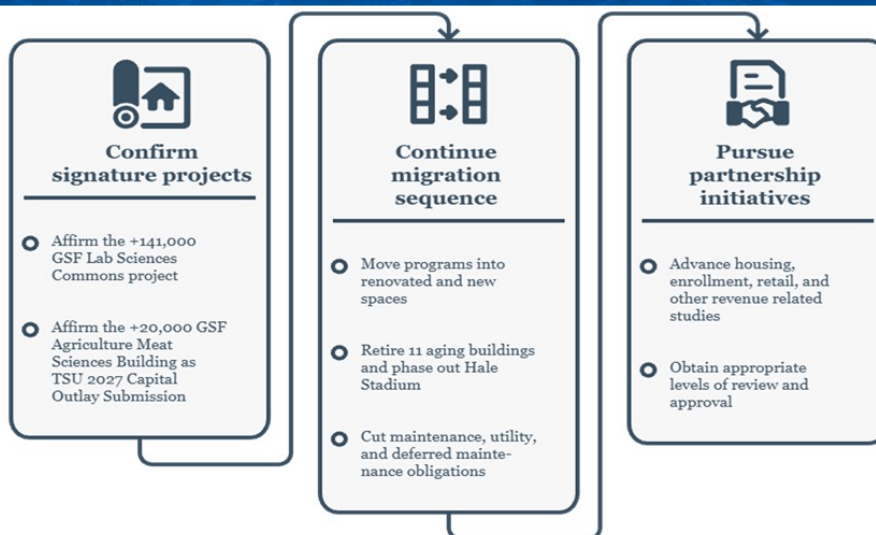
Capital Outlay Projects & Process

Approval establishes the Bridge Plan as TSU's near-term capital and facilities framework and the foundation for the 2027/2028 Master Plan.



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Today's potential approval progresses the following three actions:



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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

VII. Real Estate Update

- A. State of Tennessee Real Estate Process and John C. Tune
Airport Property Status Update
- B. Meharry Medical College Transaction Update

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- A. State of Tennessee Real Estate Process and John C. Tune
Airport Property Status Update

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B. Meharry Medical College Transaction Update

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Meharry Medical College Update

- The transaction is no longer being considered by the University as Meharry Medical College has decided not to pursue the parking arrangement any further.

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

VIII. University Financial Update

- A. Finance Administration
- B. FY26 Estimated Budget
- C. Enrollment
- D. FY27 Proposed Budget
- E. FY27 Fiscal-Year-To-Date Budget vs Actual

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A. Finance Administration

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Finance Administration Priorities Update (1 of 2)

6-month Progress

- **30 Day Reset** – Establishing culture, expectations, and priorities for 6-month Go-Live date
 - Financial Aid re-org, Must-Do Financial Integrity
- **Audit** – Actively addressing and managing prior findings and supporting the current audits (FY25 Financial and FY26 Single Financial Aid)
- **FY27 Budget Process** – Zero based budget process to financially reorganize our cost structure around key priorities
- **Contract Management** – New system and resource to support contract management; Existing contracts financial viability and vendor performance reviewed and RFPs initiated
- **Bad debt process** – Completed the collection and documentation requirements for \$29M write-off request to the State
- **Grants Reconciliation** – Reviewed and closed-out of approximately 1,100+ of the 1,300 significantly-aged open grants; Year-end adjustments of \$4.8M of adjustments of unallowable grant expenses, \$1.4M of estimated returns, and a \$580K IDC reduction
- **Liquidity** – Ensured stable liquidity through FY26; now shifting to priority-based cash management
- **General Ledger Review** – Cleaned up of accounts, detailed codes, etc. of accounting framework for FY27 activity
- **Business & Finance organizational assessment** – Evaluated capabilities and structure of Business & Finance team; created an action plan

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Finance Administration Priorities Update (2 of 2)

Next 120 Days

- **Business & Finance organizational assessment** – Execute selected organizational action plan across all Business & Finance departments
- **Compliant and Timely Submission of FY26 Financial Statements** – Execute year-end procedures
- **FY27 October Budget Submission** – Execute budget revisions and updated outlook
- **Outcomes-Based Funding Formula weights** – University weighting priorities and THEC assignment of respective percentages
- **Departmental Financial Accountability Procedures** – Create a departmental financial scorecard for monthly review
- **Real Estate Plan** – Execute the next steps of all approvals and negotiation
- **Foundation** – Prepare an operational transition plan for the newly-executed University x Foundation Agreement
- **ERP Implementation Contribution** – Continue supporting implementation of the Business & Finance modules

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B. FY26 Estimated Budget

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FY26 Budget-to-Actual

Tennessee State University
FY26 Budget-to-Actual (as of 8/31/2026)
(\$ in 000s)

	ESTIMATED FY26	ACTUALS FY26	VARIANCE FY26
REVENUES			
① Tuition & Fees	\$ 62,143	\$ 66,710	\$ 4,567
Less: Scholarships	(26,576)	(27,408)	(832)
② State Appropriations	98,930	113,621	14,691
③ Other E&G Revenues	11,105	11,811	706
Total E&G Revenues	145,602	164,733	19,131
Total Auxiliary Revenues	34,625	35,519	894
Total Revenues	180,228	200,253	20,025
EXPENSES			
④ Personnel Costs	(100,286)	(98,137)	2,149
⑤ Non-Personnel Costs	(35,717)	(40,603)	(4,886)
Total E&G Expenditures	(136,003)	(138,740)	(2,737)
Personnel Costs	(4,172)	(4,098)	74
Non-Personnel Costs	(23,780)	(23,106)	674
Total Auxiliary Expenditures	(27,952)	(27,204)	749
Debt Service	(7,676)	(7,692)	(16)
Total Expenses	(171,632)	(173,636)	(2,004)
Net Surplus/(Deficit)	8,596	26,617	18,020

*Small adjustments to actuals may happen as the FY-close process is completed.

① Revenue pick up on tuition & fees resulted from a large improvement in estimated bad debt expense. Not only did A/R collections improve over expectation, but some A/R previously moved into allowance for doubtful accounts was collected

② \$14.6M of State funding received and reserved for Banner SAAS are included in State Appropriations – this revenue should be considered nonrecurring

③ Other revenues exceeded expectations primarily driven by athletics revenue and facilities rental fees

④ Underspend in E&G personnel costs driven primarily by fringe benefits being less than estimated

⑤ E&G non-personnel costs suggest an overspend of \$4.9M driven by a \$4.8M prior period adjustment accounting entry as a result of completed grants reconciliation process

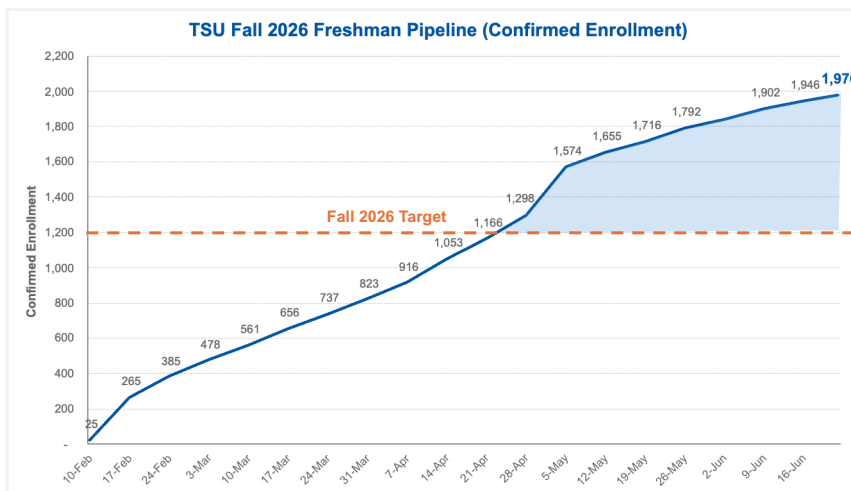
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C. Enrollment

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June 2026 FTIC Fall Enrollment Forecast (data as of 6/22/2026)



FTIC Target Enrollment: 1,200

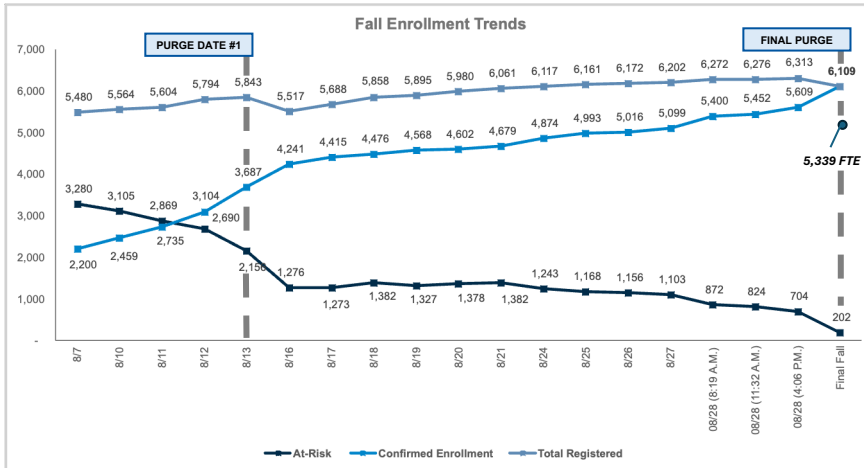
- As of 06/22, admissions data shows **1,976** First Time in College Freshman (FTIC) have paid a \$100 deposit to confirm their enrollment
- Deposits are not binding – confirmed enrollment exceeding the 1,200 target will be necessary to account for enrollment “melt” – **shaded in blue**
- TSU’s pipeline shows the university is **on track to surpass the 1,200 FTIC target**

Freshmen Registered for:

- Housing: 1,285
- New Student Orientation: 1,662 (574 already attended)

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Enrollment Trends Leading Up to Fall 2026 Census



Key Takeaways

- Final fall enrollment is a direct result of investments made by TSU to re-build their enrollment pipeline and improve retention
- Some additional students were enrolled following the purge after committee decision
- Proposed budgeted FTE for Fall was **4,087**
- Final Fall FTE ended **5,339** at census on 8/30

Class	Students Purged 08/28
Freshman	89
Sophomore	18
Junior	30
Senior	31
Graduate	25
Special	9
Total	202

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Enrollment Comparison: FY27 Proposed Budget vs Actuals

	Total Enrollment	FTE Enrollment
FY27 Proposed Budget	4,593	4,087
Actual Enrollment	6,134	5,368
Variance	+ 1,541	+ 1,281

Major Drivers:

- FTIC Freshman enrollment 1,737, far above 1,200 estimated in Proposed Budget
- FTIC Freshman retention rate rose from 59% to 69% year-over-year
- Overall retention rate for undergraduates rose from 70% to 75% year-over-year

*Enrollment and FTE counts above reflect data as of 9/2/2026; includes student reinstatements following final purge

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D. FY27 Proposed Budget

E. FY27 Fiscal-Year-To-Date Budget vs Actual

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FY27 Latest Thinking Forecast

Tennessee State University
FY27 Proposed vs. FY27 LTF (as of 9/3/2026)
(\$ in 000s)

"Latest Thinking Forecast" represents the Proposed Budget as basis with budget adjustments to date added as well as enrollment driven changes to variable revenues/expenses

	PROPOSED BUDGET	LATEST THINKING FORECAST	VARIANCE
	FY27	FY27	FY27 Proposed vs. FY27 LTF
REVENUES			
Tuition & Fees	\$ 55,757	\$ 70,106	\$ 14,349
Less: Scholarships	(19,371)	(21,871)	(2,500)
State Appropriations	80,004	80,004	-
Other E&G Revenues	9,947	10,597	650
Total E&G Revenues	126,337	138,836	12,499
Total Auxiliary Revenues	34,160	38,916	4,756
Total Revenues	160,497	177,752	17,255
EXPENSES			
Personnel Costs	(89,657)	(89,657)	-
Non-Personnel Costs	(35,303)	(36,876)	(1,573)
Total E&G Expenditures	(124,959)	(126,533)	(1,573)
Personnel Costs	(4,120)	(4,120)	-
Non-Personnel Costs	(23,852)	(27,197)	(3,345)
Total Auxiliary Expenditures	(27,972)	(31,317)	(3,345)
Debt Service	(6,769)	(6,769)	-
Total Expenses	(159,701)	(164,619)	(4,918)
Net Surplus/(Deficit)	796	13,133	12,337

- Increases to forecasted revenues driven by updated enrollment assumptions
- While some personnel budget increases were needed to meet increased student demand, cost controls on hiring of non-critical roles is keeping total personnel costs on track
- Non personnel cost increases driven both by increased enrollment and additional expenses; some of which were able to be absorbed by decreased spend in other areas
- Increased auxiliary expenses are variable costs driven by updated enrollment assumptions

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FY27 Budget-to-Actual: FYTD

Tennessee State University
 FY27 Budget-to-Actual (as of 9/3/2026)
 (\$ in 000s)

	PROPOSED BUDGET	ACTUALS	% to Budget
	FY27	FY27	YTD
REVENUES			
Tuition & Fees	\$ 55,757	\$ 38,150	68.4%
Less: Scholarships	(19,371)	(1,123)	5.8%
State Appropriations	80,004	29,656	37.1%
Other E&G Revenues	9,947	2,364	23.8%
Total E&G Revenues	126,337	69,047	54.7%
Total Auxiliary Revenues	34,160	21,563	63.1%
Total Revenues	160,497	90,610	56.5%
EXPENSES			
Personnel Costs	(89,657)	(12,411)	13.8%
Non-Personnel Costs	(35,303)	(4,112)	11.6%
Total E&G Expenditures	(124,959)	(16,523)	13.2%
Personnel Costs	(4,120)	(566)	13.7%
Non-Personnel Costs	(23,852)	(1,761)	7.4%
Total Auxiliary Expenditures	(27,972)	(2,327)	8.3%
Debt Service	(6,769)	-	0.0%
Total Expenses	(159,701)	(18,850)	11.8%
Net Surplus/(Deficit)	796	71,760	

Note:
 The University budgets annually – Actuals are recorded as a snapshot through 9/3/2026 (roughly 2 of 12 months). Due to the Year-to-date results reflect two months of a twelve-month fiscal year and are not indicative of full-year performance. Revenue is recognized at the start of the semester while the majority of personnel, scholarship, and debt service costs post later in the year — scholarship disbursement began 9/3/2026 and debt service payments have not yet commenced. The FY27 full-year outlook is a net surplus of \$13.1M (see FY27 Latest Thinking Forecast).

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FY27 Budget-to-Actual: Expenses FYTD, prorated

Tennessee State University
 Prorated Expense FY27 Budget-to-Actual (as of 9/3/2026)
 (\$ in 000s)

	PROPOSED BUDGET	ACTUALS	% to Budget
	FY27, prorated	FY27	prorated
EXPENSES			
Personnel Costs	(14,984)	(12,411)	82.8%
Non-Personnel Costs	(5,900)	(4,112)	69.7%
Total E&G Expenditures	(20,884)	(16,523)	79.1%
Personnel Costs	(688)	(566)	82.2%
Non-Personnel Costs	(3,986)	(1,761)	44.2%
Total Auxiliary Expenditures	(4,675)	(2,327)	49.8%
Debt Service	(1,131)	-	0.0%
Total Expenses	(26,690)	(18,850)	70.6%

Note: Prorated figures are calculated on a 365-day basis.

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Material Additional Expenses – FY27

Expense	Justification	Value (\$, 000s)
Internal Audit Increase	Contract for consultants to provide internal audit function	863
Residence Life Increase	Critical repairs and painting of residence halls	750
Football Operating Increase	Maintenance of football fields, need arose after budget process	319
Football Scholarships Increase	Granted football more scholarship funds	185
New Student Orientation Addition	Necessary for enrollment strategy; partially offset by incoming revenue	168
Total Cost		\$ 2,285

**This does not represent a net cost increase – some items were funded by re-allocation of existing budgeted funds.*

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

IX. State MOU Performance Update

A. Pro Forma Forecast Update

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Status of State MOU Benchmarks

On Track/Completed

In Progress

At Risk/Incompliant

MOU Benchmark	Status
Materially meet or exceed deficit reduction goals presented in TSU's original Pro Forma	On Track/Completed
Reduce structural deficit year over year after nonrecurring revenues and expenditures	On Track/Completed
Make demonstrable progress toward resolving all Comptroller and TSAC audit findings and minimize additional future audit findings	In Progress
Demonstrate material expense reductions no later than Dec 1, 2025 and on a continuing basis	On Track/Completed
Complete a space utilization plan and a facilities and real property plan by Dec 1, 2025 and begin implementation of its recommendations	On Track/Completed
Develop and implement a written enrollment management policy (strategy)	In Progress

**TSU must "make reasonable progress toward, and ultimately meet, all benchmarks" through the duration of the MOU agreement.* 39

A. Pro Forma Forecast Update

Why Was the Pro Forma Model Originally Built?

TSU experienced a cash flow crisis twice in Fall 2024, prompting collaboration with State leaders to improve short term liquidity.

- This included a roll-forward of \$11M of May/June monthly appropriations to August 2024 and a \$32M re-purposing of ARPA dollars in November 2024

Following the cash infusion in November 2024, the University had a pathway to maintain liquidity through June 2025, but the liquidity outlook beyond FY25-end was uncertain – the University needed external funding for operating use to allow sufficient time to fix the underlying issues driving its structural deficit.

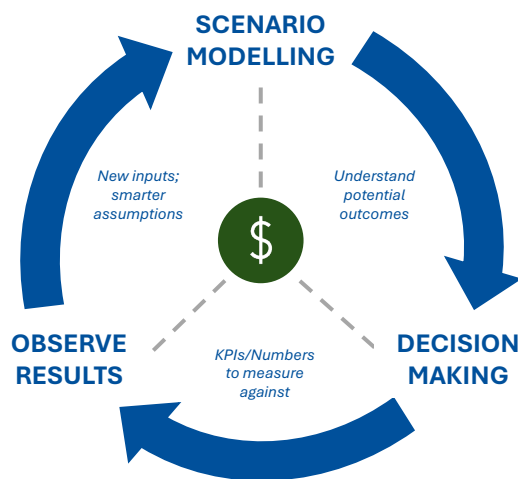
- TSU needed to secure a stable near-term future. Without a clear path to bridge funding, the University could not confidently communicate its commitment to good outcomes for its students, alumni, or faculty & staff.

TSU built its original Pro Forma to outline its 5-year recovery plan. This was presented to State leaders to give them confidence that providing nearly \$100M in operating funds would lead to a successful turnaround.

- Presented to State leaders in February 2025, assumptions defended in public domain
- Months-long negotiation between the University and State leaders culminating in a signed MOU in June 2025
- Resulted in a commitment for TSU to receive an estimated \$100-110M in operating funds over 5 years, over \$50M in the first 6 months

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How Does TSU Leadership Use the Pro Forma Model?



SCENARIO MODELLING

- Build the model to allow for dynamic environments and changing inputs
- Run sensitivity analyses, thoughtfully consider downstream impacts

DECISION MAKING

- Make decisions rooted in data
- Maintain a record of the assumptions and inputs upon which decisions are made

OBSERVE RESULTS

- Intake new information as results happen; update model with "new normal" and re-evaluate existing inputs
- Compare results to outcomes forecasted in previous steps; document lessons learned

At all stages in the cycle, the Pro Forma allows leadership to understand and quantify the financial impacts in both the near and long-term.

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Original Pro Forma Forecast: FY25–FY30 (Presented in Feb 2025)

Tennessee State University
ProForma Financial Model & Forecast
(\$ in 000s)

		FISCAL YEAR					
		2025	2026	2027	2028	2029	2030
REVENUES							
1	E&G	100,697	105,248	110,515	117,827	128,964	141,941
	Auxiliaries	40,546	40,201	39,471	41,081	43,738	47,301
	Total Revenues	\$ 141,243	\$ 145,449	\$ 149,986	\$ 158,908	\$ 172,702	\$ 189,242
EXPENSES							
2	E&G	(143,093)	(136,361)	(133,287)	(135,687)	(138,050)	(140,612)
2	Auxiliaries	(44,744)	(44,019)	(42,297)	(43,089)	(44,256)	(46,386)
	Total Expenses	\$ (187,836)	\$ (180,380)	\$ (175,584)	\$ (178,776)	\$ (182,306)	\$ (186,999)
	Net Surplus/(Deficit), before adjustments	\$ (46,594)	\$ (34,931)	\$ (25,597)	\$ (19,868)	\$ (9,605)	\$ 2,244
	FY25 Adjustments	40,850	-	-	-	-	-
	Net Surplus/(Deficit), after adjustments	\$ (5,744)	\$ (34,931)	\$ (25,597)	\$ (19,868)	\$ (9,605)	\$ 2,244
	Cumulative Surplus/(Deficit)	\$ (5,744)	\$ (40,674)	\$ (66,271)	\$ (86,140)	\$ (95,744)	\$ (93,501)

Footnotes:

1 – E&G Revenues include scholarships expense as a contra revenue against tuition & fees
2 – Debt service is included in E&G and Aux expenses

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Pro Forma Forecast: FY25 – FY30 (UPDATED)

Tennessee State University
ProForma Financial Model & Forecast
(\$ in 000s)

		FISCAL YEAR					
		2025 Actual	2026 Actual	2027 Latest Thinking	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES							
1,2,3	E&G	\$ 141,922	\$ 120,313	\$ 113,836	\$ 118,357	\$ 126,578	\$ 138,942
	Auxiliaries	40,191	35,519	38,916	41,560	44,988	49,289
	Total Revenues	182,113	155,833	152,752	159,917	171,565	188,230
EXPENSES							
4,5	E&G	(140,132)	(133,940)	(126,533)	(129,568)	(132,747)	(136,011)
	Auxiliaries	(27,269)	(27,204)	(31,317)	(34,966)	(38,030)	(40,904)
	Total Expenses	(167,401)	(161,144)	(157,850)	(164,534)	(170,777)	(176,914)
	Debt Service	(7,616)	(7,692)	(6,769)	(6,533)	(5,932)	(5,933)
	Net Surplus/(Deficit)	7,096	(13,003)	(11,867)	(11,151)	(5,144)	5,383
	State MOU Appropriations	5,700	45,000	25,000	15,500	4,800	-
	Net, after Special State Appropriations	12,796	31,997	13,132	4,349	(344)	5,383
	Cumulative Surplus/(Deficit)	\$ 12,796	\$ 44,792	\$ 57,925	\$ 62,274	\$ 61,930	\$ 67,313

Footnotes:

1 – E&G Revenues in FY25 do not include \$15.9M in prior period adjustment for bad debt expense
2 – E&G Revenues in FY25 include \$32M in nonrecurring re-purposed ARPA dollars
3 – E&G Revenues in FY26 include \$14M in nonrecurring State revenue for Banner SAAS implementation
4 – E&G Expenses in FY26 include \$4.3M in nonrecurring voluntary separation plan buyouts for faculty

5 – E&G Expenses in FY26 do not include \$4.8M in prior period adjustment for grants past-year reconciliation; \$580K grants IDC reduction not included either in E&G Revenues

TSU's goal is to keep Cumulative Surplus/(Deficit) positive across the MOU period. Positive cumulative balances reflect progress against the Original Pro Forma, which is the basis of the MOU funding schedule. Note the underlying Net Surplus/(Deficit) line remains negative through FY29 – cumulative positivity is achieved with State MOU support, and the structural turnaround is targeted for FY30

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Pro Forma Forecast: E&G Operating Margin

Tennessee State University
ProForma Financial Model & Forecast - E&G Operating Margin
(\$ in 000s)

	FISCAL YEAR					
	2025 Actual	2026 Actual	2027 Latest Thinking	2028 Forecast	2029 Forecast	2030 Forecast
¹ Tuition & Fees	\$ 74,236	\$ 66,710	\$ 70,106	\$ 77,691	\$ 87,733	\$ 100,821
Less: Scholarships & Fellowships	(30,126)	(27,408)	(21,871)	(26,710)	(30,357)	(32,959)
² State Appropriations	52,871	68,621	55,004	56,379	57,788	59,233
Grants IDC	6,051	5,159	4,110	4,316	4,531	4,758
Other E&G Revenues	6,640	7,231	6,487	6,682	6,883	7,089
Total E&G Revenues	109,672	120,313	113,836	118,357	126,578	138,942
Faculty and Academic Salaries	(39,889)	(39,033)	(31,331)	(32,898)	(33,885)	(34,901)
Non Faculty Salaries	(40,189)	(36,297)	(34,977)	(35,501)	(36,034)	(36,574)
Employee Benefits	(26,067)	(22,807)	(23,349)	(22,572)	(23,073)	(23,587)
Subtotal Personnel Costs	(106,145)	(98,137)	(89,657)	(90,971)	(92,992)	(95,063)
Operating Expenses	(27,134)	(28,098)	(30,761)	(32,299)	(33,268)	(34,266)
Utilities	(5,055)	(6,226)	(5,599)	(5,767)	(5,940)	(6,119)
Other Expenses	(1,799)	(1,479)	(515)	(531)	(547)	(563)
Subtotal Non-Personnel Costs	(33,987)	(35,803)	(36,876)	(38,597)	(39,755)	(40,948)
Debt Service	(1,840)	(2,047)	(1,228)	(990)	(935)	(935)
Total E&G Expenses after Debt Service	(141,972)	(135,987)	(127,760)	(130,558)	(133,682)	(136,946)
E&G Net Surplus/(Deficit)	(32,299)	(15,674)	(13,924)	(12,201)	(7,105)	1,996

TSU's rebuilt enrollment pipeline lays the foundation for an achievable goal of an E&G surplus in FY30.

Enrollment growth is key – over the next 3-4 years, consistent large Freshmen classes compound and backfill smaller graduating Senior classes.

Continued focus on cost control and improving underlying efficiency is also paramount.

Footnotes:
1 – Tuition & Fees in FY25 excludes \$15.9M in prior period adjustment for bad debt expense
1 – Other E&G Revenues in FY25 excludes \$32M of one-time ARPA funds
2 – Excludes State MOU funding

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Pro Forma Enrollment Projections & Underlying Assumptions

Tennessee State University
ProForma Financial Model Enrollment Assumptions (8/31/2026)

	FISCAL YEAR					
	2025 Fall 2024 Actual	2026 Fall 2025 Actual	2027 Fall 2026 Latest Thinking	2028 Fall 2027 Forecast	2029 Fall 2028 Forecast	2030 Fall 2029 Forecast
FTIC Enrollment	880	435	1,737	1,867	1,961	2,059
Total Enrollment	6,310	5,364	6,134	6,516	7,161	8,009
Beg. Fall FTE	5,637	4,826	5,368	5,769	6,304	7,070
Key Assumptions						
FTIC YoY Change		-51%	299%	8%	5%	5%
FTIC Retention Rate	33%	59%	69%	70%	70%	70%
6-yr Graduation rate	43%	42%	43%	44%	45%	46%
Graduate Enrollment YoY Change		-12%	15%	5%	5%	5%
RODP/DE/Other YoY Change		31%	36%	5%	5%	5%

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

X. Athletics Finance & Operations Update

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Introduction & Overview

Jennifer Bell, Interim Director of Athletics

Overview of the Athletics Department:

- 15 Sports Programs
- 265 Student-Athletes
- 65 Coaches and Staff Members
- 3.320 Cumulative Departmental GPA
- 81% Graduation Success Rate

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Operational Update

Key Actions:

- Hired **Head Coach** for Men's and Women's **Tennis**, Kyle Burton
- Secured **\$100,000 NCAA** Accelerating Academic Success Program (AASP) **Grant**
 - Will be used to **support Student-Athlete Development**, Mental Health Initiatives, and Hire Professional Tutors

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Athletics Budget Progression

	FY26	FY27	FY27	FY27
	ACTUALS	PROPOSED BUDGET	ADJUSTMENTS	CURRENT BUDGET
OPERATING EXPENSE				
① Admin	944	639	349	988
② Football	2,834	3,166	127	3,292
Basketball	1,422	1,734	32	1,766
Volleyball	356	375	15	391
③ Other Sports	1,083	1,306	117	1,423
TOTAL OPERATING EXPENSE	6,638	7,220	639	7,860

① Includes expenses related to practice field maintenance for football

② Includes \$185K of additional scholarship expense offset by some reallocation of funds elsewhere in athletics

③ Includes increases to scholarship and travel across several sports

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Athletics FY27 Current Operating Budget

	FY27 Current Budget					
	Admin	Football	Basketball	Volleyball	Other Sports	Total
OPERATING EXPENSE						
Operating Expenses	934	966	400	40	187	2,527
Travel	39	541	466	36	351	1,432
Scholarships	15	1,785	900	315	885	3,900
TOTAL OPERATING EXPENSE	988	3,292	1,766	391	1,423	7,860



Revenue Sharing

NCAA House Settlement Implementation

Institutional Readiness, Governance, and Strategic Considerations for Tennessee State University

What is the NCAA House Settlement?

Overview

The House Settlement creates a new framework in Division I athletics related to:

- Revenue-sharing opportunities for student-athletes
- Expanded student-athlete benefits
- NIL oversight and reporting requirements
- Roster management limits
- Institutional accountability and enforcement oversight

Key Point

- Participation is optional for Division I institutions.
- The decision to participate requires collaboration among university leadership, athletics, finance, and legal departments.

National Context

- The House Settlement represents one of the most significant changes in modern college athletics.
- The agreement introduces direct revenue sharing with student-athletes, reshaping the financial structure of college sports.

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TSU Participation Plan

Timeline	Action
May 1, 2026	Formal opt-in to NCAA House Settlement
2025–26 Academic Year	Planning and implementation preparation
March 1 (Annually)	NCAA participation notice deadline
2026–27 Academic Year	First year of full participation and implementation

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Institutional Impact Areas



Key Takeaway:

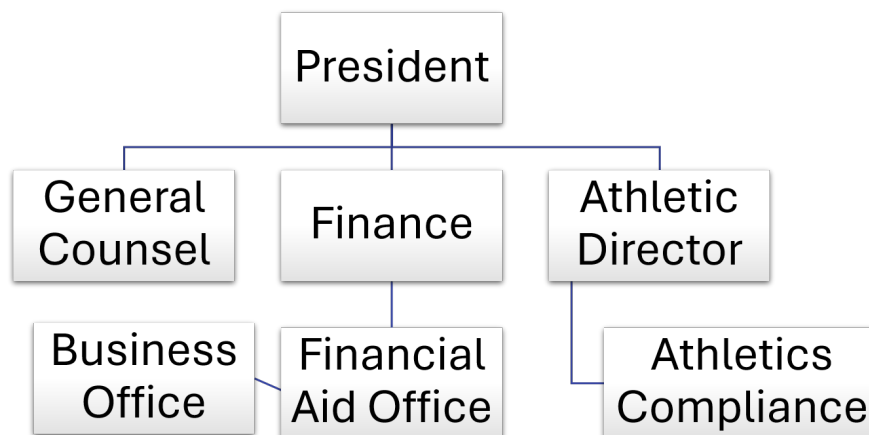
The House Settlement affects both athletics operations and broader institutional governance.

- **Athletics Budget**
Revenue-sharing and operational costs
- **Student-Athlete Experience**
Recruiting and retention competitiveness
- **Compliance**
Increased monitoring and reporting obligations
- **University Governance**
Shared institutional accountability
- **Risk Management**
Institutional, regulatory, and reputational risk

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Institutional Governance & Oversight

Participation Requires Shared Accountability



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What Opting In Means for TSU



College
Sports
Commission

CAPS

NILGO



Financial Oversight

- Benefits cap monitoring
- Revenue-sharing compliance

Reporting Requirements

- NIL agreement reporting
- Student-athlete benefit tracking
- CAPS reporting requirements

Operational Compliance

- Roster limit compliance
- Documentation and recordkeeping

Enforcement Oversight

- Subject to authority of the College Sports Commission

All participating institutions are subject to standardized reporting requirements and enforcement oversight by the College Sports Commission.



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CAPS REPORTING & ANNUAL ACCOUNTABILITY

Annual Institutional Certification Responsibilities

Participating institutions are required to report their revenue sharing payments to student-athletes through the College Athlete Payment System (CAPS). All payments must be reported by the institution into CAPS within five business days of final signature.

The platform enables schools to:

- **Allocate** cap funds to student-athletes
- **Monitor** payments and track progress against the cap
- **Manage** compliance with revenue sharing rules
- **Track** roster allocations

The College Sports Commission is working with participating institutions to support their use of the CAPS platform and their compliance with the revenue sharing rules.

Annual Institutional Certification Responsibilities

Reporting Cycle

- Academic year closes June 30
- Annual attestation due September 1

Institutional Stakeholders

- President
- Athletic Director
- Coaches & Sports Administration
- Compliance Office

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Why Institutional Alignment Matters

Successful Participation Requires a Unified Approach

President/Chancellor



Athletics Administration + Compliance + Finance + Legal Counsel



Coaches / Operations / NIL Oversight

Risks Without Alignment

- Reporting inaccuracies
- Financial oversight concerns
- Regulatory risk
- Enforcement actions
- Reputational risk
- NCAA Violations

Successful participation in today's athletics environment requires coordinated leadership, shared accountability, and institution-wide oversight.

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TSU NCAA House Settlement Framework

OPERATIONAL READINESS

- Establish internal reporting workflows
- Develop NIL documentation and recordkeeping procedures
- Define approval authority and compliance oversight processes

EDUCATION & TRAINING

- Train coaches, athletics staff, and key campus stakeholders
- Launch campus-wide awareness initiatives
- Clarify institutional roles and responsibilities

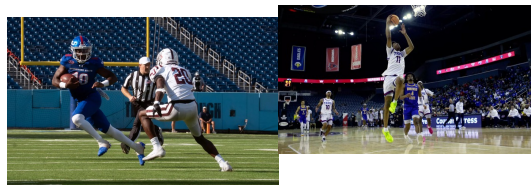
GOVERNANCE & MONITORING

- Strengthen cross-campus coordination and communication
- Prepare annual attestation and compliance review processes
- Monitor NCAA guidance and regulatory updates



FINANCIAL PLANNING

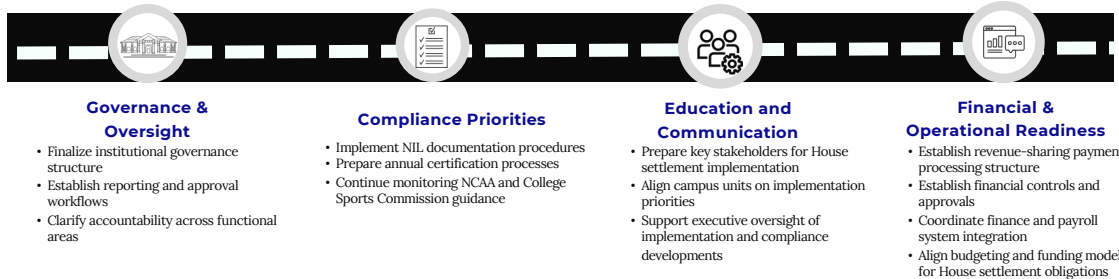
- Assess revenue-sharing funding strategies
- Evaluate budget and resource implications
- Establish financial oversight and accountability measures.



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Future Roadmap

Institutional Priorities for 2026–27 Implementation

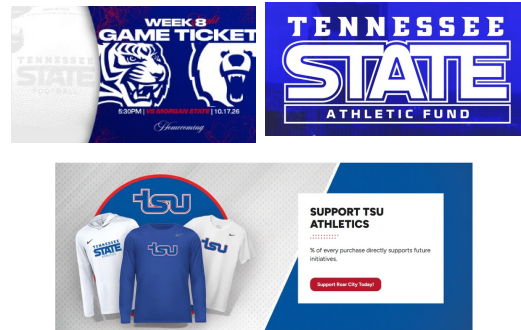


Desired Outcome:
Successful implementation through proactive planning, institutional alignment, and effective oversight.

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REVENUE GENERATION SOURCES

- \$5 Talent Fee (Tickets)
Football, Men's Basketball, and Women's Basketball
- Game Guarantees
- Corporate Sponsorships
- Designated Donor Contributions
- TSU Nike Apparel Store Revenue
- NIL-Designated Funds



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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

XI. Report on Institutional Advancement

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Institutional Advancement (IA)

IA acts as the strategic conduit to:

- Secure external funding
- Build alumni networks
- Manage relationships with current & prospective donors

Current Functional Areas

- Alumni Relations
- Fundraising
 - Annual Giving
 - Campaign
 - Estate Planning & Major Gifts
 - Operations
 - Stewardship



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FY26: FUNDRAISING SUMMARY

Fiscal Year End: July 1, 2025 - June 30, 2026

- We closed Fiscal Year 2026 (FY26) with **\$6,619,710 in total philanthropic gifts**.
- This total represents a **\$345,074 increase** in gifts received and receipted compared with the end of FY25.
- The fundraising total represents **gifts from 2,796 donors**. This represents 928 fewer donors during the same period last year, though resulting in a larger average gift per donor.
- **Alumni donors contributed \$2,144,880 of the overall giving total**, which is the second highest alumni giving total in the last 15 years. The **1,693 alumni donors** in FY26 are 475 less than in the previous year, resulting in a 2.75% alumni donor participation rate.
- It is important to note that in FY26:
 - We had to assess and address fundraising infrastructure, process, and procedure gaps: Recurring gifts (EFT's, Payroll Deductions), Gift receipting and acknowledgement, Giving forms, and more.
 - We migrated from Banner Advancement to Blackbaud Raiser's Edge — in Jan 2026. Ongoing efforts to standardize new system coding and reporting may result in adjustments to data presented in this presentation.

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TENNESSEE STATE UNIVERSITY • INSTITUTIONAL ADVANCEMENT FUNDRAISING DASHBOARD

Measurement Category	FY26		FY25		FY26 COMPARISON TO FY25			
	JULY 1, 2025 - JUNE 30, 2026		JULY 1, 2024 - JUNE 30, 2025		DIFFERENCES			
	# OF DONORS	FY26 GIVING	# OF DONORS	FY25 GIVING	# OF DONORS	% OF DONORS	DOLLARS	% OF DOLLARS
COMPARISON BY DONOR CATEGORY								
Alumnus/a (Degreed and Non-Degreed)	1,693	\$ 2,144,879.90	2,300	\$ 1,866,105.10	-607	-26.39%	\$ 278,774.80	14.94%
Alumni Chapter and Affinity Groups	16	\$ 106,422.64	11	\$ 44,071.95	5	45.45%	\$ 62,350.69	141.47%
Corporations	125	\$ 2,164,722.38	133	\$ 2,987,212.31	-8	-6.02%	\$ (822,489.93)	-27.53%
Estates/Trusts	6	\$ 299,550.72	4	\$ 20,133.76	2	50.00%	\$ 279,416.96	1387.80%
Employees	42	\$ 26,965.88	119	\$ 49,192.14	-77	-64.71%	\$ (22,226.26)	-45.18%
Former Employees	6	\$ 6,555.00	20	\$ 11,219.92	-14	-70.00%	\$ (4,664.92)	-41.58%
Foundations	27	\$ 374,729.40	29	\$ 374,245.16	-2	-6.90%	\$ 484.24	0.13%
Friends	662	\$ 361,820.52	892	\$ 445,336.00	-230	-25.78%	\$ (83,515.48)	-18.75%
Government Agencies	3	\$ 17,202.00	0	\$ -	3	0.00%	\$ 17,202.00	0.00%
Organizations	48	\$ 909,935.64	50	\$ 412,849.08	-2	-4.00%	\$ 497,086.56	120.40%
Parents	10	\$ 5,699.82	51	\$ 12,529.43	-41	-80.39%	\$ (6,829.61)	-54.51%
Religious Organizations	13	\$ 123,152.86	13	\$ 13,705.00	0	0.00%	\$ 109,447.86	798.60%
Students	143	\$ 4,538.23	100	\$ 6,248.50	43	43.00%	\$ (1,710.27)	-27.37%
Anonymous Donors	2	\$ 73,534.57	2	\$ 31,787.22	0	0.00%	\$ 41,747.35	131.33%
TOTAL	2,796	\$ 6,619,709.56	3,724	\$ 6,274,635.57	-928	-24.92%	\$ 345,073.99	5.50%
COMPARISON BY GIFT CATEGORY								
Capital	16	\$ 4,850.00	48	\$ 113,734.25	-32	-66.67%	\$ (108,884.25)	-95.74%
Endowments	693	\$ 1,297,994.11	375	\$ 1,163,756.91	318	84.80%	\$ 134,237.20	11.53%
Restricted Programs	1,272	\$ 3,404,848.88	1,468	\$ 2,966,248.77	-196	-13.35%	\$ 438,600.11	14.79%
Restricted Scholarships	777	\$ 1,351,748.03	713	\$ 1,223,757.88	64	8.98%	\$ 127,990.15	10.46%
Unrestricted Funds	459	\$ 560,268.54	1,748	\$ 807,137.76	-1289	-73.74%	\$ (246,869.22)	-30.59%
TOTAL	3,217	\$ 6,619,709.56	4,352	\$ 6,274,635.57	-1135	-26.08%	\$ 345,073.99	5.50%
COMPARISON BY GIFT PAY METHOD								
Cash	250	\$ 15,435.25	84	\$ 19,993.35	166	197.62%	\$ (4,558.10)	-22.80%
Check	693	\$ 3,024,949.83	664	\$ 3,419,523.65	29	4.37%	\$ (394,573.82)	-11.54%
Credit Card	1306	\$ 916,580.28	2,566	\$ 2,604,172.03	-1260	-49.10%	\$ (1,687,591.75)	-64.80%
Other (Payroll/EFT/Wire Transfers)	723	\$ 2,644,367.01	279	\$ 127,734.92	444	159.14%	\$ 2,516,632.09	1970.20%
PayPal	41	\$ 18,375.07	508	\$ 103,261.62	-467	-91.93%	\$ (84,886.55)	-82.21%
Venmo	1	\$ 52.12	0	\$ -	1	0.00%	\$ 52.12	0.00%
TOTAL	3,014	\$ 6,619,759.56	4,101	\$ 6,274,685.57	-1087	-26.51%	\$ 345,073.99	5.50%

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16 Year Historical Alumni Giving Data

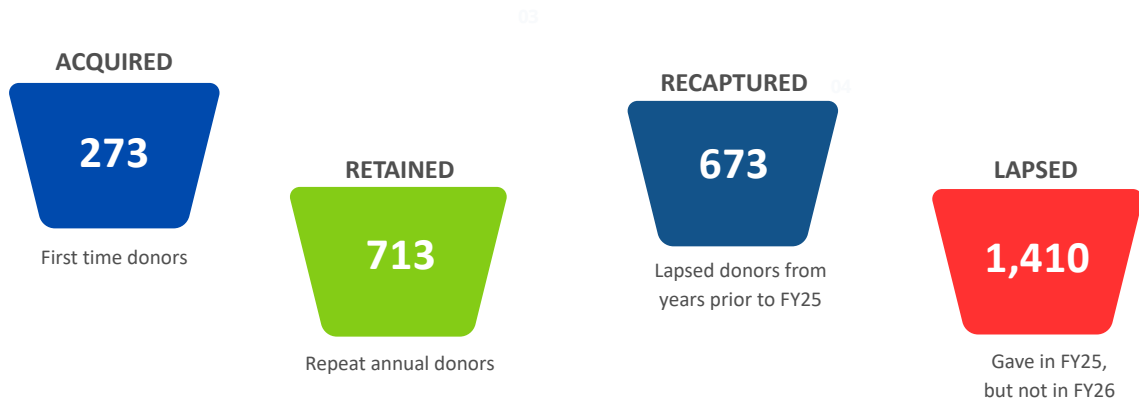
FISCAL YEAR	NUMBER OF DONORS	CONTACTABLE ALUMNI	TOTAL GIFTS	PARTICIPATION RATE
2011	1,466	37,533	\$507,554	3.90%
2012	2,065	39,078	\$680,903	5.30%
2013	1,738	41,421	\$920,395	4.10%
2014	2,649	42,487	\$1,126,607	6.20%
2015	2,145	45,451	\$1,298,961	4.70%
2016	1,854	46,872	\$1,247,458	3.90%
2017	2,384	48,509	\$1,608,150	4.90%
2018	2,684	50,077	\$1,483,809	5.30%
2019	2,286	50,696	\$2,497,541	4.50%
2020	3,752	52,566	\$1,948,932	7.10%
2021	2,990	52,000*	\$1,691,598	5.75%
2022	2,768	54,000*	\$1,664,641	5.12%
2023	2,220	56,000*	\$1,567,742	4.00%
2024	1,728	58,000*	\$1,297,450	3.00%
2025	2,168	61,650	\$1,880,810	3.50%
2026	1,693	61,650	\$2,144,880	2.75%

*As the data is not documented, these figures are estimated based on historical contactable alumni trends

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Alumni Donors Metrics: July 1, 2025 - June 30, 2026

Of the 1,693 alumni donors last fiscal year...



68

Institutional Advancement: Mission and Vision

Create a culture of engagement and giving to TSU
that is significant and sustainable



Build Relationships



Inspire Involvement and Giving



Drive Results

Transparency | Trust | Transformation

69

New Fiscal Year: FY27

Fundraising To-Date: July 1, 2026 - August 15, 2026

\$484,885

Cash in

384

Donors

\$1,800,000

Documented Pledges

Priorities

Process Improvement
Data Integrity
Technology
Alumni Donor Participation
Campaign Gifts & Grants

70



TSU and JSU are taking the competition off the field and onto the leaderboard for the Tiger vs Tiger Giving Challenge, Saturday, August 22 - Sunday, August 30.

Every dollar donated will support scholarships, campus programs and other student success initiatives.

TSU Tigers, fuel student success - scan the QR code to make your gift and push TSU to the top of the leaderboard.

TEXT **TSUROAR** TO **41444** TO GIVE.



Official Results: 8/30 @ 11:59pm

- TSU - \$67,072 from 388 donors
- JSU - \$26,954 from 195 donors

CHALLENGE FOCUS	EXPECTED IMPACT
Alumni Engagement	Strengthen alumni affinity and engagement through friendly competition
Alumni Participation	Increase new donor acquisition and retention
Philanthropic Support	Immediate use resources to support student success: <i>scholarships, academic programs, Leadership and career development opportunities</i>

Live [Leaderboards](#) 71



TEXT: TSUROAR TO 41444



RAISED

\$68,711



THANK YOU TO OUR **409** DONORS

- Kennette Pelmore**
- Julius Jackson**
- Renee Settles**
- Terence Mcghee**
- David Wright**
- Kizzie Woods**

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TENNESSEE STATE UNIVERSITY BOARD OF TRUSTEES

AGENDA ITEM

XII. Other Business

74

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

XIII. Adjournment

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 employee's 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 10, 2026

ITEM: Master Bridge Plan

RECOMMENDED ACTION: Approval

PRESENTED BY: Will Radford, Assistant VP Design & Facilities Management
and firm Bauer Askew

Background Information

The purpose of this Master Bridge plan is to set a medium-term physical plant strategy in place to work as a “bridge” between the currently expired Master Plan and the FY28 Master Plan that will be created alongside the University’s strategic planning process.

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 Master Bridge Plan, as contained in the Board materials.



BRIDGE PLAN

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Tennessee State University is a nationally recognized land-grant institution with a distinguished academic legacy, a powerful athletic tradition, and a unique position within the State of Tennessee. TSU's land-grant mission connects education with applied research, workforce preparation, community engagement, and service. Its history as an athletic powerhouse creates national visibility and school pride, while its location in Music City provides opportunities to strengthen connections with Nashville's industries, institutions, culture, and broader community.

The Bridge Plan establishes a near-term framework for improving Tennessee State University while the University prepares its comprehensive 2027/2028 Master Plan. Its primary purpose is to improve student engagement and the overall student experience in ways that support increased enrollment while reducing the long-term cost of maintaining the campus. The plan recognizes that recruitment and retention are influenced by the quality of academic facilities, student housing, athletics and recreation, campus amenities, outdoor spaces, and the overall campus environment.

The Bridge Plan is informed by an evaluation of enrollment, space utilization, and facility needs. Rather than simply adding square footage, the plan balances renovation, consolidation, relocation, new construction, and demolition

so resources can be directed toward facilities and programs that provide greater long-term value. Planned demolition is coordinated with program relocation to reduce maintenance and operating costs while creating opportunities for new academic facilities, athletics, open space, and future development.

A major focus is reinvesting in strategic facilities and improvements that strengthen daily campus life. Investments in residence halls, athletics, recreation, outdoor gathering spaces, family housing, campus retail, agriculture, science, and engineering are intended to improve the student experience while reinforcing TSU's land-grant and athletic identity. These improvements can create a more active and connected campus while allowing the University to concentrate resources in facilities capable of supporting TSU well into the future.

At the same time, redevelopment opportunities, strategic acquisitions, property transactions, and institutional partnerships provide additional ways for TSU to leverage its assets. These opportunities can create financial value, reduce long-term obligations, strengthen community and campus connections, support the enrollment pipeline, expand housing, and create resources for continued reinvestment in students and priority campus improvements.

A PATH TO MEANINGFUL IMPROVEMENTS

The Bridge Plan provides Tennessee State University with a path to begin making meaningful improvements now while establishing a stronger foundation for the 2027/2028 Master Plan. It coordinates near-term investments, facility decisions, partnerships, and campus improvements around a common goal of creating a stronger and more sustainable University. Through this approach, TSU can build on its distinctive land-grant mission, athletic tradition, and Nashville location while better supporting students, academic programs, and future growth.

The document is organized into four primary sections:

Section 1: The Bridge Plan

Establishes the overall framework for campus improvement, including enrollment and space utilization, reinvestment in strategic facilities, program relocation, demolition, student experience improvements, new construction, and future campus priorities. Together, these efforts create a more efficient, engaging campus and prepare TSU for the 2027/2028 Master Plan.

Section 2: New Lab Science Building Concept
Develops the concept for an approximately 141,139-square-foot Laboratory Science Building that consolidates Biology, Chemistry,

Mathematics, and Physics into a modern academic and research environment. The project addresses existing facility deficiencies, supports projected enrollment growth, improves instructional and research space, and reduces inefficient academic square footage through consolidation and coordinated demolition.

Section 3: Agriculture Meat Sciences Concept
Develops the concept for an approximately 20,565-square-foot Agriculture Meat Sciences Building that strengthens TSU's land-grant mission through hands-on instruction, applied research, workforce preparation, meat processing, and community outreach. Its location along Ed Temple Boulevard also creates a stronger public identity for the Agriculture program and a visible expression of TSU's land-grant mission.

Section 4: Developing Projects & Partnerships
Identifies opportunities for Strategic Development, Monetization, Community + Campus Connections, Enrollment Pipeline, and Housing Solutions. These strategies use real estate, acquisitions, redevelopment, and partnerships to create financial value, reduce long-term obligations, support enrollment, expand housing, strengthen community connections, and create additional resources for reinvestment in TSU and the student experience.

PLANNING PATH TO THE 2027/2028 MASTER PLAN



BRIDGING THE PLANNING GAP

The 2016 Master Plan established the previous long-term framework for Tennessee State University, but changing institutional conditions, leadership transitions, enrollment fluctuations, and evolving campus needs increasingly changed the assumptions on which that plan was based. As the plan approached expiration, efforts to establish a replacement Master Plan did not advance to completion, leaving TSU without a current comprehensive planning document to guide near-term capital decisions.

REESTABLISHING A PLANNING BASELINE

Beginning with the Space Utilization Study, TSU initiated a series of focused planning efforts to better understand current enrollment, space needs, facilities, infrastructure, housing, academic programs, and financial conditions. This work provided a more current understanding of the campus and established the foundation for decisions that could no longer rely solely on the assumptions of the 2016 Master Plan.

BUILDING ON CURRENT STUDIES

The Bridge Plan brings together the work completed through the Five-Year Stabilization Plan, Migration Study, Housing Business Plan, Facilities Condition Assessment, Engineering Studies, Lab Science Study, Agriculture Meat Science Study, and developing partnership opportunities. Each effort contributes a

different piece of the University's current planning picture and collectively establishes a coordinated basis for near-term priorities.

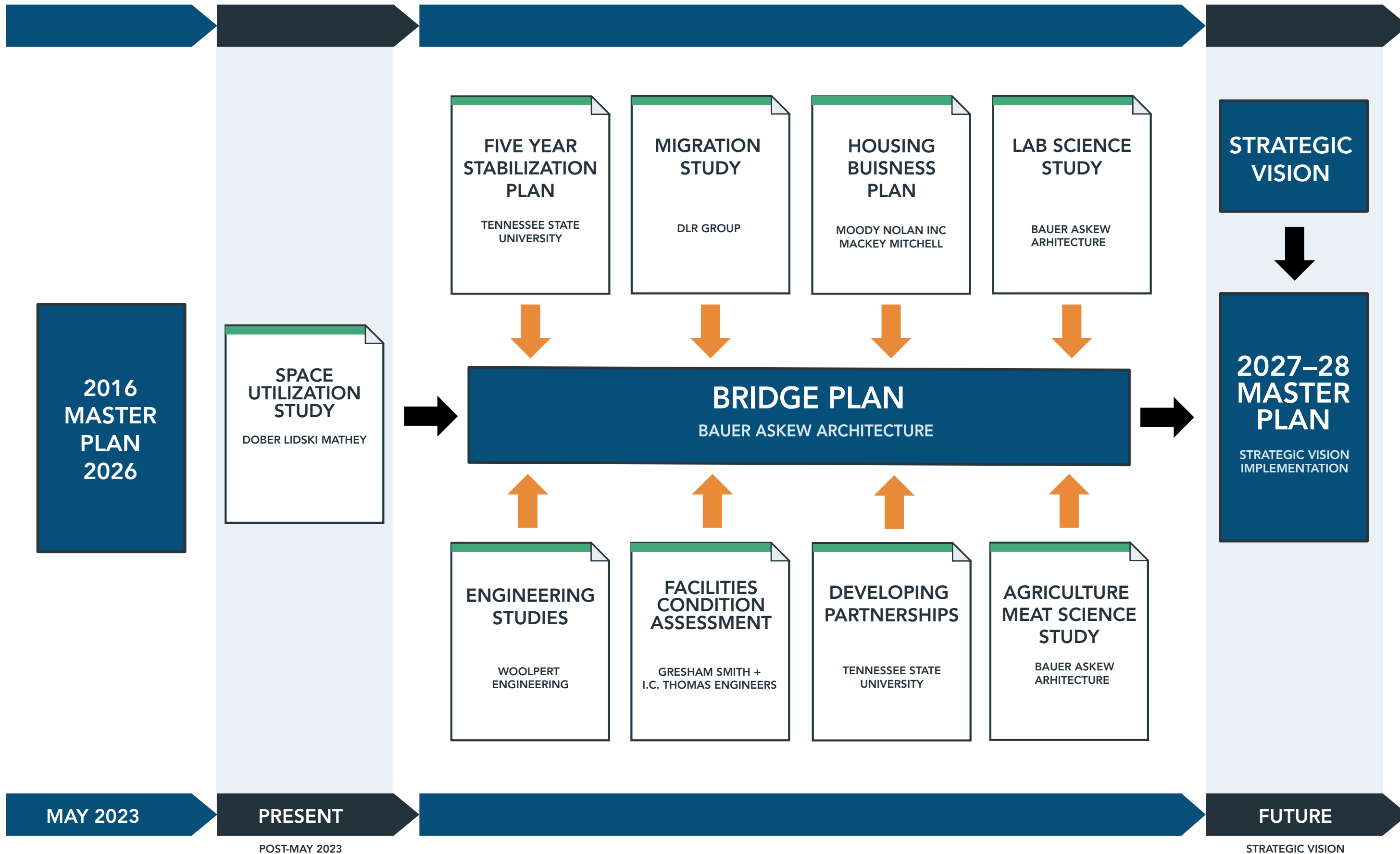
THE NEED FOR A BRIDGE PLAN

Without a current Master Plan, TSU needed a framework that could demonstrate how proposed projects fit within a larger campus strategy. This is particularly important as the University pursues capital funding and approvals, where individual projects must be supported by thoughtful planning rather than advanced as isolated initiatives.

The Bridge Plan fills that gap. It identifies actions TSU can begin advancing now, coordinates those actions with current enrollment and facility needs, and provides a clear planning basis for projects that cannot wait for completion of the next Master Plan.

PATH TO THE 2027/2028 MASTER PLAN

The Bridge Plan is not intended to replace comprehensive master planning. Instead, it carries forward the most relevant findings from recent studies, establishes near-term priorities, and creates a stronger starting point for the 2027/2028 Master Plan. Work completed through the Bridge Plan can then be evaluated, refined, and incorporated into the University's next long-term planning framework.



SECTION 01

TSU BRIDGE PLAN

The following pages present Tennessee State University's Bridge Plan, a near-term framework for guiding campus improvements ahead of the University's comprehensive 2027/2028 Master Plan. The section outlines priority renovations, demolition, academic and student-focused investments, property initiatives, and partnerships intended to improve the student experience, reduce long-term operating costs, and support future enrollment growth. The Bridge Plan also allows TSU to leverage these lower-enrollment years to consolidate programs, reposition facilities, and advance key improvements before enrollment begins to increase. Together, these efforts focus reinvestment on facilities and assets that provide the greatest long-term value to the University.

TSU BRIDGE PLAN - SUMMARY



BUILDING ON TSU’S IDENTITY

The Tennessee State University Bridge Plan establishes a near-term framework for strengthening the campus while the University prepares its comprehensive 2027/2028 Master Plan. As a historic land-grant institution, an athletic powerhouse, and a university uniquely positioned within Music City, TSU can build on its academic mission, institutional identity, and Nashville location while addressing immediate campus needs.

PLANNING BASIS

The Bridge Plan is informed by several studies, assessments, and planning efforts completed for TSU:

- Dober Lidsky Mathey (DLM) evaluated enrollment, space utilization, program needs, and opportunities for consolidation.
- Gresham Smith facility assessments provided information on building conditions and priorities for reinvestment or demolition.
- Hayat Brown evaluated real estate, redevelopment, acquisition, and partnership opportunities.
- Moody Nolan’s Housing Business Plan evaluated housing needs and informed future residential strategies.
- TSU’s Five-Year Stabilization Plan established near-term priorities for strengthening the University.

Together, these efforts provide the planning basis for the Bridge Plan.

STUDENT ENGAGEMENT + ENROLLMENT

At its core, the Bridge Plan is intended to create a more active, welcoming, and connected campus that supports recruitment, retention, student engagement, and school pride.

REINVESTING IN STRATEGIC FACILITIES

The Bridge Plan focuses on making better use of the University’s existing assets through renovation, consolidation, relocation, new construction, and demolition. These efforts allow TSU to reduce maintenance obligations while directing resources toward facilities and programs that provide greater long-term value.

SUPPORTING THE LAND-GRANT MISSION

Targeted investments in agriculture, science, engineering, and other academic programs reinforce TSU’s land-grant mission through hands-on instruction, applied research, workforce preparation, and community engagement.

ATHLETICS, HOUSING + CAMPUS LIFE

The Bridge Plan places emphasis on the student experience outside the classroom. Investments in residential facilities, athletics and recreation, open space, family housing, and campus amenities are intended to strengthen daily campus life.

LEVERAGING MUSIC CITY + DEVELOPING PARTNERSHIPS

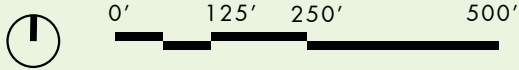
TSU’s location in Music City creates opportunities to strengthen connections with Nashville and better leverage University assets. Developing projects and partnerships may support redevelopment, expanded student housing, strategic acquisitions, community partnerships, and new revenue sources that can be reinvested in the University. See the Developing Projects & Partnerships summary on page 22 for additional information.

A BRIDGE TO THE 2027/2028 MASTER PLAN

The Bridge Plan provides Tennessee State University with a path to make meaningful improvements now while establishing a stronger foundation for the 2027/2028 Master Plan. It coordinates facility decisions, academic priorities, demolition, student-focused improvements, and partnership opportunities around a common goal of creating a stronger and more sustainable University.

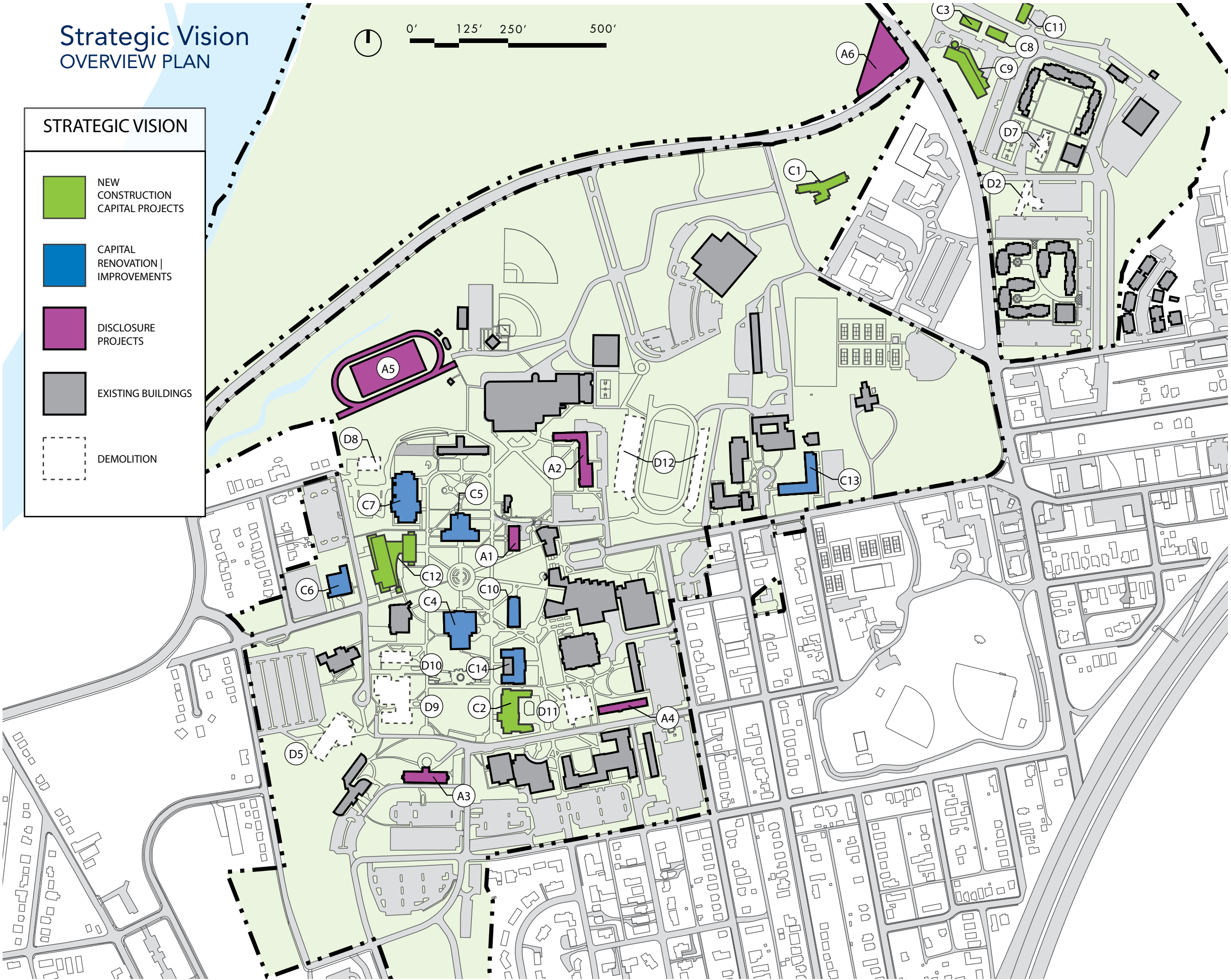
The following page illustrates the envisioned campus plan and shows how the Bridge Plan’s strategic investments, demolition, and future campus improvements come together across the campus.

Strategic Vision
OVERVIEW PLAN



STRATEGIC VISION

- NEW CONSTRUCTION CAPITAL PROJECTS
- CAPITAL RENOVATION | IMPROVEMENTS
- DISCLOSURE PROJECTS
- EXISTING BUILDINGS
- DEMOLITION



TSU CAPITAL PROJECTS

#	PROJECTS
C1	Agriculture Environment, Food and Animal Science
C2	New Engineering Building
C3	Agriculture Broiler House
C4	Davis Humanities Renovation
C5	Harold Love Renovation
C6	Central Plant Upgrades
C7	New Health Science Renovation
C8	Agriculture Layer House
C9	Agriculture Meat Sciences Building
C10	Humphries Hall Renovation
C11	Agriculture Meat Processing Research and Extension Facility
C12	Lab Science Commons
C13	Humphries Hall Renovation
C14	McCord Hall

TSU DISCLOSURE PROJECTS

#	PROJECTS
A1	Harned Hall Renovation
A2	Wilson Hall Renovation
A3	Hale Honors Hall Renovation
A4	Watson Hall Renovation
A5	ED Temple Track/Field Upgrades
A6	TSU Nature Commons

TSU DEMOLITION PROJECTS

#	PROJECTS
D1	Clay Hall Demolition
D2	General Services Demolition
D3	Layer House Demolition
D4	Ag Admin Support Demolition
D5	Torrence Engineering Demolition
D6	Elliott Hall Demolition
D7	Read Hall Demolition
D8	Queen Washington Demolition
D9	Boswell Chemistry, Physics and Math Demolition
D10	Crouch Demolition
D11	Clement Demolition
D12	Phased Demolition of Hale Stadium

DLM STUDY OVERVIEW

In 2025, Dober Lidsky Mathey (DLM) completed an Enrollment, Space Utilization, and Facilities Study to establish a data-driven understanding of Tennessee State University's current and future space needs. The study evaluated enrollment trends, classroom and laboratory utilization, and academic space requirements using THEC Space Guidelines. Its findings provide an important planning foundation for the Bridge Plan by identifying where space is underutilized, where additional space may be needed, and where existing facilities can be consolidated, renovated, or repurposed.

ENROLLMENT OUTLOOK

According to the study, TSU's recent enrollment of approximately 5,820 FTE is expected to remain relatively stable in the near term before gradually returning to growth. By 2035, enrollment is projected to range from approximately 6,125 to 7,370 FTE, with a mid-range projection of approximately 6,748 FTE. This mid-range projection provides a reasonable basis for evaluating future space needs while avoiding the need to maintain unnecessary capacity in the near term.

CLASSROOM UTILIZATION

The space utilization analysis identified significant opportunities to use existing instructional space more efficiently. In Fall 2024, TSU had 138 scheduled classrooms and 36

additional classrooms that were not scheduled. Scheduled classrooms averaged only 13.7 hours of use per week compared with the THEC guideline of 30 hours per week, and 53 classrooms were scheduled fewer than 10 hours per week. The study found that, if classrooms were utilized at the THEC standard, approximately 63 classrooms could accommodate the same instructional demand.

LABORATORY AND STUDIO UTILIZATION

Laboratory and studio utilization showed a similar pattern. TSU had 71 scheduled instructional laboratories and studios and an additional 71 that were unscheduled. Scheduled laboratories averaged approximately 11 hours of use per week compared with the THEC guideline of 20 hours per week. Because laboratories are discipline-specific, underutilized laboratory space cannot always be eliminated or reassigned as easily as general classrooms. However, the findings identify opportunities to consolidate, modernize, and better align specialized instructional space with current and projected academic needs.

BRIDGE PLAN IMPLICATIONS

Together, the DLM findings support a Bridge Plan strategy focused on right-sizing and redistributing campus space rather than simply adding or removing square footage. Underutilized space creates opportunities for consolidation and repurposing, while targeted renovation and new construction can

address programs with space deficiencies. This approach allows TSU to reduce the burden of inefficient facilities, improve the performance of remaining space, and maintain sufficient capacity to accommodate enrollment growth.

ENERGY EFFICIENCY

The DLM study establishes the space-utilization basis for concentrating programs within a smaller, better-utilized campus footprint. While the study did not specifically evaluate energy performance, reducing the amount of space TSU must operate creates a direct opportunity to reduce the area that must be heated, cooled, illuminated, and supported by campus utilities.

Combined with planned renovations and capital projects that modernize mechanical, electrical, lighting, controls, and building-envelope systems, this strategy will improve campus-wide energy efficiency and reduce long-term operating costs.

SPACE UTILIZATION AND BUILDING FOOTPRINT

The Bridge Plan directly responds to the utilization findings identified by DLM. In addition to significant underutilization of scheduled classrooms, the study identified 36 unscheduled classrooms totaling 28,576 NASF and nearly 70,000 NASF of classroom space beyond what could be justified under THEC Space Guidelines.

Through program consolidation, repurposing of underutilized space, renovation of facilities that remain, and removal of buildings that are no longer needed, the Bridge Plan can reduce TSU's overall building footprint while increasing the utilization and effectiveness of the remaining space. This creates a campus that is more closely aligned with enrollment, academic needs, and projected future growth.

DEFERRED MAINTENANCE REDUCTION

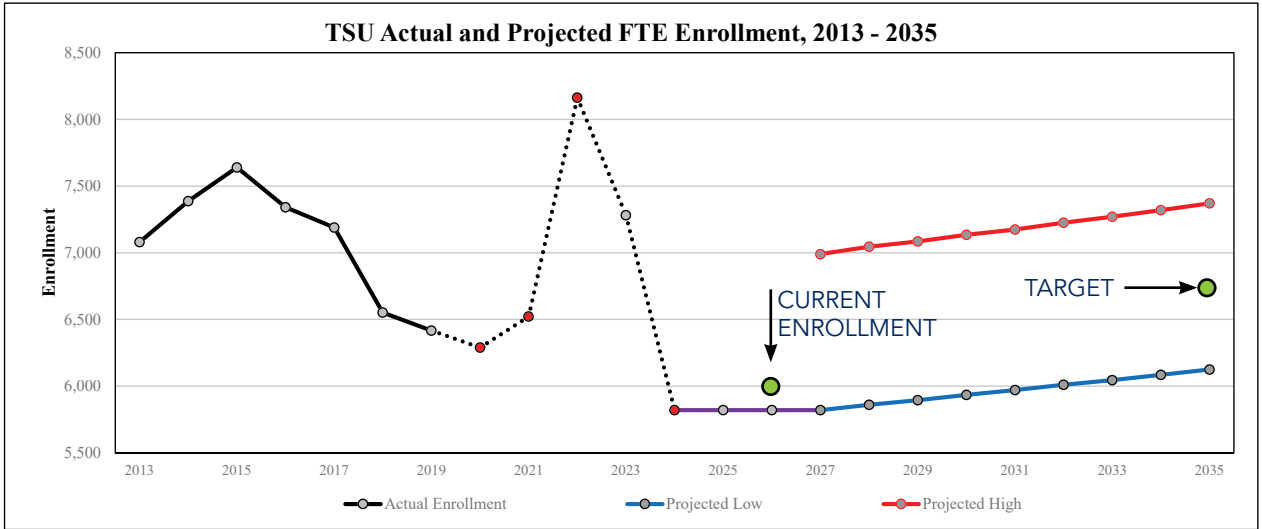
The DLM study supports the need to concentrate University resources within a more manageable building portfolio. While DLM did not perform a deferred maintenance assessment, it noted that some academic buildings are not suitable for their current use or are in poor condition.

The Bridge Plan combines these findings with the University's facilities assessments to guide consolidation, renovation, replacement, and demolition. Removing aging and underutilized facilities reduces the amount of building area TSU must maintain and allows capital and maintenance resources to be focused on the facilities that will continue to serve the University. Over time, this approach reduces deferred maintenance obligations and supports a smaller, higher-quality campus building portfolio.

SPACE NEEDS SUMMARY

Mathematical Model Starting at 2025 Enrollment

The enrollment projections shown to the right provide a planning basis for the Bridge Plan. DLM projects TSU's current enrollment of approximately 5,820 FTE will remain relatively flat before gradually increasing. By 2035, enrollment is projected to range from approximately 6,125 to 7,370 FTE, with a mid-range projection of approximately 6,748 FTE. These projections help guide future space needs, consolidation, and campus investment.



The space model shown below compares TSU's existing space as of 2025 with modeled 2026 space needs based on THEC Space Guidelines. The percentages show how far each college's existing space falls below its modeled requirement, with an academic space need 49% greater than the existing inventory. In contrast, the model identifies a 57% reduction in classroom space, from 121,725 to 52,480 NASF. These findings help guide space redistribution, consolidation, and investment.

College	Existing FTE Faculty	Existing NASF	Modeled NASF
College of Agriculture	95.00	90,307	118,685
College of Business	46.00	13,343	24,028
College of Education	58.00	13,445	32,851
College of Engineering	61.00	50,186	72,700
College of Liberal Arts	142.00	86,113	98,581
College of Life & Physical Sciences	78.00	52,786	93,823
College of Public Service	24.00	5,803	12,036
College of Health Sciences	99.00	89,397	133,467
Honors College	46.00	2,284	17,154
Totals:	649.00	403,664	603,325

Classrooms		121,725	52,480.0
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College of Agriculture	Existing	Modeled	Deficit
Agricultural Business & Education	5,443	12,102	
Agricultural Science & Engineering	15,934	32,017	
Environmental Science	11,077	13,153	
Food & Animal Science	27,064	37,482	
Human Science	12,241	10,415	
Dean's Office	18,548	13,517	
	90,307	118,685	-31%

College of Business	Existing	Modeled	Deficit
Accounting	1,489	2,986	
Business Administration	3,090	7,524	
Business Information Systems	1,215	6,454	
Economics & Finance	974	3,999	
Dean's Office	6,575	3,065	
	13,343	24,028	-80%

College of Education	Existing	Modeled	Deficit
Educational Leadership	923	2,938	
Teaching & Learning	3,142	4,147	
Psychological Science and Counseling	3,197	24,830	
Dean's Office	6,183	936	
	13,445	32,851	-144%

College of Engineering	Existing	Modeled	Deficit
Civil & Architectural Engineering	9,066	20,496	
Computer Science	8,738	13,744	
Electrical & Computer Engineering	12,544	11,375	
Applied & Industrial Technologies	2,778	4,653	
Mechanical & Manufacturing Engineering	6,501	14,359	
Deans Office	10,559	8,073	
	50,186	72,700	-45%

College of Liberal Arts	Existing	Modeled	Deficit
African Studies	694	429	
Art	17,855	19,439	
Communications	7,671	6,869	
Criminal Justice	1,843	6,642	
Geography	2,130	3,324	
English	15,499	10,124	
History	5,596	7,492	
Interdisciplinary Programs (Intern Affairs)	1,710	9,011	
Music	28,434	25,143	
Political Science	900	4,563	
Sociology	2,297	3,313	
Dean's Office	1,484	2,232	
	86,113	98,581	-14%

College of Life & Physical Sciences	Existing	Modeled	Deficit
Biological Science	13,396	46,710	
Chemistry	28,861	34,520	
Mathematical Sciences & Physics	9,450	11,150	
Dean's Office	939	936	
	52,646	93,316	-77%

College of Public Service	Existing	Modeled	Deficit
Public Administration	2,162	4,590	
Social Work and Urban Studies	1,900	6,783	
Dean's Office	1,741	663	
	5,803	12,036	-107%

College of Health Sciences	Existing	Modeled	Deficit
Cardio-Respiratory	4,656	4,325	
Dental Hygiene	12,514	32,493	
Health Information Management	1,770	4,264	
Human Performance and Sports Sciences	23,532	28,149	
Occupational Therapy	6,220	10,185	
Physical Therapy	6,068	13,567	
Public Health, Healthcare Admin & Planning	3,060	9,131	
School of Nursing	12,448	16,116	
Speech and Hearing Science	7,530	8,574	
Dean's Office	11,599	6,664	
	89,397	133,467	-49%

Honors College	Existing	Modeled	Deficit
Honors College	2,284	17,154	
	2,284	17,154	-651%

CAMPUS STABILIZATION & PLANNED DEMOLITION

The enrollment, space utilization, and facility analysis identified opportunities to consolidate programs, improve the use of existing space, and reduce the long-term burden associated with aging facilities. The Bridge Plan builds on these findings by coordinating program relocation, renovation, new construction, and demolition so University resources can be focused on facilities that provide greater long-term value.

Demolition is coordinated with related campus improvements and program moves to maintain academic and operational continuity where required. In several locations, removal of existing facilities also clears sites for new academic buildings, agriculture improvements, athletics, open space, or future campus development. Together, these projects reduce maintenance and operating liabilities while supporting the strategic investments identified in the following pages.

COMPLETED - DEMOLITION

D1. Clay Hall Demo - 36,244 goss sf

Clay Hall has been demolished to clear the site for the new Engineering Building, which is currently under construction. The project removes an aging facility from the University's inventory while supporting a major new academic investment.

PROPOSED- DEMOLITION

D2. General Services Demo - 17,651 goss sf

The General Services Building is planned for demolition following relocation of its existing functions to more appropriate facilities. Removal of the building will reduce ongoing maintenance and operating costs and create flexibility for future use of the site.

D3. Layer House Demo - 8,778 goss sf

The existing Layer House is planned for demolition as part of the continued reorganization and improvement of TSU's Agriculture facilities. Its removal will reduce maintenance obligations and support development of new and improved Agriculture facilities.

D4. Ag Admin Support Demo - 5,333 goss sf

The existing Agriculture Administration Support facility is planned for demolition as part of the continued reorganization and improvement of TSU's Agriculture facilities. Its removal will reduce maintenance obligations and support future development within the Agriculture area of campus.

D5. Torrence Engineering Demo- 49,182 goss sf

Torrence Engineering is planned for demolition following completion of the new Engineering Building and relocation of the College of Engineering.

D6. Elliott Hall Demo - 56,702 goss sf

Elliott Hall is planned for demolition following relocation of the Art Department and other remaining occupants. Removal of the building will reduce an ongoing maintenance liability and clear a key site within the academic core for the proposed Lab Science Commons.

D7. Read Hall Demo - 9,906 goss sf

Read Hall is planned for demolition to reduce the University's ongoing maintenance and operating costs. Removing the aging facility will reduce the amount of space TSU must maintain and allow resources to be directed toward higher-priority facilities.

D8. Queen Washington Demo - 17,374 goss sf

Queen Washington is planned for demolition following relocation of its existing functions. Removal of the building will reduce maintenance costs and create flexibility for future campus development.

D9. Boswell Chemistry, Physics and Math Demo - 93,367 goss sf

The Chemistry, Physics, and Mathematics portions of Boswell are planned for demolition following completion of the new Lab Science Commons and relocation of the associated academic programs. The project will reduce aging academic space while consolidating these programs into a modern teaching and research environment.

D10. Crouch Demo - 39,614 goss sf

Crouch Hall is planned for demolition to reduce long-term maintenance and operating costs and create flexibility for future campus development. The project allows TSU to direct resources away from maintaining aging facilities and toward strategic campus investments.

D11. Clement Demo - 46,182 goss sf

Clement Hall is planned for demolition to reduce long-term maintenance and operating costs and make the site available for future campus improvements. Removal of the building supports the broader effort to reduce aging space within the University's inventory.

D12. Phased Demo of Hale Stadium

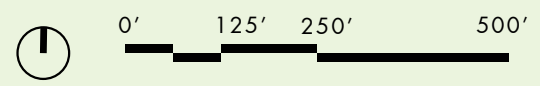
Hale Stadium is in significant disrepair and requires continued University resources to maintain. The Bridge Plan proposes phased demolition of the facility while improvements to the Ed Temple Track and Field provide an interim location capable of accommodating football games until a future stadium can be developed.

TSU'S FACILITY DEMOLITIONS

TOTAL DEMOLITION of E&G SPACE (GROSS SQ. FT.)

382,333 GSF

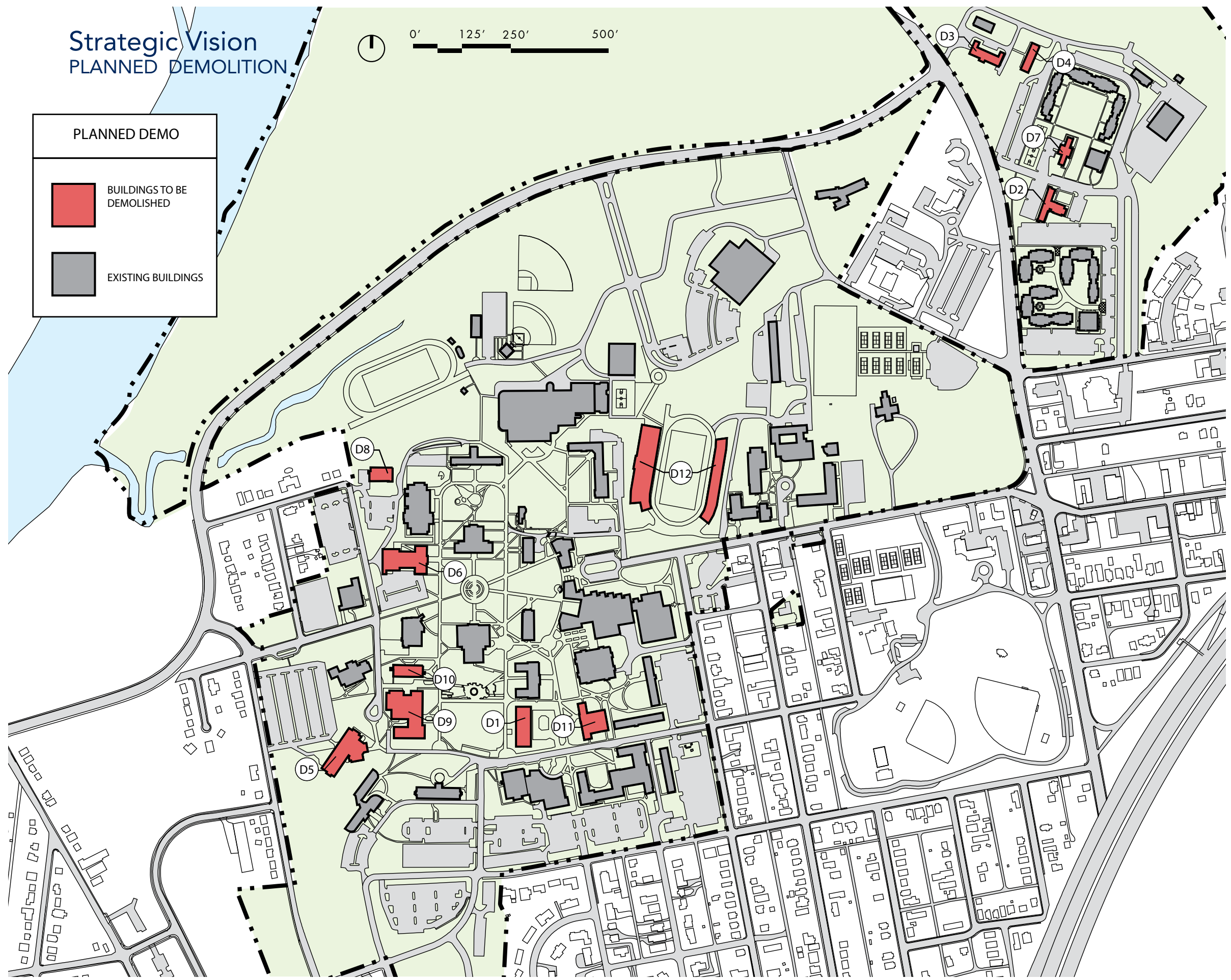
Strategic Vision
PLANNED DEMOLITION



PLANNED DEMO

BUILDINGS TO BE DEMOLISHED

EXISTING BUILDINGS



TSU DEMOLITION PROJECTS

#	PROJECTS
D1	Clay Hall Demolition
D2	General Services Demolition
D3	Layer House Demolition
D4	Ag Admin Support Demolition
D5	Torrence Engineering Demolition
D6	Elliott Hall Demolition
D7	Read Hall Demolition
D8	Queen Washington Demolition
D9	Boswell Chemistry, Physics and Math Demolition
D10	Crouch Demolition
D11	Clement Demolition
D12	Phased Demolition of Hale Stadium

IMPLEMENTATION STRATEGY

The Bridge Plan coordinates TSU’s ongoing and proposed Capital and Disclosure Projects to support academic needs, campus improvements, and the student experience.

Capital Projects include major new construction, renovations, infrastructure, and academic facilities. **C-series numbers** correspond to the Capital Project markers on page 21. These projects represent larger-scale investments intended to address long-term academic, operational, and campus needs.

Disclosure Projects focus on targeted renovations and improvements to existing facilities and the campus environment. **A-series numbers** correspond to the Disclosure Project markers on page 21. These projects provide opportunities to make strategic improvements while enhancing the overall campus experience.

Projects will advance as funding and approvals become available and help establish the foundation for the 2027/2028 Master Plan.

ON GOING - CAPITAL PROJECTS

C1. Agriculture Environment, Food and Animal Science
Construction of a new Agriculture Environment, Food and Animal Science facility to support the continued development of TSU’s Agriculture programs.

C2. New Engineering Building
Construction of a new Engineering Building containing classroom and laboratory spaces for the College of Engineering. The project provides a new academic environment for Engineering programs currently located across multiple campus facilities.

C3. Agriculture Broiler House
Construction of a new poultry house for Agriculture research. The project replaces the previous Broiler House destroyed by a tornado in 2020 and is intended to rebuild the facility based on its original design, size, materials, and location.

C4. Davis Humanities Renovation
The Davis Humanities renovation includes masonry restoration, roofing, windows, doors, waterproofing, and upgrades to mechanical, electrical, plumbing, fire alarm, and security systems. The project also includes repair or replacement of damaged or deteriorated interior finishes.

C5. Harold Love Renovation - **Complete**
The Harold Love Learning Resource Center renovation includes masonry restoration, roof and metal roof repairs, HVAC controls, fire alarm and damper upgrades, sanitary line replacement, electrical upgrades, and related work.

C6. Central Plant Upgrades
The Central Plant project includes replacement of a boiler, two chillers, a cooling tower, pumps, piping, lighting, electrical systems, controls, and related work at the main campus. Improvements are also planned for the Avon Williams Campus chiller, cooling tower, pumps, and related systems, with work phased around heating and cooling seasons.

C7. New Health Science Renovation
The New Health Science renovation includes modifications to laboratory spaces to accommodate the Dental Hygiene program.

C8. Agriculture Layer House
Construction of a new poultry house to support Agriculture research and replace the existing poultry facility.

PROPOSED- CAPITAL PROJECTS

C9. Agriculture Meat Sciences Building
The Agriculture Meat Sciences Building will provide specialized teaching, laboratory, processing, and support spaces for hands-on instruction, applied research, workforce preparation, and community engagement. The project strengthens TSU’s land-grant mission and supports continued development of the Agriculture area. See Section 3.

C10. Jackson Hall Renovation
Jackson Hall will be renovated to accommodate the Art program following

relocation of Engineering functions to the new Engineering Building. The renovation will provide space tailored to the program’s instructional and specialized needs while reinvesting in an existing academic facility.

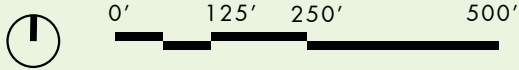
C11. Agriculture Meat Processing Research and Extension Facility
Construction of a new Agriculture Meat Processing Research and Extension Facility to support research and related activities. The project is contingent upon Federal Grant funding approval.

C12. Lab Science Commons
Construction of a new Lab Science Commons for Chemistry, Biology, Mathematics, and Physics. The project will provide a consolidated academic and laboratory environment for these programs.

C13. Humphries Hall Renovation
The Humphries Hall renovation includes upgrades to mechanical, electrical, and plumbing systems along with interior modifications to accommodate Human Resources, Procurement, and Media Relations.

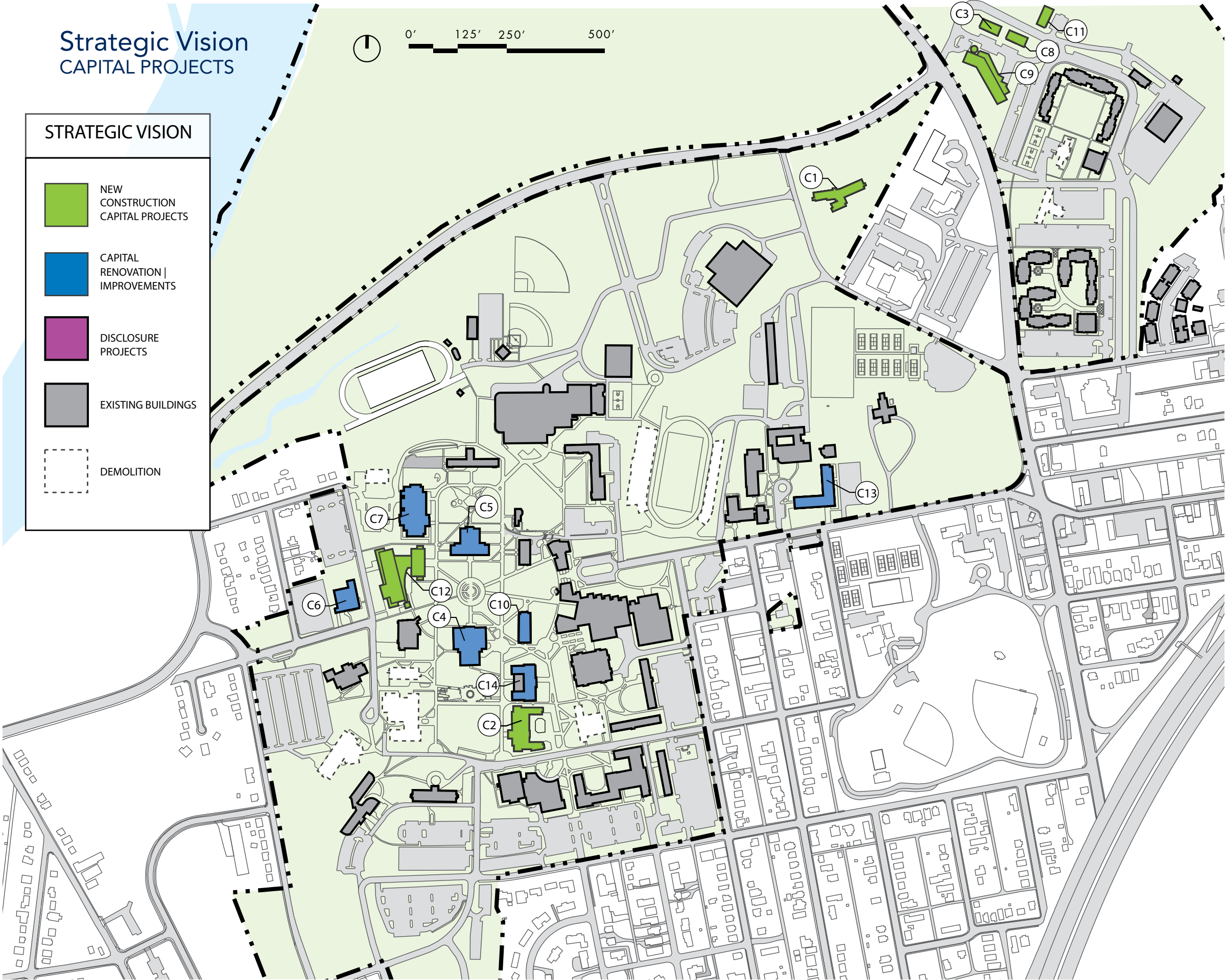
C14. McCord Hall Renovations
Improvements to McCord Hall are intended to support continued reinvestment in the existing academic core and future program needs.
Disclosure Projects

Strategic Vision
CAPITAL PROJECTS



STRATEGIC VISION

- NEW CONSTRUCTION CAPITAL PROJECTS
- CAPITAL RENOVATION | IMPROVEMENTS
- DISCLOSURE PROJECTS
- EXISTING BUILDINGS
- DEMOLITION



TSU CAPITAL PROJECTS

#	PROJECTS
C1	Agriculture Environment, Food and Animal Science
C2	New Engineering Building
C3	Agriculture Broiler House
C4	Davis Humanities Renovation
C5	Harold Love Renovation
C6	Central Plant Upgrades
C7	New Health Science Renovation
C8	Agriculture Layer House
C9	Agriculture Meat Sciences Building
C10	Humphries Hall Renovation
C11	Agriculture Meat Processing Research and Extension Facility
C12	Lab Science Commons
C13	Humphries Hall Renovation
C14	McCord Hall

STRATEGIC APPROACH



RENOVATE

Improve existing facilities to support academic programs and campus life.



DEMOLISH

Remove underutilized buildings to reduce costs and create opportunities.



INVEST

Make strategic investments in academics, athletics, housing, and campus amenities.



BUILD

Construct new facilities that strengthen programs and enhance student success.



ACHIEVE RESULTS

Create a stronger TSU with better experiences, greater efficiency, and sustainable growth.

FOCUSED ON WHAT MATTERS MOST



STUDENT EXPERIENCE

Create engaging environments that support student success, belonging, and well-being.



INCREASE ENROLLMENT

Strengthen recruitment and retention through quality programs and experiences.



ACADEMIC EXCELLENCE

Invest in academic programs, faculty, and research to advance student success.



ATHLETICS & RECREATION

Enhance athletic and recreation facilities that promote health, pride, and community.



OUTDOOR SPACES & GATHERING

Expand and improve outdoor spaces that foster connection, well-being, and campus life.

MANAGING OUR ASSETS WISELY



RIGHT-SIZE

Consolidate and reposition programs and facilities to match needs.



REDUCE COSTS

Lower maintenance and operating costs through smart decisions.



REINVEST

Direct savings and resources into priority facilities and student success.

NEAR-TERM ACTIONS
2025 – 2026

A STRONGER TODAY.
A GREATER TOMORROW.

LONG-TERM VISION
BEYOND 2028

Disclosure Projects represent targeted renovation and improvement projects focused primarily on reinvesting in existing facilities, supporting program needs, and improving the campus environment. The A-series numbers correspond to the Disclosure Project markers shown on the campus plan on page 21.

ON GOING - DISCLOSURE PROJECTS

A1. Harned Hall Renovation
The Harned Hall renovation upgrades existing Biology laboratories through replacement of fume hood and exhaust equipment, LED lighting upgrades, and new interior finishes including ceilings, flooring, painting, casework, and countertops.

PROPOSED- DISCLOSURE PROJECTS

A2. Wilson Hall Renovation
The Wilson Hall renovation will modernize the existing residential environment and improve the quality of on-campus housing. The project is intended to support TSU’s freshman experience and create a more welcoming residential setting for first-year students.

A3. Hale Honors Hall Renovation
The Hale Honors Hall renovation will modernize the existing residence hall and improve the residential environment for honors students. The project supports continued reinvestment in student housing and the Bridge Plan’s broader emphasis on improving the student experience.

A4. Watson Hall Renovation
The Hale Honors Hall renovation will modernize the existing residence hall and improve the residential environment for honors students. The project supports continued reinvestment in student housing and the Bridge Plan’s broader emphasis on improving the student experience.

A5. Ed Temple Track/Field Upgrades
Improvements to the Ed Temple Track and Field will enhance the existing athletics facility and strengthen its ability to support TSU athletics and campus events.

A6. TSU Nature Commons
The TSU Nature Commons is envisioned as an outdoor student gathering and recreation space that strengthens the connection between the campus, the Ag Farm, and its surrounding natural setting.

Strategic Vision
DISCLOSURE PROJECTS

STRATEGIC VISION

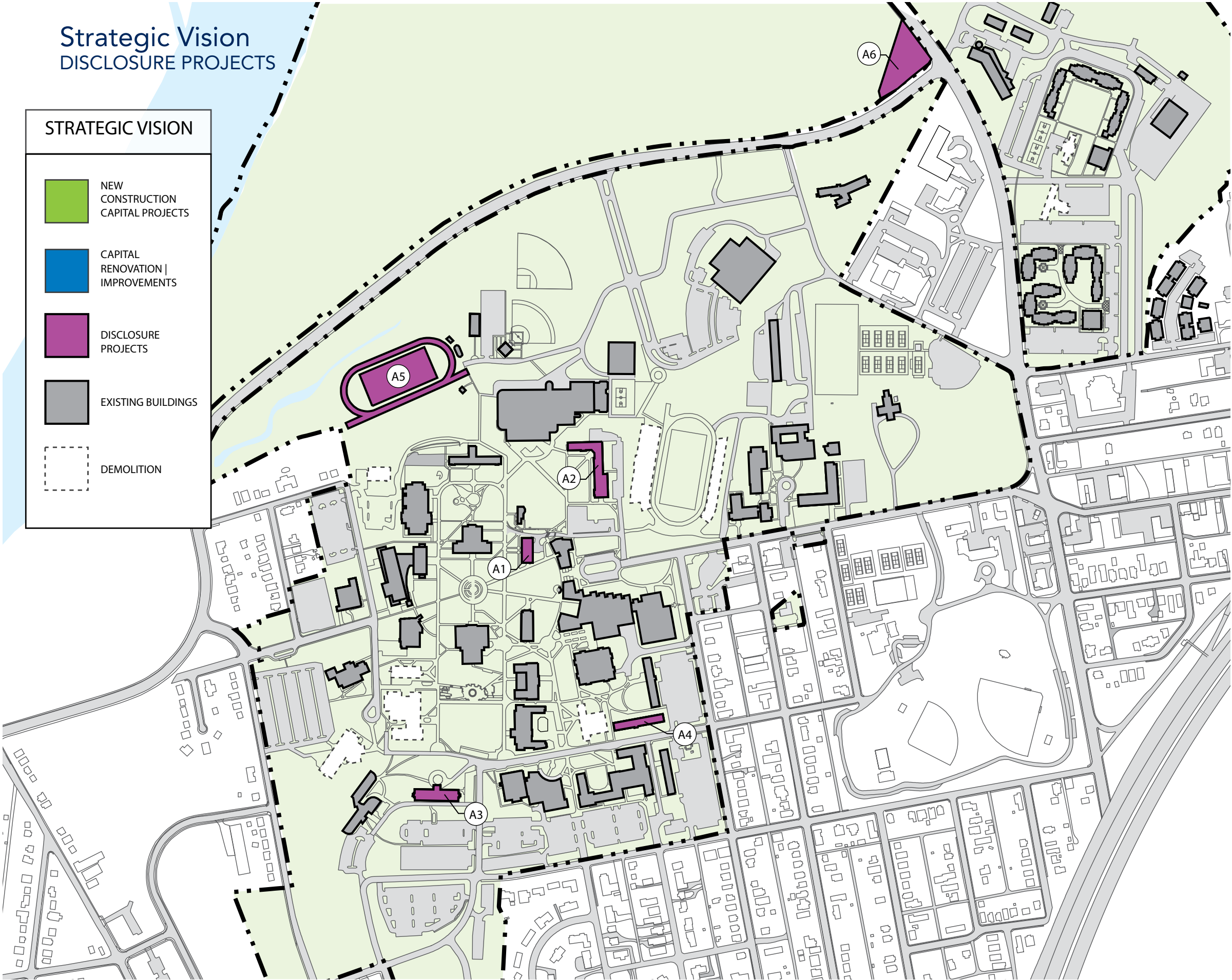
NEW
CONSTRUCTION
CAPITAL PROJECTS

CAPITAL
RENOVATION |
IMPROVEMENTS

DISCLOSURE
PROJECTS

EXISTING BUILDINGS

DEMOLITION



TSU DISCLOSURE PROJECTS

#	PROJECTS
A1	Harned Hall Renovation
A2	Wilson Hall Renovation
A3	Hale Honors Hall Renovation
A4	Watson Hall Renovation
A5	ED Temple Track/Field Upgrades
A6	TSU Nature Commons

BRIDGE PLAN IMPLEMENTATION + MIGRATION PLANS



TSU Engineering Rendering



TSU Davis Hall Rendering

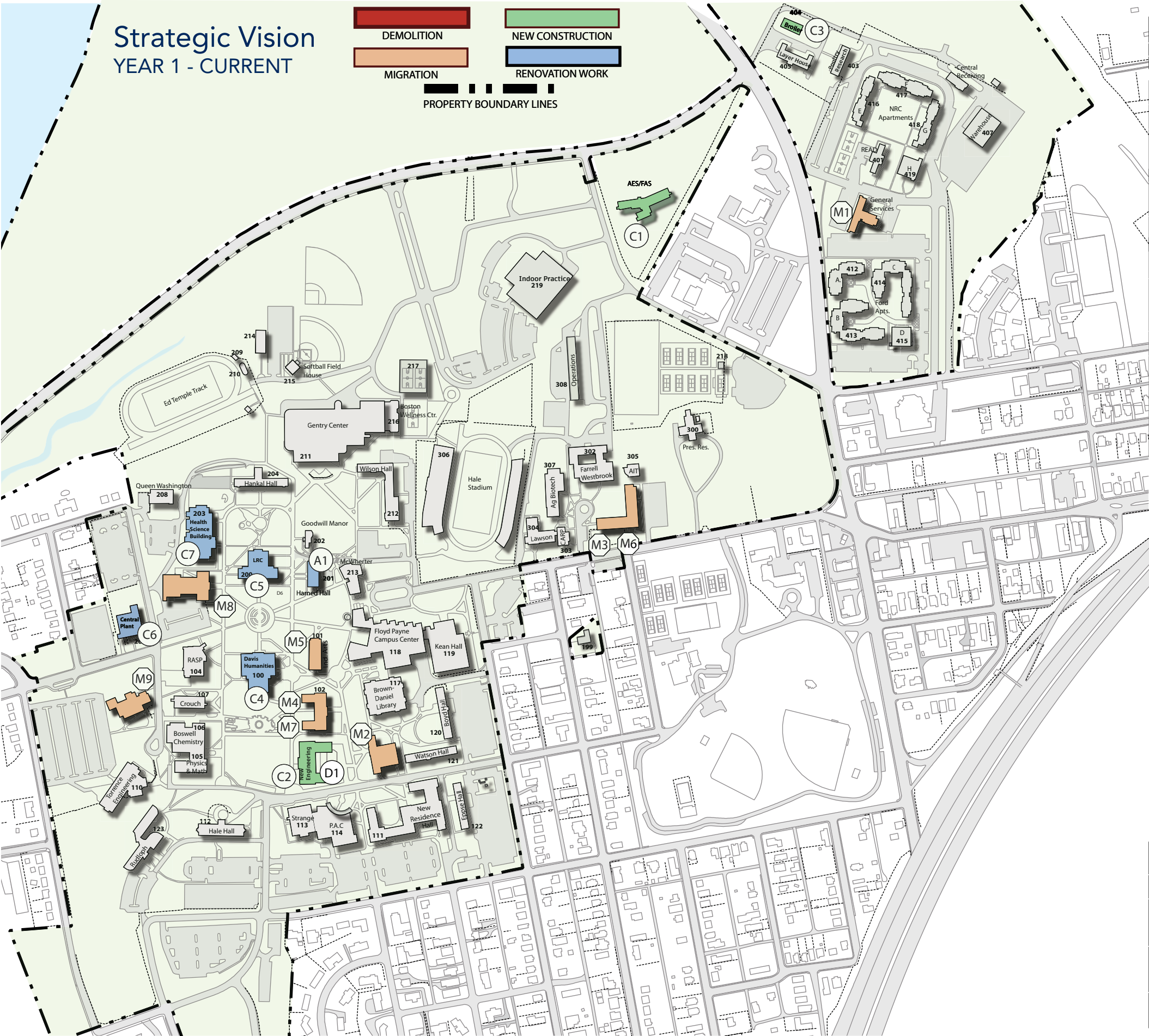
The following pages illustrate the phased implementation of the Bridge Plan through a coordinated sequence of renovation, program migration, new construction, and demolition. **The diagrams show how these projects build upon one another over time, allowing programs and University functions to move into renovated or newly constructed facilities before existing buildings are vacated and demolished.** This approach helps maintain academic and operational continuity while gradually reducing the number of aging facilities the University must maintain.

The early years focus on projects already underway or advancing, including renovations to Davis Humanities, Harned Hall, the Love Learning Resource Center, the Central Plant, and the Health Science Building, along with construction of the new Engineering Building and new Agriculture facilities. These improvements create the space needed for subsequent program migrations and allow demolition of Clay Hall, General Services, the existing Layer House, and Agriculture Administration Support facilities. They also establish the first steps in reorganizing programs into facilities that are better aligned with current and future needs.

As implementation progresses, completion of the new Engineering Building allows Engineering programs to relocate from Torrence, Jackson, and Holland, while renovations to Jackson and Humphries support

additional program moves. Later phases include the Agriculture Meat Processing Research and Extension Facility and the Lab Science Commons, along with demolition of Torrence Engineering, Elliott Hall, Read Hall, and Queen Washington as their functions are relocated. Each phase is intended to support the next, creating a logical progression from renovation and migration to demolition and new campus investment.

The diagrams are intended to illustrate the relationships and dependencies between projects rather than establish a fixed construction schedule. Actual timing will depend on funding, approvals, design, construction, and available relocation space. The overall strategy remains consistent: complete the improvements needed to support program migration, reduce long-term maintenance obligations through demolition, reinvest in facilities that provide greater long-term value, and establish a stronger foundation for continued campus investment and the 2027/2028 Master Plan.



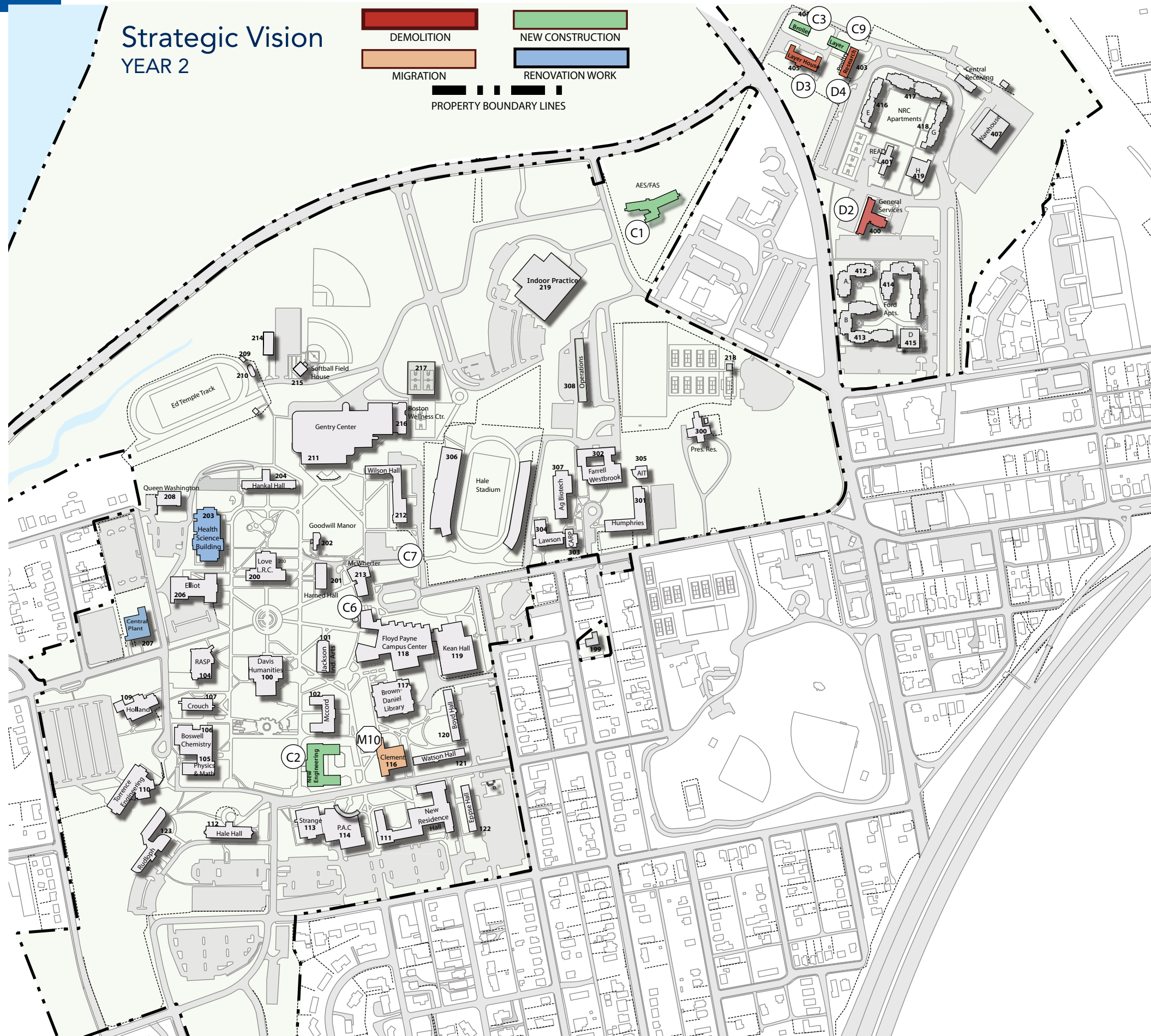
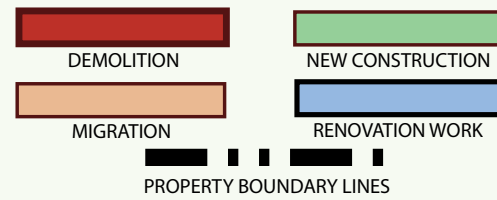
DEMOLITION			
Building Name	Age	Gross Sq. Ft.	Planned Demo Date
(D1.)Clay Hall - Completed	66	36,244	Spring 2026

MIGRATION MOVES			
Existing Building Location	New Building Location	College/Division	Department
(M1.) General Services	Humphries Hall	Business & Finance Institutional Advancement	Procurement Human Resources Media Relations
(M2.) Clement Hall	Harold Love (LRC)	Academic Affairs	Instructional Support Student Success
(M3.) Humphries	Harned Hall	VP Research & Institutional Advancement	Biology-Research
(M4.) McCord Hall	Harned Hall	College of Life & Physical Sciences	Biology Sciences
(M5.) Jackson	Davis Humanities	College of Liberal Arts, VP for Administration	Lang and Literature and Philosophy, Information Technology
(M6.) Humphries	Davis Humanities	Administration	Information Technology
(M7.) McCord Hall	Davis Humanities	Administration	Information Technology
(M8.) Elliot Hall	Davis Humanities	VP for Administration, College of Liberal Arts	Information Technology, Lang and Literature and Philosophy
(M9.) Holland Hall	Davis Humanities	College of Liberal Arts	Lang and Literature and Philosophy

RENOVATION				
Building Location	Project	Project Description	Construction Start/End	
(C4) Davis Humanities Renovation	Strategic Initiative-Davis Hall 166/001-04-2022	Address building envelope systems: masonry restoration, roofing, windows, doors, and waterproofing. Project will also include upgrades to MEP, fire alarms, security systems, repair/ replacement of damaged and/or deteriorated interior finishes and all related work limited to Davis Hall	Winter 2024	Winter 2026
(A1) Harned Hall	Harned Hall Lab Upgrades 166/001-06-2023	Upgrade existing biology laboratories in Harned Hall to include replacement of fume hood and exhaust equipment, lighting upgrades to LED fixtures, and new interior finishes including acoustical ceiling tile, flooring, painting, casework, and counter tops.	Summer 2025	Winter 2026
(C5) Harold Love (LRC)	Love Center Renovation 166/001-05-2022	Masonry restoration, roof and metal roof repairs, HVAC controls, fire alarm/damper upgrades, sanitary line replacement, electrical upgrades, and related work.	Summer 2024	Spring 2026
(C6) Central Plant	Central Plant Modernization 166/001-02-2025	Modernize the main campus central plant, including replacing one boiler, two chillers, one cooling tower, pumps, piping, lighting, electrical, controls, and all related work. Replace the Avon Williams campus chiller, cooling tower, pumps, and related work. The project will be phased to accommodate heating and cooling seasons.	Fall 2026	Fall 2028
(C7) New Health Science Renovation	Migration Implementation 166/001-03-2016	The New Health Science renovation includes modifications to laboratory spaces to accommodate the Dental Hygiene program.	Fall 2026	Fall 2027

NEW CONSTRUCTION			
Project	Project Description	Construction Start/End	
C1. Agriculture Environment, Food and Animal Science 166/001-02-2023 166/001-03-2023	Construct an agriculture environmental, food, and animal science facility.	Summer 2025	Winter 2027
C2. New Engineering Building 166/001-03-2022	Construction of a new Engineering Building to include classroom and laboratory spaces. The project includes the demolition of Torrence Hall, site restoration, and all related work.	Spring 2026	Fall 2028
C3. Agriculture Broiler House 166/001-02-2024	Construct a poultry house unit for Agricultural research. The original building was destroyed by a tornado in 2020. This project is to rebuild the building based on its original design	Summer 2026	Spring 2027

Strategic Vision YEAR 2



MIGRATION MOVES

Existing Building Location	New Building Location	College/Division	Department
(M10.) Clement	New Health Science Building	College of Health Science	Dental Hygiene

RENOVATION PROJECT

Project	Project Description	Construction Start/End	
(C6.)Central Plant	Modernize the main campus central plant, including the replacement of one boiler, two chillers, one cooling tower, pumps, piping, lighting, electrical systems, controls, and all related work. Replace the Avon Williams campus chiller, cooling tower, pumps, and related work. The project will be phased to accommodate heating and cooling seasons.	Fall 2026	Spring 2028
(C7.)New Health Science Bldg.	The New Health Science renovation includes modifications to laboratory spaces to accommodate the Dental Hygiene program.	Winter 2026	Fall 2027

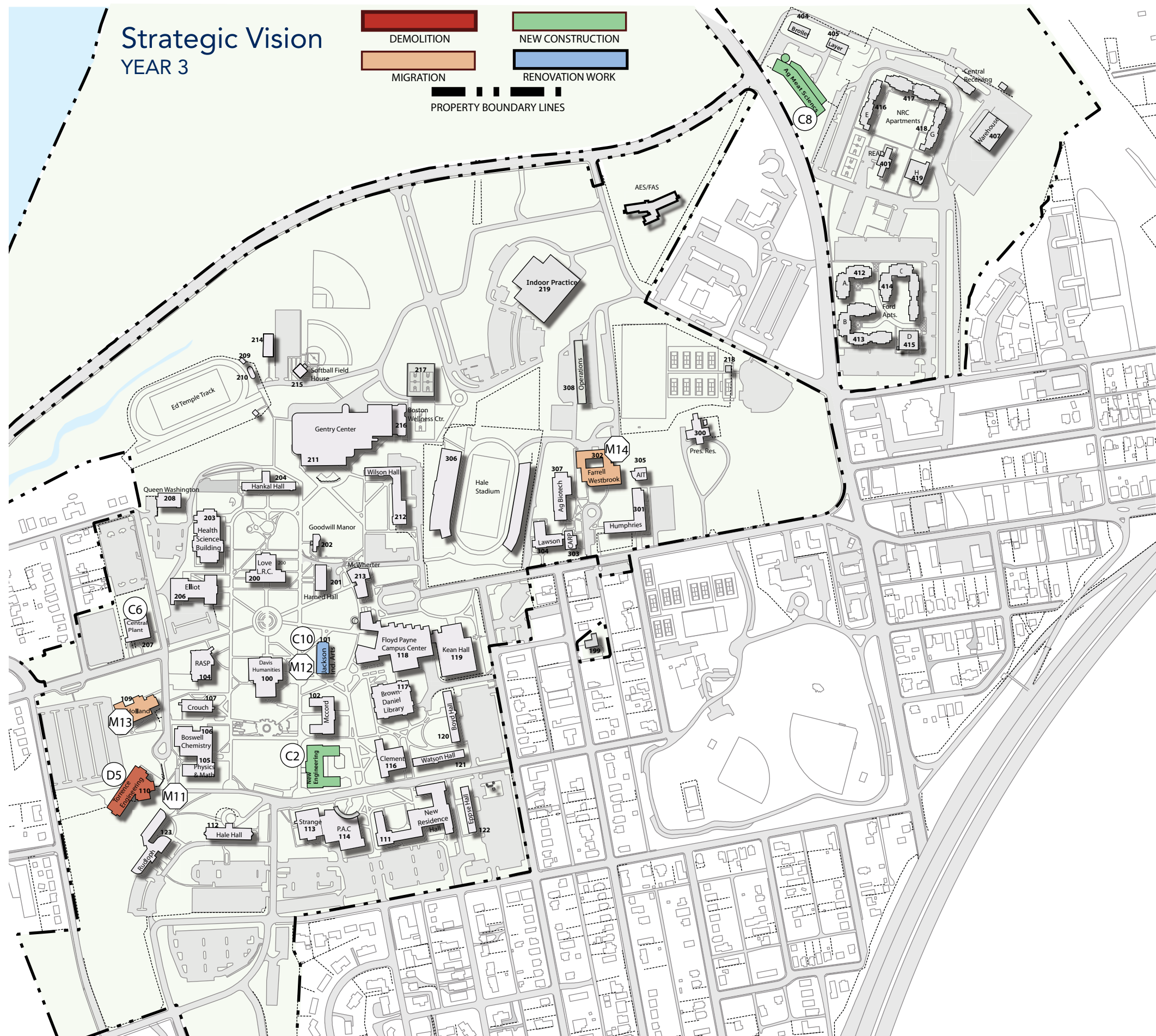
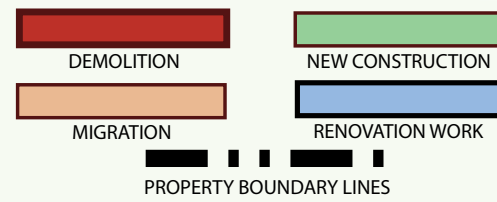
NEW CONSTRUCTION

Project	Project Description	Construction Start/End	
C1. Agriculture Environment, Food and Animal Science 166/001-02-2023 166/001-03-2023	Construct an agriculture environmental, food, and animal science facility.	Summer 2025	Winter 2027
C2. New Engineering Building 166/001-03-2022	Construction of new Engineering Building to include classroom and laboratory spaces. Project includes demolition of Torrence Hall and site restoration and all related work.	Spring 2026	Fall 2028
C3. Agriculture Broiler House 166/001-02-2024	Construct poultry house unit for Agriculture research. The original building was destroyed by a tornado in 2020. This project is to rebuild the building based on its original design, size, materials and location.	Summer 2026	Spring 2027
C9. Agriculture Layer House 166/001-03-2026	Construct poultry house unit for Agriculture research. Project includes demolition of existing poultry facility (8,878 sq. ft.) and all related work	Winter 2026	Winter 2027

DEMOLITION

Building Name	Age	Gross Sq. Ft.	Planned Demo Date
(D2) General Services 45-400	44	17,651	Winter 2027
(D3) Layer House 45-405	43	8,778	Summer 2027
(D4) Ag Admin Support 45-403	41	5,333	Summer 2027

Strategic Vision YEAR 3



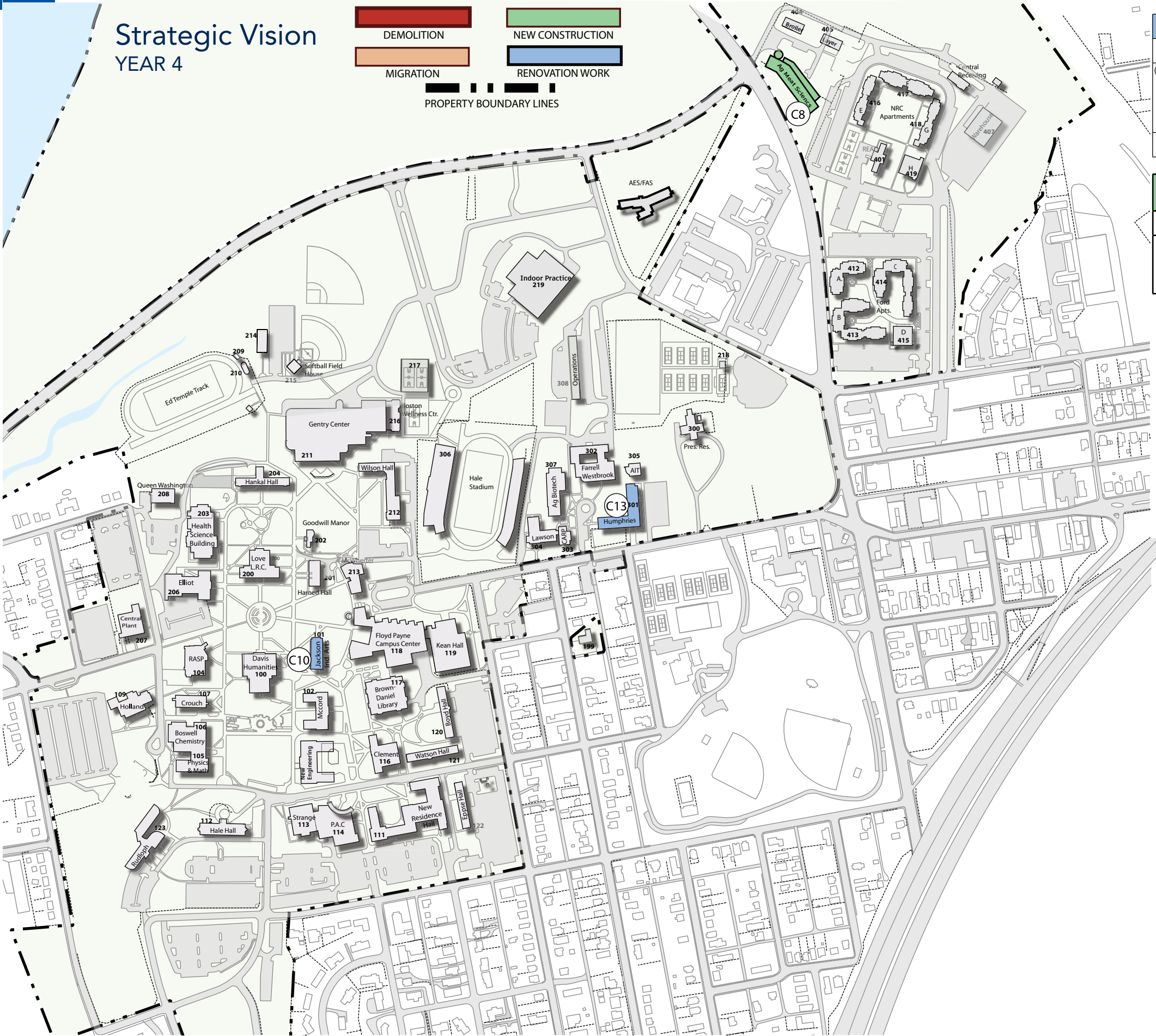
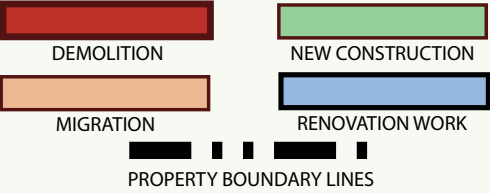
MIGRATION MOVES				
Existing Building Location	New Building Location	College/Division	Department	
(M11.) Torrence Hall	New Engineering Building	College of Engineering	Civil and Arch. Engineering. Mechanical Engineering. Electrical Engineering Deans Office	
(M12.) Jackson Hall	New Engineering Building	College of Engineering	Mechanical Engineering Aviation and Applied Technologies	
(M13.) Holland Hall	New Engineering Building	College of Engineering	Computer Science	
(M14.) Farrell Westbrook	FAS/AES	College of Agriculture	Food and Animal Science	

RENOVATION				
Building Location	Project Description			Construction Start/End
(C10.) Jackson Hall	Building Renovation to accommodate the Art program			Summer 2028 Summer 2030

NEW CONSTRUCTION				
Project	Project Description			Construction Start/End
C2. New Engineering Building 166/001-03-2022	Construction of a new Engineering Building to include classroom and laboratory spaces.			Spring 2026 Fall 2028
C8. Agriculture Meat Processing Research and Extension Facility. (Contingent on Federal Grant funding approval)	Construct an Agriculture Meat Processing research facility and all related work.			Summer 2028 Spring 2031

DEMOLITION				
Building Name	Age	Gross Sq. Ft.	Planned Demo Date	
(D5.) Torrence Engineering	43	49,182	Winter 2028	

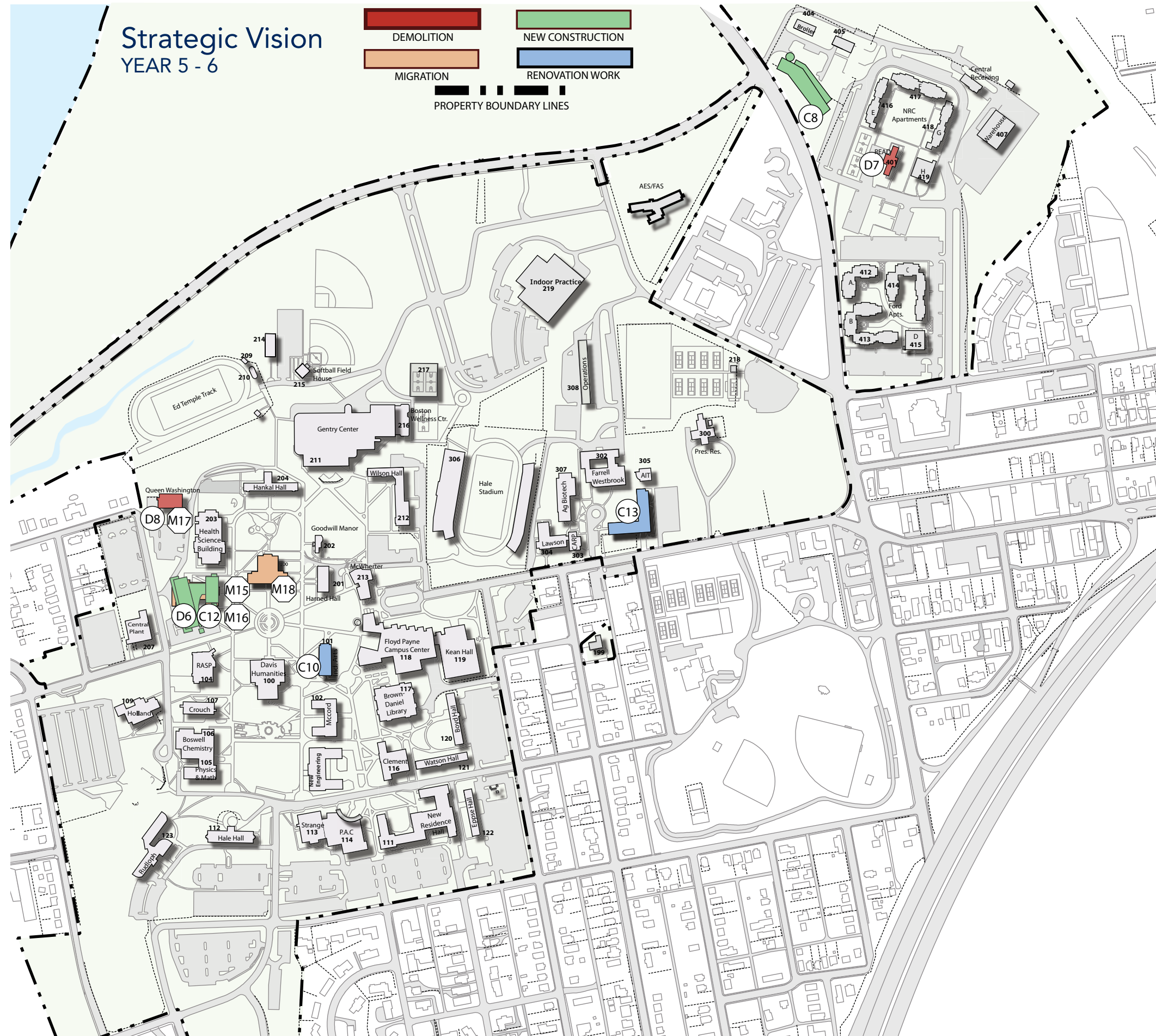
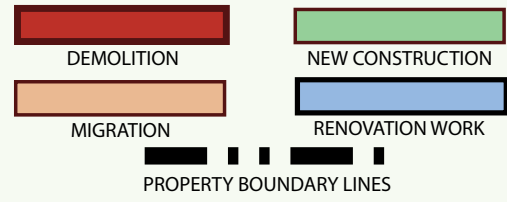
Strategic Vision
YEAR 4



RENOVATION			
Project	Project Description	Construction Start/End	
(C10.) Jackson Hall Renovation	Jackson Hall will be renovated to accommodate the Art - program following relocation of Engineering functions to the new Engineering Building. The renovation will provide space tailored to the program's instructional and specialized needs while reinvesting in an existing academic facility.	Fall 2028	Summer 2030
(C13) Humphries Hall Renovation	Upgrades to MEP buildings systems and interior modifications to accommodate HR, Procurement, and Media Relations.	Fall 2029	Winter 2030

NEW CONSTRUCTION			
Project	Project Description	Construction Start/End	
C8. Agriculture Meat Processing Research and Extension Facility. (Contingent on Federal Grant funding approval)	Construct an agriculture meat processing research facility and all related work.	Summer 2028	Spring 2031

Strategic Vision
YEAR 5 - 6



DEMOLITION			
Building Name	Age	Gross Sq. Ft.	Planned Demo Date
(D6.)Elliott Hall	98	56,702	Summer 2030
(D7.)Read Hall	43	9,906	Summer 2030
(D8.)Queen Washington	54	17,374	Winter 2030

MIGRATION MOVES			
Existing Building Location	New Building Location	College/Division	Department
(M15.)Elliott Hall	Jackson Hall	Liberal Arts	Art
(M16.)Elliott Hall	Clement Hall	Liberal Arts	Language, Literature, and Philosophy
(M17.)Queen Washington	Humphries Hall	Police Department	TSU PD
(M18.)Harold Love (LRC)	Humphries Hall	Business and Finance	HR, Procurement, and Public Relations

RENOVATION			
Project	Project Description	Construction Start/End	
(C10) Jackson Hall Renovation	Jackson Hall will be renovated to accommodate the Art program following relocation of Engineering functions to the new Engineering Building. The renovation will provide space tailored to the program's instructional and specialized needs while reinvesting in an existing academic facility.	Fall 2028	Summer 2030
(C13)Humphries Hall Renovation	Upgrades to MEP buildings systems and interior modifications to accommodate HR, Procurement, and Media Relations.	Fall 2029	Winter 2030

NEW CONSTRUCTION			
Project	Project Description	Construction Start/End	
C8. Agriculture Meat Processing Research and Extension Facility. (Contingent on Federal Grant funding approval)	Construct an agriculture meat processing research facility and all related work.	Summer 2028	Spring 2031
C12. Lab Science Commons	Construct Lab Science Commons for Chemistry, Biology, Math & Physics, and all related work, including the demolition of Elliott Hall.	Summer 2030	Spring 2033

SECTION 02

NEW LAB SCIENCE COMMONS

CONCEPT

The following pages present the Concept Design Package for Tennessee State University's new Laboratory Science Commons. The section summarizes the project need, enrollment and space-utilization basis, program requirements, site and building organization, major systems, regulatory requirements, and preliminary costs.

The proposed approximately 141,139-square-foot facility will consolidate Biology, Chemistry, Mathematics, and Physics within TSU's academic core. The concept also addresses demolition of Elliott Hall, site and utility requirements, connections to surrounding facilities, and coordination with the University's Stabilization Plan and Bridge Plan.

EXECUTIVE SUMMARY



Tennessee State University's goals for this project are to:

- Consolidate the College of Life Sciences into a unified academic environment while reducing long-term maintenance costs
- Right-size classrooms, laboratories, faculty areas, and student spaces to address current underutilization and provide a program below THEC Guideline allowances.
- Support projected enrollment growth from 5,820 FTE in Fall 2025 to approximately 6,748 FTE over the ten-year planning period.
- Address current space deficiencies, including undersized Biology laboratories and faculty offices, while reducing excess classroom and Chemistry laboratory capacity.

The proposed new Laboratory Sciences Commons is envisioned to consolidate the College of Life Sciences programs including Biology, Chemistry, Mathematics, and Physics. These programs are primarily housed in Boswell Hall and McCord Hall, with additional space distributed across Holland, Humphries, Crouch, Torrence, Harned, and the Avon Williams Campus. Programming for the new building was informed by the overall University facilities study, Stabilization Plan, Bridge Plan, and a feasibility study evaluating renovation of Boswell Hall.

Bridge Plan Implementation

A major component of the Bridge Plan is the consolidation of the College of Life Sciences into appropriately sized space while allowing

the University to reduce facilities and long-term maintenance obligations.

Demolition of Elliott Hall will be included in the Laboratory Sciences Building project to align demolition and construction schedules and allow the selected contractor to prepare the site for the new facility. Boswell Hall will be demolished under a separate project after construction of the new building is complete. These projects will accommodate the needs of the Life Sciences programs while reducing the University's overall square footage.

The program addresses the campus-wide surplus of classrooms by reducing classrooms within the College's buildings from 24 to 14. It also addresses undersized Biology laboratories, inadequate faculty offices, and excess Chemistry teaching laboratory capacity. To reduce construction costs and the amount of space the University must maintain, the proposed program is below THEC Guideline allowances in every modeled area, including instructional labs, research labs, faculty areas, open labs, and study areas.

Boswell Hall Feasibility Study

As part of the 2023 Strategic Initiatives project, Boswell Hall was evaluated for complete renovation. During development of the renovation scope, a mismatch between the available building area and the University's programmatic needs became apparent, and no Departmental Space Model had yet been developed for the College or University.

The feasibility study therefore evaluated renovation primarily from a cost perspective based on the available space. Renovation of the Chemistry wing was estimated at \$479SF,

excluding migration costs and the actual programmatic requirements for Chemistry, compared with an estimated new construction cost of \$812/SF. The study recommended considering a new Chemistry facility during the upcoming planning process rather than committing significant funding to renovation of the existing facility.

Postponing renovation of the 60,950 GSF Chemistry portion of Boswell Hall appears consistent with the current program, which identifies an approximate 17,500 GSF reduction in need, resulting in a proposed Chemistry program of approximately 43,456 GSF.

Project Need

The College's programs are currently distributed across multiple buildings, leaving some spaces underutilized while others, particularly Biology laboratories, faculty offices, and research spaces, are significantly undersized.

The new Laboratory Sciences Commons will consolidate the College into a more appropriately sized facility that supports projected enrollment growth, improves instructional and research environments, reduces excess University square footage, and provides modern spaces better suited to the College's long-term needs.

The proposed program was developed through a detailed review of Tennessee State University’s Fall 2025 course schedule for Biology, Chemistry, Physics, and Mathematics. The analysis evaluated current enrollment, number of course sections, instructional hours, class and laboratory sizes, and scheduling patterns to establish a baseline for current instructional demand.

Current course demand was then increased using the University’s projected ten-year enrollment growth, from 5,820 FTE in Fall 2025 to approximately 6,748 FTE. Classroom and laboratory needs were evaluated based on the projected enrollment and the number of course sections that could reasonably be accommodated within each space. Classrooms were planned around approximately 60 percent utilization of their seating capacity to provide flexibility for enrollment growth and align with THEC planning standards. Laboratories were planned at approximately 80 percent capacity based on the more specialized nature of the spaces and the number of sections that could be supported.

The classroom analysis also emphasized providing fewer, larger classrooms rather than replicating the quantity and sizes of the College’s existing rooms. This approach allows the proposed building to accommodate projected course demand with a smaller number of more flexible instructional spaces while addressing the University’s existing surplus of classrooms.

The course schedule analysis was compared with the future space model prepared by Dober Lidsky Mathey (DLM). The DLM model identified a future need for eight Biology

instructional laboratories, six Chemistry instructional laboratories, and one Physics instructional laboratory. The course schedule analysis generally aligned with the Chemistry projection but indicated additional demand within Biology and Physics when actual Fall 2025 course activity was projected forward. The comparison allowed the project team to test the future model against current course activity rather than relying solely on a guideline-based space model.

Research laboratories, faculty offices, open laboratories, study areas, and other non-instructional spaces were primarily based on the DLM future space model. Biology faculty research and associated research functions located in the recently renovated Harned Hall will remain there rather than being duplicated within the new facility.

The following pages provide a comparison of the THEC Guideline space allowances and the proposed program for the new Laboratory Sciences Commons.

Program Summary Breakdown		Existing	THEC	Proposed	Proposed
		NSF	NSF	NSF	GSF
Dean's Office			936	1040	1,737
Chemistry		31,461		25,423	42,456
	Chemistry Classrooms	4,255		2,475	
	Chemistry Instructional Labs	15,710	16,965	10,098	
	Chemistry Research Labs	6,413	9,113	8,730	
	Chemistry Faculty Laboratories	5,083	4,316	4,120	
			3,600		
Biology		15,308		28,810	48,112
	Biology Classrooms	3,707		5,890	
	Biology Instructional Labs	9,098	22,200	15,300	
	Biology Research Labs	0	12,937	2,300	
	Biology Faculty	2,503	8,115	5,320	
Mathematics and Physics		14,522		15,532	25,938
	Mathematics and Physics Classrooms	7,267		5,442	
	Physics Labs	3,812	1,334	3,600	
	Math Physics Research Labs	0	4,212	1,600	
	Math Physics Faculty	3,443	5,473	4,890	
Commons Spaces		9,630		13,710	22,896
	Open Labs	2,110	2,790	2,530	
	Study Spaces	0	1,317	1,200	
	Other Spaces	7,520		9,980	
		70,921		84,515	141,139
THEC NSF vs. Proposed NSF (excludes classrooms)			THEC 93,308	Proposed 60,728	
	Harned Research space			8,839	
	Harned Office space			1,945	
				71,512	

PROGRAM SUMMARY THEC VS. PROPOSED

TSU Laboratory Science Building				Bauer Askew Architecture, PLLC				
Program Summary			Per THEC Guidelines	Program Space per THEC Guidelines				
Prog. #	FICM	Room Name	Room Type	Qty	Cap	SF/	SF/Sp	Total SF
Chemistry Biology Classrooms								
	110	Classroom- Chemistry	Classroom		1	80	20	1600
	110	Classroom- Chemistry	Classroom		1	35	25	875
	110	Classroom- Chemistry	Classroom		0	12	30	360
	110	Classroom- Biology	Classroom		1	80	20	1600
	110	Classroom- Biology	Classroom		3	50	23	1150
	110	Classroom- Biology	Classroom		1	20	30	600
	110	Classroom- Biology	Classroom		1	8	30	240
Chemistry Biology Classrooms								8365

Mathematics and Physics Classrooms								
	110	Classroom- Math/Physics	Classroom		1	60	21	1260
	110	Classroom- Math/Physics	Classroom		1	50	23	1150
	110	Classroom- Math/Physics	Classroom		2	40	25	1000
	110	Classroom- Math/Physics	Classroom		1	24	28	672
	110	Classroom- Math/Physics	Classroom		1	12	30	360
Math/Physics Classrooms								5442
Classroom Total								13,807

Chemistry Instructional Labs								
	210	General Chemistry Lab	Class Lab	D	2	24	60	1440
	215	Shared Lab Prep	Lab Service		1	1	15%	432
	215	Shared Lab Storage	Lab Service		1	1	15%	432
	210	General, Analytical, Phy. Chem. Lab	Class Lab	C	1	24	75	1800
	215	Lab Prep/ Storage	Lab Service		1	1	15%	270
	215	Instrument Room	Lab Service		1	1	15%	270
	210	Organic InorganicChemistry Lab	Class Lab	C	2	20	75	1500
	215	Shared Lab Prep	Lab Service		1	1	15%	450
	215	Shared Lab Storage	Lab Service		1	1	15%	450
	210	Biochemistry Lab	Class Lab	C	1	20	75	1500
	215	Lab Prep	Lab Service		1	1	15%	225
	215	Lab Storage	Lab Service		1	1	15%	225
	215	Ice Machine Alcove	Lab Service		2	1	24	48
Chemistry Instructional Labs								11,982

Chemistry Research Labs								
	250	Faculty Research Lab	Research Lab	B	15	1	450	6750
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800
	255	NMR- 500 MHz	Research Lab Serv		1	1	600	600
	255	Walk-in Freezer (Shared)	Research Lab Serv		1	1	200	200
	255	Nuclear Storage	Research Lab Serv		1	1	80	80
	255	Chemical Storage	Research Lab Serv		1	1	300	300
		Support- 35% target					29.33%	
Chemistry Research Labs								8730
Chemistry Labs								20,712

TSU Laboratory Science Building				Bauer Askew Architecture, PLLC				
Program Summary			Proposed	Program Space per THEC Guidelines				
Prog. #	FICM	Room Name	Room Type	Qty	Cap	SF/	SF/Sp	Total SF
Chemistry Biology Classrooms								
	110	Classroom- Chemistry	Classroom		1	80	20	1600
	110	Classroom- Chemistry	Classroom		1	35	25	875
	110	Classroom- Chemistry	Classroom		0	12	30	360
	110	Classroom- Biology	Classroom		1	80	20	1600
	110	Classroom- Biology	Classroom		3	50	23	1150
	110	Classroom- Biology	Classroom		1	20	30	600
	110	Classroom- Biology	Classroom		1	8	30	240
Chemistry Biology Classrooms								8365

Mathematics and Physics Classrooms								
	110	Classroom- Math/Physics	Classroom		1	60	21	1260
	110	Classroom- Math/Physics	Classroom		1	50	23	1150
	110	Classroom- Math/Physics	Classroom		2	40	25	1000
	110	Classroom- Math/Physics	Classroom		1	24	28	672
	110	Classroom- Math/Physics	Classroom		1	12	30	360
Math/Physics Classrooms								5442
Classroom Total								13,807

Chemistry Instructional Labs								
	210	General Chemistry Lab	Class Lab	D	2	24	50	1200
	215	Shared Lab Prep	Lab Service		1	1	12.5%	300
	215	Shared Lab Storage	Lab Service		1	1	12.5%	300
	210	General, Analytical, Phy. Chem. Lab	Class Lab	C	1	24	50	1200
	215	Lab Prep	Lab Service		1	1	12.5%	150
	215	Lab Storage	Lab Service		1	1	12.5%	150
	215	Instrument Room- Balance	Lab Service		1	1	12.5%	150
	210	Organic InorganicChemistry Lab	Class Lab	C	2	20	75	1500
	215	Shared Lab Prep	Lab Service		1	1	10%	300
	215	Chemical Storage	Lab Service		1	1	10%	300
	215	Stock Room	Lab Service		1	1	10%	300
	210	Biochemistry Lab	Class Lab	C	1	20	60	1200
	215	Lab Prep	Lab Service		1	1	25%	300
Chemistry Instructional Labs								10,098

Chemistry Research Labs								
	250	Faculty Research Lab	Research Lab	B	15	1	450	6750
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800
	255	NMR- 500 MHz	Research Lab Serv		1	1	600	600
	255	Walk-in Freezer (Shared)	Research Lab Serv		1	1	200	200
	255	Nuclear Storage	Research Lab Serv		1	1	80	80
	255	Chemical Storage	Research Lab Serv		1	1	300	300
		Support- 35% target					29.33%	
Chemistry Research Labs								8730
Chemistry Labs								18,828

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Biology Instructional Labs									
	210	Intro Biology I/II (+ Ecology)	Class Lab	D	2	28	60	1680	3360
	215	Intro Bio Shared Lab Prep	Lab Service		1	1	25%	840	840
	210	General Biology I/II (+Embryology)	Class Lab	D	2	28	60	1680	3360
	215	General Bio Shared Lab Prep	Lab Service		1	1	25%	840	840
	210	Cell Biology	Class Lab	C	1	20	75	1500	1500
	215	Cell Bio Lab Prep	Lab Service		1	1	30%	450	450
	210	Human Anatomy & Physio (w/Gross)	Class Lab	C	1	24	75	1800	1800
	210	Human Anatomy & Physio	Class Lab	D	1	24	60	1440	1440
	215	HA&P Shared Lab Prep	Lab Service		1	1	25%	810	810
	210	Microbiology	Class Lab	C	2	24	75	1800	3600
	215	Shared Lab Prep	Lab Service		1	1	30%	1080	1080
		Support- 25-30% target						26.69%	
Biology Instructional Labs									19,080

Biology Research Labs									
	250	Faculty Research Lab	Research Lab	B	0	1	450	450	0
	255	Lab Support	Research Lab Serv		0	1	150	150	0
	250	PhD Research Lab	Research Lab	B	5	1	225	225	1125
	255	Lab Support	Research Lab Serv		5	1	75	75	375
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800	800
	255	Walk-in Freezer (Shared- see Chem.)	Research Lab Serv		0	1	200	200	0
		Support- 35% target							
Harned Hall- after Renovation									
	250	Faculty Research Lab	Research Lab		12		345	4145	
	255	Lab Support	Research Lab Serv		1		30%	1239	
	250	PhD Research Lab	Research Lab		15		215	3226	
	255	Lab Support	Research Lab Serv		1		7%	229	
								8839	
Biology Research Labs									2,300
Biology Labs									21,380

Physics Labs									
	210	Physics Lab	Class Lab	D	2	24	60	1440	2880
	215	Physics Storage	Lab Service		1	1	25%	720	720
		Support- 25% target						25.00%	
Physics Labs									3600

Math Physics Research Labs									
	250	Faculty Research Lab (Physics)	Research Lab	B	2	1	450	450	900
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	20%	2000	400	400
	255	Lab Support	Research Lab Serv		1	1	300	300	300
		Support- 35% target						77.78%	
Math Physics Research Labs									1600
Physics Math Labs									5,200

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Biology Instructional Labs									
	210	Intro Biology I/II (+ Ecology)	Class Lab	D	2	28	54	1500	3000
	215	Intro Bio Shared Lab Prep	Lab Service		1	1	10%	300	300
	215	Intro Bio Shared Lab Storage	Lab Service		1	1	10%	300	300
	210	General Biology I/II (+Embryology)	Class Lab	D	2	28	54	1500	3000
	215	General Bio Shared Lab Prep	Lab Service		1	1	10%	300	300
	215	General Bio Shared Lab Storage	Lab Service		1	1	10%	300	300
	210	Cell Biology	Class Lab	C	1	20	60	1200	1200
	215	Cell Bio Lab Prep	Lab Service		1	1	25%	300	300
	210	Human Anatomy & Physio (w/Gross)	Class Lab	C	1	24	63	1500	1500
	210	Human Anatomy & Physio	Class Lab	D	1	24	50	1200	1200
	215	HA&P Shared Lab Prep	Lab Service		1	1	11.1%	300	300
	215	HA&P Shared Lab Storage	Lab Service		1	1	11.1%	300	300
	210	Microbiology	Class Lab	C	2	24	50	1200	2400
	215	Shared Lab Prep	Lab Service		1	1	12.5%	300	300
	215	Autoclave/ Glassware	Lab Service		1	1	12.5%	300	300
	215	Shared Lab Storage	Lab Service		1	1	12.5%	300	300
		Support- 25-30% target						24.39%	
Biology Instructional Labs									15,300

Biology Research Labs									
	250	Faculty Research Lab	Research Lab	B	0	1	450	450	0
	255	Lab Support	Research Lab Serv		0	1	150	150	0
	250	PhD Research Lab	Research Lab	B	5	1	225	225	1125
	255	Lab Support	Research Lab Serv		5	1	75	75	375
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	40%	2000	800	800
	255	Walk-in Freezer (Shared- see Chem.)	Research Lab Serv		0	1	200	200	0
		Support- 35% target							
Harned Hall- after Renovation									
	250	Faculty Research Lab	Research Lab		12		345	4145	
	255	Lab Support	Research Lab Serv		1		30%	1239	
	250	PhD Research Lab	Research Lab		15		215	3226	
	255	Lab Support	Research Lab Serv		1		7%	229	
								8839	
Biology Research Labs									2,300
Biology Labs									17,600

Physics Labs									
	210	Physics Lab	Class Lab	D	2	24	60	1440	2880
	215	Physics Storage	Lab Service		1	1	25%	720	720
		Support- 25% target						25.00%	
Physics Labs									3600

Math Physics Research Labs									
	250	Faculty Research Lab (Physics)	Research Lab	B	2	1	450	450	900
	255	Center of Excellence Instrument Lab	Research Lab Serv		1	20%	2000	400	400
	255	Lab Support	Research Lab Serv		1	1	300	300	300
		Support- 35% target						77.78%	
Math Physics Research Labs									1600
Physics Math Labs									5,200

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Offices and Support									
Administrative Offices									
	310	College Reception			1	1	120	120	120
	310	Dean- Life and Physical Science			1	1	180	180	180
	310	Support Staff			1	2	120	240	240
	350	Conference Room			1	12	25	300	300
	315	Workroom			1	4	50	200	200
Administrative Offices								1040	

Chemistry Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		14	1	150	150	2100
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		1	1	100	100	100
	310	Grad Teaching Asst.	Office		3	1	60	60	180
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Lab Coordinator	Office		1	1	100	100	100
Chemistry Faculty								4120	

Biology Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		9	1	150	150	1350
	310	Adjunct Faculty	Office		6	1	75	75	450
	310	Instructor	Office		10	1	100	100	1000
	310	PhD	Office		12	1	40	40	480
	310	Grad Teaching Asst.	Office		10	1	60	60	600
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		1	1	100	100	100
Harned Hall									
	310	Department Reception	Office		1	0	60	0	
	310	Faculty Office	Office		8		119.4	955	
	310	PhD	Office		8		61.0	488	
	310	Grad Research Asst.	Office		5		78.6	393	
	310	Technician	Office		1		109	109	
								1945	
Biology Faculty								5320	

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Offices and Support									
Administrative Offices									
	310	College Reception			1	1	120	120	120
	310	Dean- Life and Physical Science			1	1	180	180	180
	310	Support Staff			1	2	120	240	240
	350	Conference Room			1	12	25	300	300
	315	Workroom			1	4	50	200	200
Administrative Offices								1040	

Chemistry Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		14	1	150	150	2100
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		1	1	100	100	100
	310	Grad Teaching Asst.	Office		3	1	60	60	180
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Lab Coordinator	Office		1	1	100	100	100
Chemistry Faculty								4120	

Biology Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		9	1	150	150	1350
	310	Adjunct Faculty	Office		6	1	75	75	450
	310	Instructor	Office		10	1	100	100	1000
	310	PhD	Office		12	1	40	40	480
	310	Grad Teaching Asst.	Office		10	1	60	60	600
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		1	1	100	100	100
Harned Hall									
	310	Department Reception	Office		1	0	60	0	
	310	Faculty Office	Office		8	1	119.4	955	
	310	PhD	Office		8	1	61.0	488	
	310	Grad Research Asst.	Office		5	1	78.6	393	
	310	Technician	Office		1	1	109.0	109	
								1945	
Biology Faculty								5320	

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Math Physics Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		17	1	150	150	2550
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		7	1	100	100	700
	310	PhD	Office		0	1	40	40	0
	310	Grad Teaching Asst.	Office		0	1	60	60	0
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		0	1	100	100	0
Math Physics Faculty									4890
Admin. + Faculty Offices Total									15,370

Open Labs									
	220	Open Computer Lab	Open Lab		2	20	30	600	1200
	220	Learning Support Lab- Tutoring	Open Lab		8	5	30	150	1200
	310	Tutoring Director	Office		1	1	130	130	130
Open Labs									2530

Study Spaces									
	410	Group Study- (6 person)	Study Room		4	6	30	180	720
	410	Group Study- (4 person)	Study Room		4	4	30	120	480
Study Spaces									1200

Other Spaces									
	650	Lobby	Lounge		1	40	60	2400	2400
	655	Breakroom/Vending	Lounge Service		1	20	25	500	500
	730	Loading Dock	Central Storage		1	1	400	400	400
	760	Hazardous Material Storage	Hazardous Mat. Stg.		1	1	120	120	120
	620	Industry Exhibit Space	Exhibition		1	50	50	2500	2500
	625	Exhibition Storage	Exhibition Service		2	1	240	240	480
	650	Student Commons	Lounge		1	40	50	2000	2000
	680	Student Organizations	Meeting Room		1	50	30	1500	1500
	650	Lactation Room	Lounge		1	1	80	80	80
Other Spaces									9980

Summary Total					Net Square Footage		90,179
					Grossing Factor		1.67
					Gross Square Footage		150,599
					Efficiency		59.88%

Prog. #	FICM	Room Name	Room Type		Qty	Cap	SF/	SF/Sp	Total SF
Math Physics Faculty									
	310	Department Reception	Office		1	2	60	120	120
	310	Departmental Chair Office	Office		1	1	150	150	150
	350	Conference Room	Conference Room		1	12	25	300	300
	315	Workroom	Office Service		1	4	50	200	200
	315	Breakroom	Office Service		1	8	30	240	240
	315	Department Storage	Office Service		1	1	200	200	200
	310	Faculty Office	Office		17	1	150	150	2550
	310	Adjunct Faculty	Office		4	1	75	75	300
	310	Instructor	Office		7	1	100	100	700
	310	PhD	Office		0	1	40	40	0
	310	Grad Teaching Asst.	Office		0	1	60	60	0
	310	Grad Research Asst.	Office		0	1	40	40	0
	310	Lab Manager	Office		1	1	130	130	130
	310	Technician	Office		0	1	100	100	0
Math Physics Faculty									4890
Admin. + Faculty Offices Total									15,370

Open Labs									
	220	Open Computer Lab	Open Lab		2	20	30	600	1200
	220	Learning Support Lab- Tutoring	Open Lab		8	5	30	150	1200
	310	Tutoring Director	Office		1	1	130	130	130
Open Labs									2530

Study Spaces									
	410	Group Study- (6 person)	Study Room		4	6	30	180	720
	410	Group Study- (4 person)	Study Room		4	4	30	120	480
Study Spaces									1200

Other Spaces									
	650	Lobby	Lounge		1	40	60	2400	2400
	655	Breakroom/Vending	Lounge Service		1	20	25	500	500
	730	Loading Dock	Central Storage		1	1	400	400	400
	760	Hazardous Material Storage	Hazardous Mat. Stg.		1	1	120	120	120
	620	Industry Exhibit Space	Exhibition		1	50	50	2500	2500
	625	Exhibition Storage	Exhibition Service		2	1	240	240	480
	650	Student Commons	Lounge		1	40	50	2000	2000
	680	Student Organizations	Meeting Room		1	50	30	1500	1500
	650	Lactation Room	Lounge		1	1	80	80	80
Other Spaces									9980

Summary Total					Net Square Footage		84,515
					Grossing Factor		1.67
					Gross Square Footage		141,139
					Efficiency		59.88%



SITE ANALYSIS AND SITE DEVELOPMENT

The proposed Laboratory Sciences Commons will be located on the approximately 3-acre site currently occupied by Elliott Hall within TSU's main academic core. The site is bounded by the new Health Sciences Building to the north, the Main Mall pedestrian walk to the east, 37th Avenue North to the west, and the pedestrian walk immediately north of the RASP Research Building to the south. Demolition of Elliott Hall will be included as part of the Laboratory Sciences Building project. The location places the building adjacent to Health Sciences, directly across from Harned Hall, and near the central power plant.

The site has approximately 22 feet of grade change, with the northeast corner representing the high point and the site falling toward the southwest. Site development will include grading, pedestrian improvements, service access, accessible routes, utility extensions, landscaping, site lighting, and other improvements necessary to support the new building. The project will not include new parking.

The site organization will reinforce the pedestrian character of the campus core. The primary building entrance will address the Main Mall to the east, strengthening the building's relationship to the central campus. A secondary entrance will be provided from 37th Avenue North to create a distinct western approach to the building. Service and loading access will also be provided from 37th Avenue North, allowing service functions to remain separate from the primary pedestrian entrance.

Landscape improvements will focus on reinforcing the Main Mall and primary building entrance while also improving the campus edge along 37th Avenue North and the secondary

entrance. Walkways, planting, site lighting, and other exterior improvements will be coordinated with the surrounding campus and existing pedestrian circulation.

Boswell Hall will be demolished under a separate project following completion of the new Laboratory Sciences Building.

UTILITIES

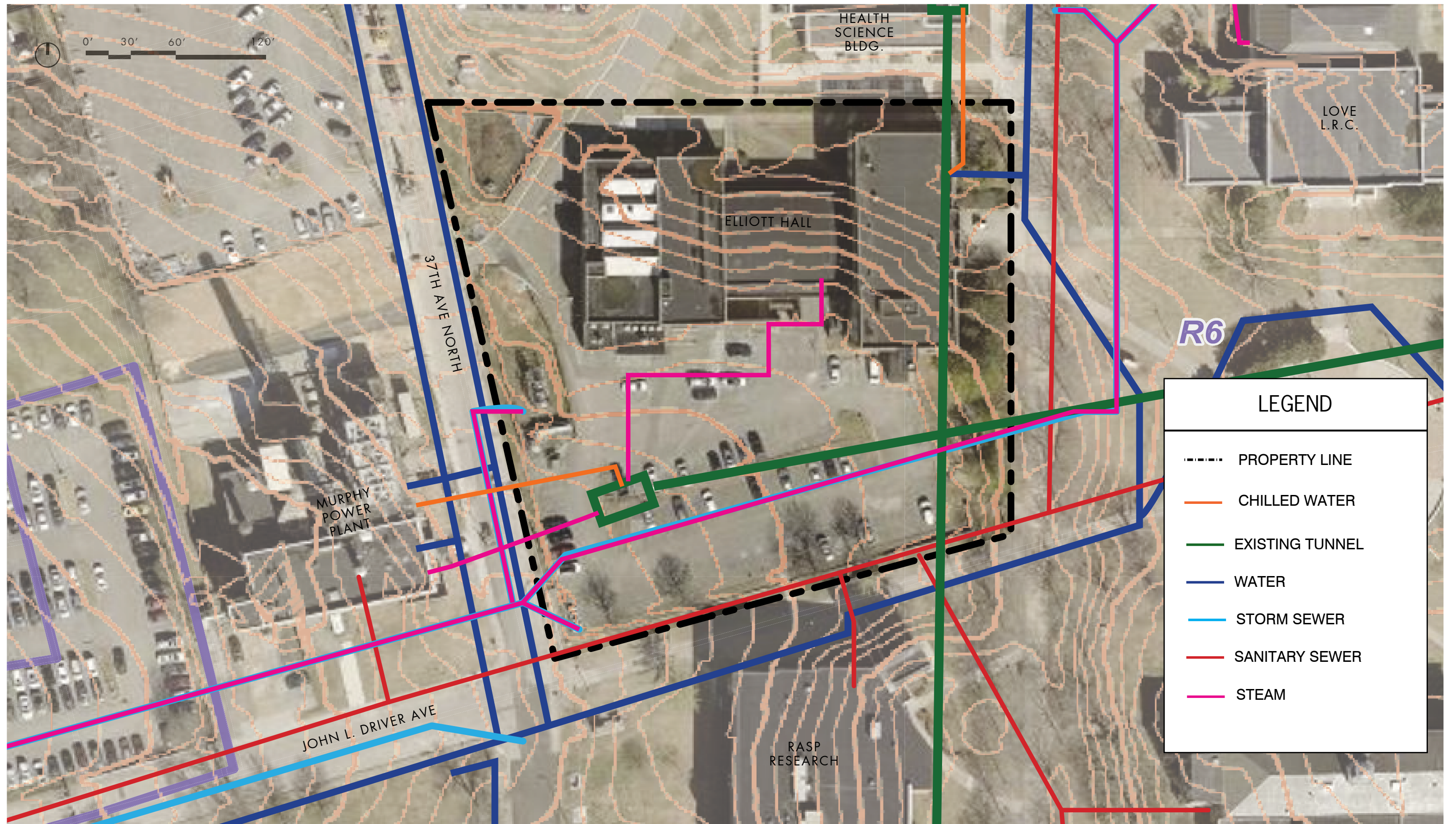
The new Laboratory Sciences Building is intended to connect to TSU's central steam and chilled-water systems. The building's location directly across from the central power plant provides a strong relationship to these central utilities and an opportunity for efficient service connections. The 2016 Campus Master Plan identified available steam capacity for additional development while also noting that chilled-water capacity should be evaluated as additional buildings are added to the system. Confirmation of available capacity will be an important early design consideration in determining whether modifications or upgrades to the central systems are required.

Connection points, available capacity, and the condition of existing steam, chilled water, domestic water, sanitary sewer, electrical, telecommunications, and other utility infrastructure will be verified during design. Utility routing will also be coordinated with existing site conditions, adjacent facilities, and the proposed building configuration. Electrical service requirements will be established based on the final building and equipment loads, with the connection point and available campus distribution capacity confirmed as the design progresses. These evaluations will establish the infrastructure improvements necessary to support the building and its specialized laboratory functions.

STORMWATER MANAGEMENT

Stormwater management will be coordinated with the overall site grading and campus drainage system. The design will comply with applicable Metro Nashville stormwater management requirements, including stormwater quantity, water quality, and erosion control provisions. Any required modifications or connections to the existing campus stormwater system will be developed as part of the final civil design.

EXISTING UTILITY LOCATIONS



FACILITY DESIGN AND SITE ORGANIZATION

Site and Campus Context

The proposed Laboratory Sciences Commons is located on the former Elliott Hall site within the academic core of TSU's main campus. The approximately 3-acre site is positioned between the new Health Sciences Building to the north, the Main Mall to the east, 37th Avenue North to the west, and the RASP Research Building to the south. The location places the building adjacent to Health Sciences and directly across from Harned Hall, strengthening relationships between programs that share academic and research connections. Its central location also provides convenient access from the primary pedestrian routes that connect the academic, student life, and research areas of campus.

Building Organization

The building is organized into three primary components that respond to both the academic program and the surrounding campus context. The eastern portion is envisioned as a four-story structure containing classrooms and administrative functions and serving as the primary public face of the College. A three-story central connector will contain the atrium, student commons, and other shared spaces. The larger four-story western wing will primarily accommodate science laboratories and faculty offices. Together, these components establish a clear organizational framework that separates major program functions while maintaining strong visual and physical connections throughout the building.

Main Mall and Eastern Wing

The eastern wing will establish the building's primary entrance along the Main Mall and is intended to provide a contemporary

interpretation of the scale and proportions of the former Elliott Hall. This location gives the College a visible front door within the campus core while recognizing the importance of Elliott Hall within the history and development of TSU. The entrance will also reinforce the Main Mall as one of the University's primary pedestrian spaces and provide a clear point of arrival for students, faculty, staff, and visitors.

Central Connector and Student Commons

The three-story central connector continues the curved geometry established by the RASP Research Building, reinforcing the circular organization of the central campus. This portion of the building will serve as the primary connection between the classroom and laboratory wings and will accommodate the atrium, student commons, gathering areas, and other shared functions. These spaces are intended to encourage interaction between students and faculty from the different science disciplines housed within the building. A four-story tower element is envisioned at the southern end of the curve, aligned with the breezeway between the Floyd-Payne Campus Center and the Administration Building. Group study spaces within the tower will create a visible student-focused element along this campus axis and provide views toward the surrounding campus.

Laboratory Wing and 37th Avenue

The larger western wing will be positioned parallel to 37th Avenue North and will primarily contain the laboratory-intensive portions of the program and associated faculty offices. Its placement will establish a stronger campus edge along 37th Avenue North while allowing direct access to service and loading functions from the roadway. Locating these functions

along the western edge will also help separate routine building service activity from the more pedestrian-oriented Main Mall. A secondary entrance along the western elevation will provide an additional point of arrival and strengthen the building's presence from the west.

Architectural Character

The exterior character of the Laboratory Sciences Commons is envisioned to reinforce the established architectural language of TSU's campus while giving the College a contemporary identity. Primary exterior materials will include brick, limestone, and aluminum composite metal panels selected and detailed to complement the materials, proportions, and character of surrounding campus buildings. Brick and limestone will provide continuity with the traditional campus aesthetic, while ACM panels and areas of glazing will introduce a more contemporary expression appropriate for a modern laboratory and academic facility. The composition of these materials will also be used to differentiate major entrances, shared spaces, and significant architectural elements while maintaining a cohesive overall appearance.

Program and Functional Relationships

The separation of classroom and administrative functions from the laboratory-intensive wing allows the different portions of the building to respond to their specific technical and operational requirements. Laboratory areas can be organized around the more intensive mechanical, electrical, plumbing, exhaust, and service infrastructure required for science instruction and research, while classroom and administrative areas can be designed around more flexible academic uses. The

central connector provides a common point of interaction between these areas and creates opportunities for student gathering, study, and collaboration at the center of the College.

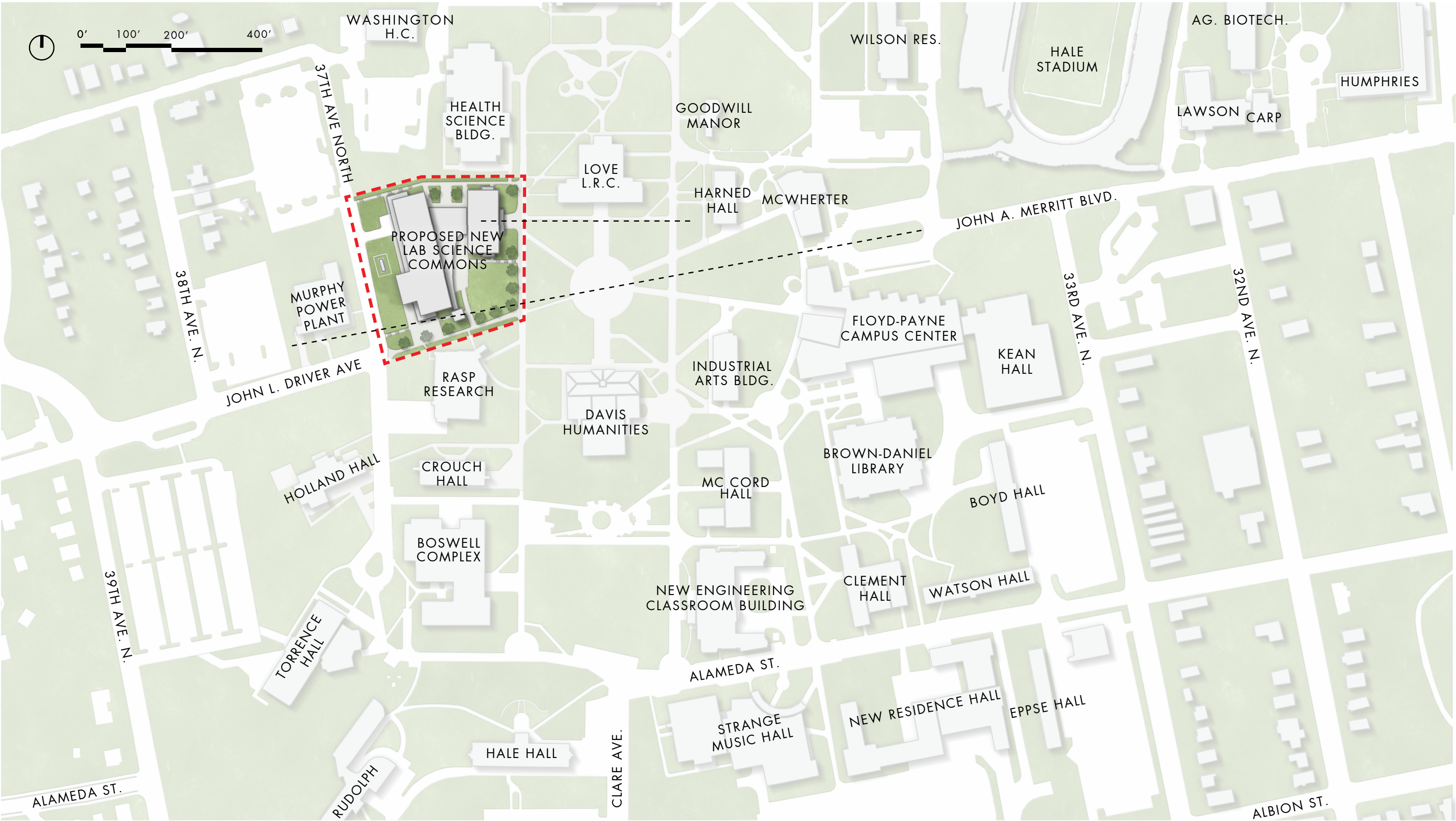
Access and Circulation

The primary pedestrian approach will occur from the Main Mall, while the secondary western entrance, service access, loading, and building support functions will be accessed from 37th Avenue North. This organization will maintain the pedestrian character of the campus core while keeping routine service activity along the vehicular edge of the site. Pedestrian connections around the building will also reinforce existing campus circulation patterns and provide convenient access between the Laboratory Sciences Commons and nearby academic and research facilities.

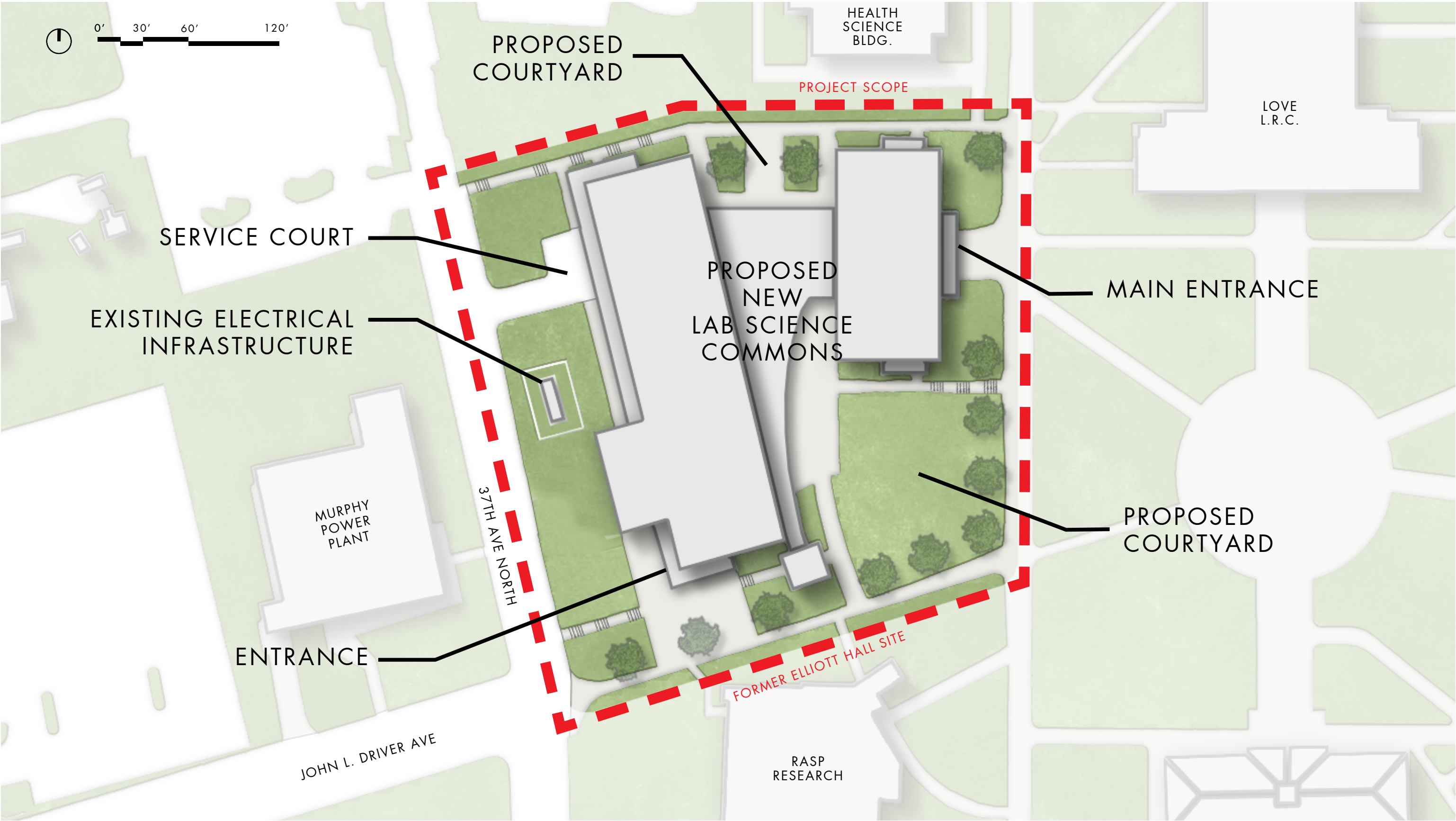
Landscape and Site Improvements

Landscape and pedestrian improvements will reinforce the Main Mall, frame the primary entrance, and strengthen connections to the Health Sciences Building, Harned Hall, and the RASP Research Building. New walks, planting, gathering areas, and site furnishings can help integrate the building into the surrounding campus landscape and create usable exterior spaces for students and faculty. Along 37th Avenue North, landscape improvements will help establish a more defined campus edge and support the secondary entrance while screening service and building support functions where appropriate. These improvements will contribute to a cohesive campus setting while strengthening the Laboratory Sciences Building as a significant new component of TSU's academic core.

PROPOSED SITE PLAN - OVERALL



PROPOSED SITE PLAN - ENLARGED



Architectural Systems

The building is anticipated to be a three- to four-story academic and laboratory building utilizing structural steel framing with composite metal deck and concrete floor assemblies. Exterior walls will generally consist of insulated light-gauge metal-stud assemblies with brick, limestone, aluminum composite metal panels, curtain wall, and window systems. The roof will consist primarily of a low-slope membrane roofing system with continuous insulation over metal roof deck.

Curtain wall and windows will be maximized throughout the building to provide natural light to classrooms, laboratories, offices, student spaces, and other regularly occupied areas. The primary entrance, atrium, student commons, tower, and other public-facing portions of the building will incorporate larger areas of glazing to reinforce the open and student-focused character of the building. Glazing will be coordinated to balance daylight, views, energy performance, and occupant comfort.

Because of the approximately 22-foot grade change across the site, portions of the building will extend into the existing grade. These areas will use reinforced concrete basement and retaining walls. Mechanical rooms, electrical rooms, storage, building support, and other service functions that do not require natural light will be located within these portions of the building where practical.

Interior partitions will generally consist of light-gauge metal studs and gypsum board assemblies. Laboratory areas will use durable, chemical-resistant materials appropriate for the activities within each space. Laboratory

flooring will consist of chemical-resistant flooring, while offices will generally use carpet. Other academic and public areas may use LVT, polished concrete, or similar durable institutional finishes.

Laboratory areas will be organized around a consistent planning module coordinated with the structural grid, casework, equipment, circulation, and building utilities. The module will establish a repeatable framework that allows laboratory spaces to be combined or subdivided as instructional and research needs change. Piped services, power, data, ventilation, and other laboratory systems will be distributed in a consistent manner to support future modifications without requiring major changes to the building structure or primary utility systems. Final module dimensions will be established during design based on laboratory casework, equipment, accessibility, circulation, and structural requirements.

Laboratories will primarily use fixed casework with chemical-resistant work surfaces, sinks, service fixtures, and storage appropriate to each discipline. Movable equipment and selected mobile furnishings will be incorporated where needed to provide flexibility for changing instructional and research activities. Laboratory planning will coordinate casework, equipment, circulation, utilities, and accessibility to accommodate changes in equipment and laboratory use over time.

Structural Systems

The building is anticipated to use a structural steel framing system with steel columns and beams supporting composite metal deck and concrete floor slabs. Roof construction will

generally consist of steel framing or open-web steel joists with metal roof deck. The lateral-load-resisting system will consist of steel moment frames, braced frames, or a combination of both, as determined during design. Structural bay spacing will support efficient laboratory planning while maintaining flexibility for classrooms, offices, and other program spaces.

Below-grade portions of the building will incorporate reinforced concrete foundation and basement walls where the building extends into the existing grade. The foundation system is anticipated to include shallow spread footings, subject to geotechnical recommendations and final building loads. Foundation design will also consider site elevation changes and associated retaining conditions.

Structural framing will be coordinated with the laboratory planning module, fume hood exhaust shafts, piped laboratory services, vertical utility distribution, elevators, mechanical equipment, and other building systems. Floor framing and slabs will also be coordinated with concentrated loads from laboratory and research equipment identified during design.

Mechanical Systems

The building will connect to TSU's central steam and chilled-water systems for heating and cooling. Distributed mechanical equipment will serve the various portions of the building, with dedicated outdoor-air units providing the required ventilation air to classrooms, offices, laboratories, student areas, and other occupied spaces and zoning appropriate to differing ventilation requirements, internal loads, and laboratory operating conditions.

Laboratory mechanical systems will be designed to accommodate the specific requirements of Chemistry, Biology, Physics, and research laboratories. Chemical fume hoods and other equipment requiring local exhaust will be served by dedicated laboratory exhaust systems. Laboratories containing hazardous chemicals or processes will maintain appropriate pressure relationships relative to adjacent corridors and occupied spaces, with exhaust air discharged directly outdoors.

Variable-air-volume fume hood systems are anticipated to maintain appropriate hood performance and laboratory pressure relationships while adjusting exhaust airflow based on hood operation. Fume hoods will include airflow monitoring and alarms, and laboratory supply air will be coordinated with hood locations to avoid drafts that could affect performance. Building controls will monitor major mechanical systems and allow operating conditions to be adjusted based on occupancy, laboratory use, and building demand.

Laboratory exhaust systems will be routed through dedicated shafts to roof-mounted exhaust equipment. Exhaust-stack locations and outdoor-air intakes will be coordinated to prevent re-entrainment of laboratory exhaust into the building or adjacent facilities. The final number, location, and configuration of laboratory exhaust systems will be based on the types and quantities of fume hoods and specialized equipment identified during design.

Plumbing and Piped Systems

The plumbing systems will include domestic cold and hot water, sanitary drainage, storm drainage, laboratory waste, natural gas, and connections required for laboratory and building equipment.

Laboratory piped systems will include purified or deionized water, compressed air, laboratory vacuum, natural gas, process cooling water, specialty gases, and other services as required by the final laboratory equipment and research needs. Services will be coordinated with the laboratory planning module and organized to provide consistent points of connection and accessible isolation points. This will allow individual laboratory areas to be maintained or modified while supporting future changes in laboratory use and equipment.

Laboratory sinks and equipment will be connected to a chemical-resistant laboratory waste and vent system separate from the general sanitary system. Acid-resistant piping, sampling, neutralization, or other treatment will be provided as required by the final laboratory processes and applicable discharge requirements. The final treatment approach will be coordinated with the Authority Having Jurisdiction.

Emergency safety showers and eyewash stations will be provided in laboratories and support areas where required by the materials and processes present. Tempered water, backflow prevention, floor drains, and other plumbing provisions will be coordinated with these fixtures and applicable laboratory safety requirements.

Fire Protection Systems

The building will be protected throughout by an automatic fire-sprinkler system designed in accordance with applicable codes and State Fire Marshal requirements. Sprinkler coverage will be coordinated with laboratories, chemical storage areas, fume hoods, ceiling systems, equipment, mechanical rooms, and other specialized spaces.

A fire alarm system will provide required detection, occupant notification, monitoring, and emergency communication throughout the building. Portable fire extinguishers and other supplemental fire-protection equipment will be provided based on the hazards associated with individual laboratory and support spaces. Fire-department access, hydrant locations, fire-flow requirements, and the available campus water supply will be confirmed during design.

Laboratory chemical quantities, storage arrangements, and fire-control areas will be evaluated as the laboratory program and equipment are developed. Fire-protection requirements associated with laboratories using chemicals will be coordinated with NFPA 45 and other applicable laboratory safety standards.

Electrical Systems

The electrical service will be sized to support lighting, receptacles, laboratory equipment, mechanical systems, fume hood exhaust, elevators, information technology, audiovisual systems, security, and other building operations. Final electrical loads and distribution requirements will be established as laboratory and research equipment selections are developed.

Laboratory spaces will include electrical distribution appropriate for fixed casework, movable equipment, fume hoods, refrigerators, freezers, instrumentation, and other teaching and research equipment. Power and data distribution will be coordinated with the laboratory planning module to provide consistent service locations and support changes in equipment and laboratory use over time.

Energy-efficient LED lighting and controls will be provided throughout the building and coordinated with the State of Tennessee High Performance Building Requirements. Daylight-responsive controls will be considered in areas with significant exterior glazing to take advantage of the natural light incorporated throughout the building.

Emergency power will be provided for required life-safety systems. Standby power will also be evaluated for research refrigerators and freezers, critical research equipment, laboratory exhaust systems, environmental monitoring, building controls, telecommunications, and other systems where loss of power could result in the loss of research materials or create an unsafe condition. Final standby-power loads will be established with TSU during design.

The electrical design will also include campus data and telecommunications infrastructure, classroom audiovisual systems, wireless network infrastructure, fire alarm, access control, security, and video surveillance. Access-control systems will provide appropriate separation between public areas, teaching laboratories, research laboratories, faculty areas, and other controlled spaces.

Codes and Permitting

The project will be designed in accordance with the latest applicable codes and standards required by the State of Tennessee. The building will be fully sprinklered and is anticipated to be constructed as Type II-B construction. Laboratory systems and safety requirements will be coordinated with applicable codes and standards as the design is developed.

PRELIMINARY PROJECT COSTS

The preliminary project budget was developed using two building cost components reflecting the different levels of construction required within the facility. Classroom, administrative, and student-space areas are budgeted at approximately \$630 per gross square foot, while the laboratory-intensive areas are budgeted at approximately \$860 per gross square foot. The higher laboratory cost reflects the specialized mechanical, electrical, plumbing, exhaust, laboratory casework, fixed equipment, and other building systems required to support the Biology, Chemistry, and Physics programs. This approach recognizes that the laboratory portions of the building will require a significantly greater level of infrastructure and coordination than typical academic spaces.

Site Development is carried separately and includes grading, utility improvements, pedestrian circulation, service and loading access, accessible routes, landscaping, site lighting, stormwater improvements, and other site work required to support the new facility. Demolition of Elliott Hall and associated site preparation are also included in the project budget. These allowances are based on the current concept design and will be refined as site, utility, grading, and infrastructure requirements are further developed.

The building and site costs have been escalated at 5% annually to the anticipated July 2030 bid date. Based on this escalation, the Bid Target for the Laboratory Sciences Building, site development, and demolition of Elliott Hall is approximately \$152,749,000. Escalation is included to reflect anticipated increases in construction labor, materials, equipment, and other market conditions

between the current planning period and the projected bid date.

The project budget also includes Construction Contingency, Professional Fees, Moveable Equipment, Commissioning and Preconstruction, ITS/Telecommunications/ Environmental costs, and Administrative and Miscellaneous Costs. Built-in laboratory equipment, casework, and permanently installed building systems are included within the building construction cost, while moveable laboratory equipment, furniture, audiovisual and information technology systems, access control, and other owner-provided items are carried separately. These additional project costs are included to provide a more complete representation of the anticipated funding required to deliver and occupy the facility.

The Preliminary Cost Summary on this page provides a detailed breakdown of the anticipated project costs based on the July 2030 bid date. The budget will continue to be evaluated and refined as the program, building systems, site requirements, and design are further developed.

Tennessee State University				
Projected Cost Evaluations				
SBC-1 Budget				
27,515	NSF			
1.67	gross			
45,950	GSF			
630.00	\$/sf		\$28,948,500	
57000	NSF			
1.67	gross			
95,190	GSF			
860.00	\$/sf		\$81,863,400	
			\$110,811,900	
Projected SBC-1				
2026 Costs		2030 Costs		
\$110,811,900		\$144,920,000	Building	
\$5,000,000		\$6,539,000	Site	
\$985,590		\$1,290,000	Building Demolition	
\$116,797,490		\$152,749,000	Bid Target	
\$6,362,510		\$8,321,000	Contingency	5.45%
\$123,160,000		\$161,070,000	MACC	
\$6,236,350		\$8,020,470	Fee	5.06%
\$1,600,000		\$1,944,810	Moveable Equipment	
\$3,997,204		\$4,858,626	Equipment	
\$100,000		\$121,551	Survey/Geotech	
\$300,000		\$364,652	Commissioning & Pre Con	
\$1,476,000		\$1,794,087	ITS/Telecom/Environ.	
\$3,125,446		\$3,798,999	Admin./Misc.	
\$139,995,000		\$181,973,195	Total	

SECTION 03

AGRICULTURE MEAT SCIENCE

CONCEPT

The following pages present the Concept Design Package for Tennessee State University's new Agriculture Meat Sciences Building. This section outlines the project need, existing site conditions, program requirements, conceptual site and floor plans, building organization, major architectural and engineering systems, regulatory requirements, and preliminary project costs. Together, these components establish the initial framework for a purpose-built facility supporting hands-on instruction, applied research, meat processing, workforce preparation, and TSU's land-grant mission.

The information that follows illustrates how the proposed approximately 20,565-square-foot facility is organized around the required meat-processing sequence while integrating instructional, research, public, and support functions. It also identifies the site, infrastructure, operational, and building-system considerations that will guide continued development of the project through future phases of design.

EXECUTIVE SUMMARY

The new Agriculture Meat Sciences Building will replace outdated facilities with a modern, purpose-built facility that supports hands-on instruction, agricultural research, meat processing, and TSU's land-grant mission of practical education, applied research, workforce development, and community service. The project will create a dedicated environment where teaching, research, processing, and public engagement can occur within a single coordinated facility.

Tennessee State University's goals for this project are to:

- Advance TSU's land-grant mission through hands-on agricultural education, applied research, workforce preparation, and community outreach.
- Create a prominent new face for the Meat Sciences program along Ed Temple Boulevard.
- Support student instruction and research through specialized teaching, laboratory, and processing spaces.
- Provide students with direct experience in the complete meat-processing sequence
- Place key portions of the meat-processing operation on display to engage students, visitors, and the community while showcasing TSU's agricultural education and land-grant mission.

The project includes an approximately 20,500-square-foot Agriculture Meat Sciences Building on Tennessee State University's main campus at the intersection of Ed Temple Boulevard and Dr. Walter S. Davis Boulevard. The facility will replace the existing layer house and office/feed mill facility and establish a stronger identity for the Meat Sciences program along Ed Temple Boulevard. Its location will create a more visible presence for agricultural education on campus while providing convenient access for students, faculty, service vehicles, and visitors. The building will also provide a dedicated setting for instruction, research, processing, and outreach activities that are currently limited by the existing facilities.

The building will support the processing of beef, pork, lamb, and poultry and will be organized around the sequence of animal receiving, harvest, pre-chill, carcass aging, fabrication, processing, packaging, and finished-product storage. This organization is intended to provide a clear and efficient operational sequence while allowing students to experience the complete process from receiving through finished product. The program will also include two classroom laboratories with demonstration coolers, one research laboratory, a multi-use demonstration kitchen, and a retail store. Together, these spaces will support a range of instructional, research, outreach, and community-focused activities. The arrangement of these functions will allow teaching and research activities to remain closely connected to the processing areas while maintaining the separation required for safe and efficient operations.

The project will be coordinated with the replacement boiler house, planned replacement layer house, existing utilities and stormwater infrastructure, adjacent wetlands, and future campus improvements. Site planning will also address service access, animal receiving, pedestrian circulation, and separation between public and processing functions. Particular attention will be given to maintaining efficient service and delivery routes while creating a welcoming public approach from Ed Temple Boulevard. Building placement and site organization will also respond to existing grades, utility connections, and environmental constraints affecting the property.

This Concept Design Package establishes the preliminary basis for the project and addresses site conditions, design criteria, conceptual site and floor plans, permitting and environmental requirements, High Performance Building Requirements, and applicable Build America, Buy America requirements. The package is intended to establish the initial framework for continued design development, coordination, and project budgeting. It also provides the basis for further refinement of the building program, site improvements, building systems, equipment requirements, and project costs as the design advances.

Project Need

The existing layer house and office/feed mill facility are in disrepair and cannot support the specialized spaces, systems, and operational sequence required for a modern meat sciences program. Existing conditions also limit the University's ability to provide contemporary instructional and research environments that reflect current industry practices and food-processing requirements.

The new facility will strengthen TSU's land-grant mission by expanding opportunities for hands-on instruction, applied research, workforce preparation, and community education. Specialized laboratories, processing areas, cold storage, sanitation systems, a demonstration kitchen, and retail space will provide a safe and efficient environment for teaching, research, and meat production. The facility will also provide students with practical experience using the equipment, processes, and operational standards they are likely to encounter in professional agricultural and food-processing environments.

Site Analysis and Site Development

The project site is located on Tennessee State University’s main campus at the intersection of Ed Temple Boulevard and Dr. Walter S. Davis Boulevard. The site is currently occupied by an existing layer house and an office/feed mill facility, both of which are in disrepair and are anticipated to be removed. The former boiler house immediately north of the site has been demolished, and construction of a replacement boiler house is underway. The proposed development will therefore need to be coordinated with both existing campus operations and improvements currently underway in the surrounding area.

The area surrounding the existing layer house is generally level, with approximately five feet of grade change across the proposed development area. Jurisdictional wetlands are located immediately north and east of the site, beyond the property limits. Along Ed Temple Boulevard, an existing stormwater detention area extends approximately 80 feet into the site and runs parallel to the roadway for nearly the full length of the property. These conditions influence the available development area and will be considered in the final placement of the building, parking, circulation, and service functions.

Site development will include demolition, grading, parking, drives, sidewalks, accessible routes, loading and service areas, utility extensions, and associated site improvements. The grading plan will establish the building pad, accommodate the existing elevation change, and provide positive drainage away from the building. Site improvements will be coordinated to maintain clear pedestrian and vehicular circulation throughout the property.

The site layout will be organized to support the distinct operational needs of the facility. Public and instructional access will be oriented toward Ed Temple Boulevard, while animal receiving, service access, product loading, and waste removal will be located in controlled areas of the site. This separation will help limit conflicts between visitors, students, livestock trailers, delivery vehicles, and service operations. Circulation will also be arranged to provide sufficient maneuvering space for larger service and livestock vehicles without disrupting primary pedestrian routes.

Because the site has been previously developed, portions of the existing access and utility infrastructure may be reused or modified where their condition and capacity are suitable. Final site design will be based on current survey, utility, geotechnical, and environmental information. Existing site conditions will be verified during design to identify infrastructure that can remain and areas requiring replacement or improvement.

Landscape improvements will be focused along Ed Temple Boulevard, the primary entrance, parking areas, and pedestrian routes. Plantings will be selected for durability and low maintenance and may be used to screen loading, waste-handling, and mechanical areas. Site lighting, furnishings, walkways, and landscaping will be coordinated with Tennessee State University standards and the State of Tennessee High Performance Building Requirements. These improvements will help establish a more defined campus edge along Ed Temple Boulevard and reinforce the building’s primary public entrance.

Utilities

Water, sanitary sewer, and natural gas are available on the site. The location, size, condition, and capacity of each service will be verified during design. Electrical and telecommunications service requirements will also be established based on the final building and equipment loads. Utility routing will be coordinated with the building footprint, site circulation, stormwater infrastructure, and surrounding campus improvements.

The facility will use standalone mechanical and refrigeration systems serving its instructional, research, processing, cold-storage, kitchen, sanitation, and retail functions. Final equipment selections will determine the project’s electrical, gas, water, ventilation, refrigeration, and sanitary demands. Utility systems will be sized to support both normal building operations and the higher demands associated with meat processing and sanitation activities.

Processing and sanitation operations will require substantial hot-water capacity, hose connections, floor and trench drainage, and equipment-specific utility connections. Wastewater from these areas may contain solids, fats, blood, cleaning agents, and other organic material. The sanitary system will therefore incorporate required screening, solids collection, grease interception, sampling, or pretreatment before discharge to the sanitary sewer. Final discharge requirements will be coordinated with the applicable sewer authority. Plumbing and drainage systems will also be coordinated with equipment layouts and sanitation procedures as the processing program is further developed.

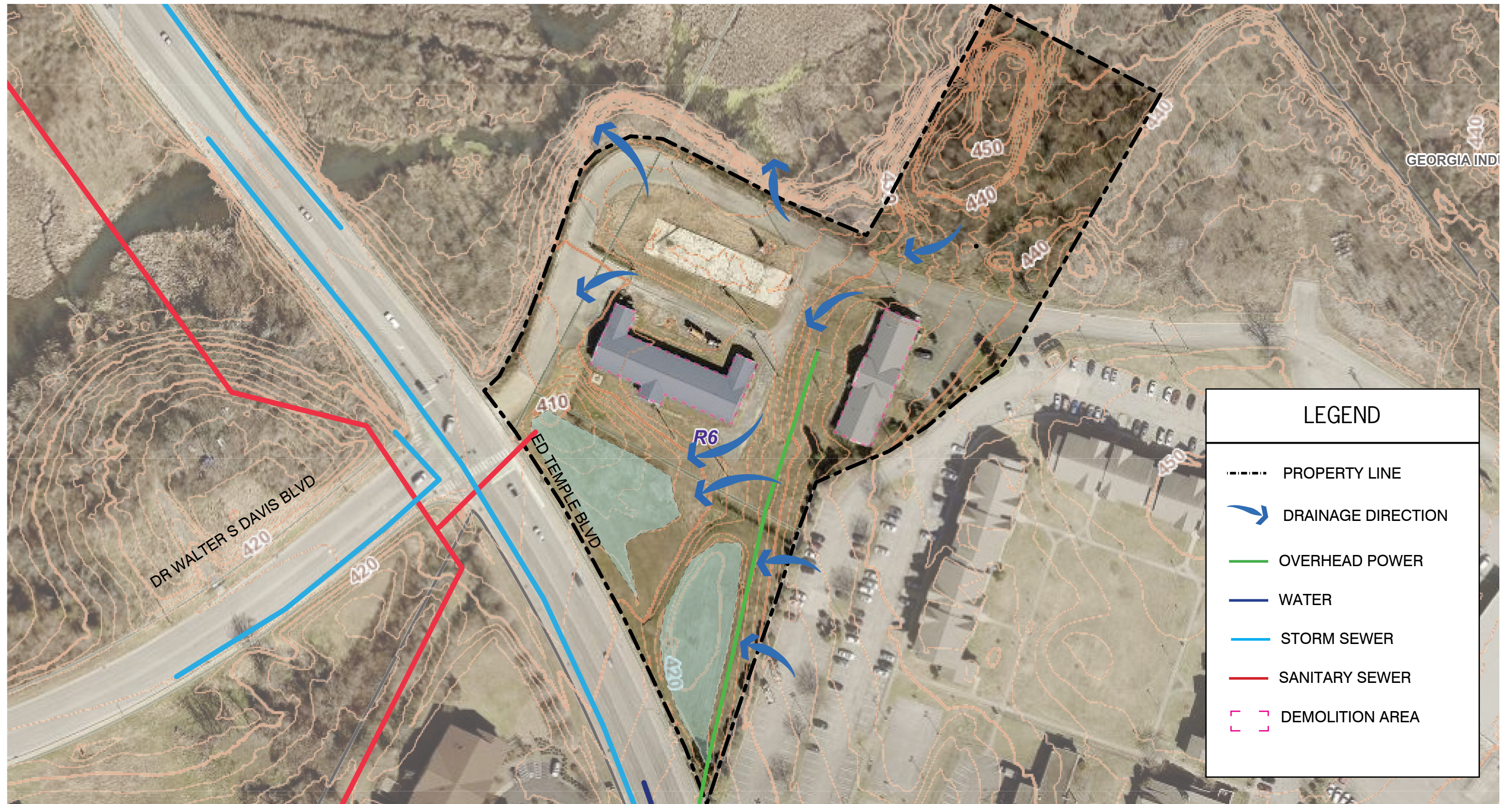
Stormwater Management

The existing stormwater detention area along Ed Temple Boulevard will remain in place. The detention basin and associated drainage infrastructure will be evaluated to confirm their condition, available capacity, and suitability for the proposed development. Existing drainage patterns will also be reviewed to determine how the proposed building and site improvements can be incorporated without adversely affecting surrounding properties or environmental areas.

The stormwater design will account for runoff from the building, parking areas, drives, loading areas, and other new impervious surfaces. Site grading and drainage improvements will direct runoff away from the building and into the stormwater system. Additional detention, water-quality treatment, or modifications to the existing system will be provided if required by the final design or by Metro Nashville and TDEC. Drainage improvements will be coordinated with the adjacent wetlands and existing campus stormwater infrastructure.

Temporary erosion and sediment controls will be installed during demolition and construction to limit off-site discharge and protect the adjacent wetlands. Required stormwater calculations, permits, inspections, and closeout documentation will be completed as part of the design and construction process. Permanent stabilization and landscape improvements will be incorporated as construction is completed to reduce erosion and support long-term stormwater performance.

EXISTING UTILITY LOCATIONS



PROGRAM SUMMARY

Tennessee State University									
Food Processing Facility									
Architectural Space Program									
Prog. #	Use Code	Space Use		Room Type	Qty	Occ.	SF per Occ.	SF per Space	Total SF
Class Labs									
2.01	210	Holding Pens	B	Class Lab	1	8	100	800	800
2.02	210	Animal Chute	B	Class Lab	1	2	100	200	200
2.03	210	Red Meat Harvest	B	Class Lab	1	12	100	1200	1,200
2.04	210	Poultry Harvest	B	Class Lab	1	2	100	200	200
2.05	215	Byproduct Handling		Class Lab Service	1	1	200	200	200
2.06	215	Inedible Cooler		Class Lab Service	1	1	150	150	150
2.07	215	Pre-Chill		Class Lab Service	1	1	300	300	300
2.08	215	Ultra-Chill		Class Lab Service	1	1	150	150	150
2.09	215	Aging/Carcass Cooler		Class Lab Service	1	1	450	450	450
2.10	210	Meat Fabrication		Class Lab Service	1	9	100	900	900
2.11	215	Raw Cooler		Class Lab Service	1	1	200	200	200
2.12	215	Raw Freezer	B	Class Lab	1	1	200	200	200
2.13	210	Meat Processing	B	Class Lab	1	9	100	900	900
2.14	210	Smoking Cooking	B	Class Lab	1	4	100	400	400
2.15	210	Packaging	B	Class Lab	1	4	100	400	400
2.16	210	RTE Packaging	B	Class Lab	1	4	100	400	400
2.17	210	Class Lab		Class Lab	2	30	30	900	1,800
2.18	215	Quality Assurance Lab		Class Lab Service	1	1	120	120	120
2.19	210	Wet Lab		Class Lab	1	18	30	540	540
2.20	210	Prep Lab		Class Lab Service	1	8	30	240	240
2.21	215	Equipment Storage		Class Lab Service	1	3	120	360	360
Laboratories Subtotal									10,110
Office Facilities									
3.01	310	Faculty Offices		Office	4	1	120	120	480
3.02	315	Reception		Office Service	1	4	100	400	400
3.03	315	USDA Plant Office		Office Service	1	1	120	120	120
3.04	310	Conference Room		Office	1	6	30	180	180
3.05	310	Grad Student Office		Office	1	4	50	200	200
Office Facilities Subtotal									1,380
General Use Facilities									
6.01	630	Demonstration Kitchen		Food Facility	1	30	30	900	900
6.02	650	Lobby		Lounge	1	20	30	600	600
6.03	660	Retail Store		Merchandising	1	1	900	900	900
6.04	665	Retail Cooler		Merchandising Service	1	1	100	100	100
6.05	665	Retail Freezer		Merchandising Service	1	1	100	100	100
6.06	665	Retail Storage		Merchandising Service	1	1	100	100	100
General Use Facilities Subtotal									2,700
Support Facilities									
7.01	730	Dry Storage		Central Storage	1	1	550	550	550
7.02		Locker Room			2	8	20	160	320
Support Facilities Subtotal									870
Net Square Footage									15,060
Grossing Factor									1.37
Gross Square Footage									20,565
Efficiency									73.23%

The proposed program includes 15,060 net square feet of instructional, processing, research, office, public, and support space. The initial program was developed with input from faculty in TSU’s Department of Food and Animal Sciences and from TSU Campus Planning and Design. Applicable Tennessee Higher Education Commission space-planning guidelines were used to help establish appropriate space needs. The University of Wisconsin meat science laboratory also served as a planning reference for the organization and sizing of specialized processing functions. The program reflects TSU’s operational needs and the required sequence of meat-processing activities. It also balances specialized processing requirements with instructional, research, faculty, student, and public-facing spaces. The program will continue to be refined as equipment selections, staffing needs, processing procedures, and operational requirements are confirmed.

Applying a grossing factor of 1.37 results in an estimated total building area of approximately 20,565 gross square feet and an overall planning efficiency of approximately 73.23 percent. The grossing factor accounts for areas not listed individually in the net program, including corridors, restrooms, mechanical rooms, electrical and data rooms, janitorial space, wall thicknesses, and other building support areas. This allowance also provides the flexibility needed to coordinate building systems, code-required circulation, and service functions as the design is developed.

The program is particularly efficient because many processing rooms, coolers, laboratories, and support spaces are connected through the required operational sequence and do

not require separate corridors between each function. This allows a greater percentage of the building to be dedicated to active instructional, research, and processing uses. The arrangement also supports a more direct flow of animals, products, students, staff, and materials through the facility while reducing unnecessary circulation space. As the program advances, these relationships will be further tested against final equipment layouts, sanitation requirements, accessibility, and building system needs.

FACILITY DESIGN AND SITE ORGANIZATION

The proposed Agriculture Meat Sciences Building is located within the previously developed portion of the site currently occupied by the layer house and office/feed mill facility. Its placement uses the available area between the existing stormwater detention area, wetlands beyond the north and east property limits, the new boiler house, and surrounding agricultural facilities. The building's long south elevation is oriented toward Ed Temple Boulevard, creating a visible campus presence while limiting development beyond the existing disturbed area. This orientation also allows the building to establish a clear public face while keeping service and processing activities toward the interior and rear portions of the site.

The facility is organized around the operational sequence of the Meat Sciences program. Public-facing functions, including the retail store, demonstration kitchen, instructional spaces, and main entrance, are positioned along the primary arrival side of the building. Animal handling, processing support, loading, and service functions are located within controlled areas that can operate independently from public and instructional activities. This arrangement supports both daily operations and the need to maintain appropriate separation between public, instructional, and processing zones.

The primary building form will have a gable roof similar to the new boiler house, creating a visual relationship between the two facilities and establishing a consistent agricultural character. A lower, flat-roofed form will extend from the rear to accommodate support spaces and specialized processing functions with less need for public visibility. The circular lobby is

conceived as a contemporary interpretation of a grain silo, giving the entrance a recognizable identity and clearly marking the point of arrival. Together, these forms are intended to reference familiar agricultural building types without creating a literal interpretation.

The contrast between the gable-roofed public face, circular lobby, and lower service form will help communicate the different functions within the facility. The massing will also create a clear hierarchy, with the entrance and instructional areas emphasized from the roadway and the more utilitarian portions of the program located toward the rear of the site. Changes in building height and form will also help reduce the apparent scale of the facility and relate it to the surrounding campus context.

Glazing along the south wall facing Ed Temple Boulevard will provide views into selected processing areas and place the work of the Meat Sciences program on display. This will allow the building itself to function as a teaching tool, giving students, visitors, and the public an opportunity to observe portions of the processing sequence without entering controlled production areas. Additional glazing at the lobby, demonstration kitchen, and instructional spaces will provide natural light and reinforce the facility's public and educational role. Solar-control glazing and shading will be incorporated as needed along the south-facing elevation. The location and extent of glazing will be coordinated with processing requirements, privacy, energy performance, and equipment layouts.

The arrival sequence will lead visitors from the existing campus drive network to the primary parking area, passenger drop-off, and

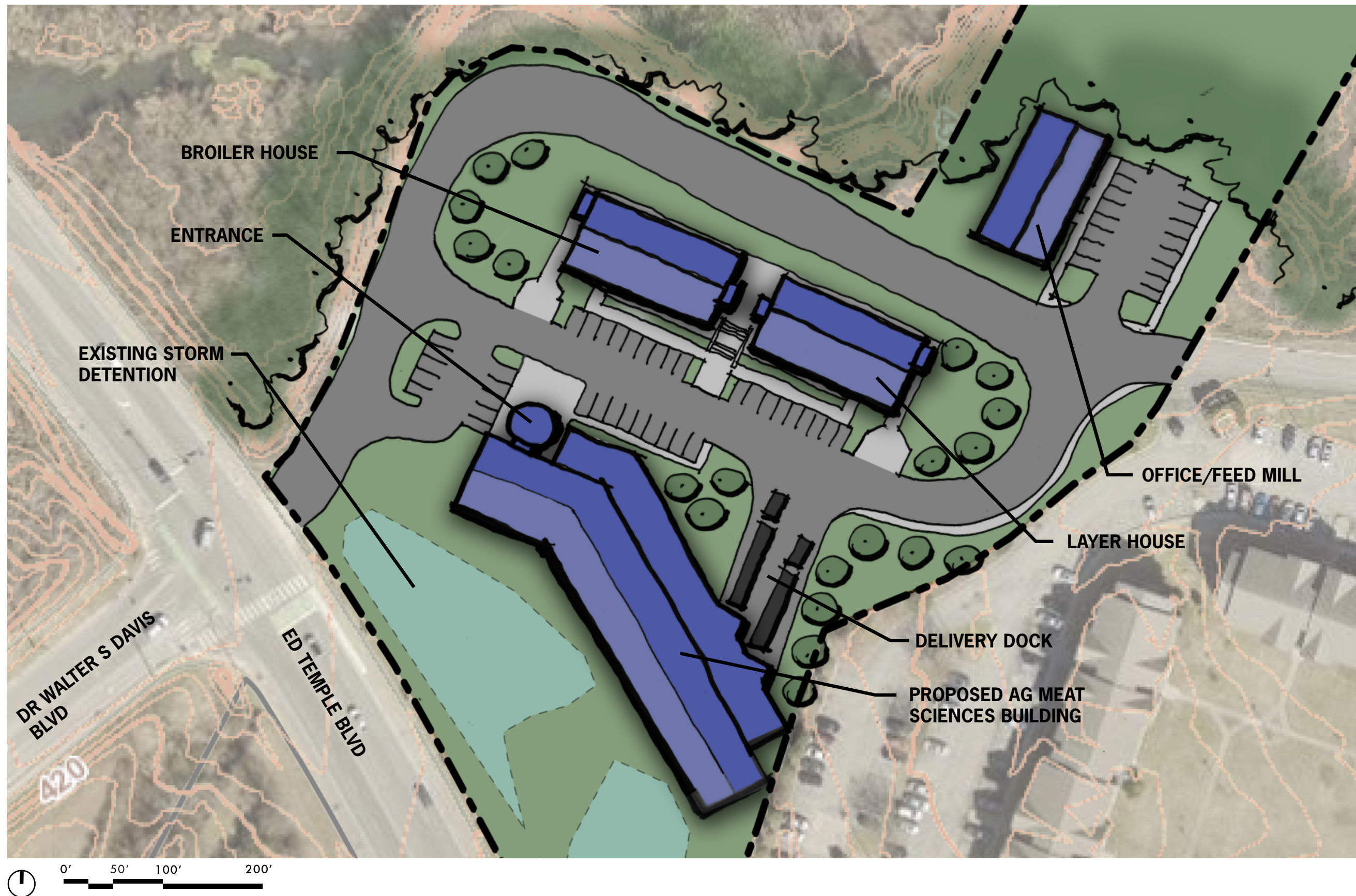
circular lobby. Parking will provide a direct pedestrian connection to the entrance for students, faculty, visitors, retail customers, and participants attending community programs. Accessible parking and routes will be located near the lobby. Pedestrian walks and landscape improvements will help define the approach and create a clear transition from parking areas to the main entrance.

Animal receiving, product loading, equipment delivery, and waste removal will occur within a controlled service area separate from the public entrance. This organization will reduce conflicts between pedestrians, passenger vehicles, livestock trailers, delivery vehicles, and daily service operations. Site drives will also provide access for emergency vehicles, maintenance activities, and deliveries. Final drive locations and turning movements will be coordinated with the existing detention area, site grades, adjacent wetlands, and the new boiler house under construction north of the site.

Landscape areas will frame the main entrance, reinforce pedestrian routes, and screen loading, waste-handling, and mechanical functions where appropriate. Planting and site improvements along Ed Temple Boulevard will also help strengthen the building's presence and create a more defined campus edge. Together, the visible processing areas, agricultural-inspired forms, and clearly defined public approach will establish the facility as a defining component of TSU's agricultural teaching, research, and community-outreach programs.



CONCEPT SITE PLAN



CONCEPT FLOOR PLAN



Architectural Systems

The building is anticipated to be a one-story structural steel-frame facility with light-gauge metal-stud exterior and interior wall framing. The roof structure will consist of steel bar joists and metal decking supporting a low-slope membrane roofing system with continuous insulation. The building is anticipated to use a slab-on-grade foundation with shallow spread footings, subject to the recommendations of the geotechnical investigation.

Exterior walls will consist of insulated metal-stud assemblies with masonry veneer, metal panels, or a combination of both. Storefront and curtain wall systems will be used at the primary entrance and public-facing areas to provide natural light and views into selected portions of the facility. Service and processing areas will include insulated hollow-metal doors, overhead doors, and loading openings sized for animal receiving, equipment delivery, and product distribution. Exterior materials will be selected for durability and compatibility with the agricultural character of the facility.

The building envelope and energy systems will be designed to comply with the State of Tennessee High Performance Building Requirements.

Interior materials within harvest, fabrication, processing, sanitation, cooler, and freezer areas will be nonabsorbent, corrosion resistant, and capable of repeated cleaning and disinfection. Floors will generally consist of sloped concrete with a seamless, slip-resistant resinous coating directed to floor or trench drains. Walls and ceilings will use durable, washable systems with sealed joints and penetrations. Stainless-steel doors, frames, guards, equipment supports,

and other components will be used in areas subject to regular washdown.

Coolers and freezers will use insulated metal wall and ceiling panels with continuous vapor barriers and insulated doors. Floor assemblies will include insulation and vapor protection where required to control condensation and frost. Openings between processing rooms and cold-storage areas will be positioned to support product movement, sanitation, and separation between raw and finished-product operations.

Classroom laboratories and the research laboratory will use durable, cleanable finishes appropriate for instructional and research activities. Public areas, including the primary entrance, retail store, and multi-use demonstration kitchen, will use institutional finishes selected for durability, accessibility, and ease of maintenance. Interior glazing will provide views into selected processing areas while maintaining physical separation between public, instructional, and controlled production spaces.

Materials and products incorporated into the project will comply with applicable Build America, Buy America requirements. Domestic-content requirements will be included in the project specifications, submittal procedures, product certifications, and closeout documentation, with particular attention to structural steel, manufactured building systems, mechanical and electrical equipment, and other major construction materials.

Structural Systems

The building is anticipated to use a structural steel framing system with steel columns and beams, open-web steel joists, and metal roof deck. The lateral-load-resisting system will consist of steel moment frames, braced frames, or a combination of both, as determined during design.

The building is anticipated to be constructed on a concrete slab-on-grade with shallow spread footings. Final foundation design will be based on the recommendations of the geotechnical investigation and the loads associated with the building, processing equipment, coolers, freezers, and other specialized systems.

Structural framing will be coordinated with overhead rails, carcass-handling systems, suspended utilities, refrigeration equipment, rooftop mechanical equipment, canopies, and overhead door openings. Concrete equipment pads, housekeeping pads, curbs, and thickened slabs will be provided where required to support processing, refrigeration, sanitation, and building equipment. Floor slabs will also be coordinated with drainage slopes and concentrated equipment loads.

Mechanical and Refrigeration Systems

The facility will use standalone mechanical and refrigeration systems designed for the specific requirements of the building. Separate environmental controls will serve processing areas, laboratories, public spaces, offices, coolers, freezers, and other spaces with distinct temperature, humidity, and ventilation requirements. Systems will be zoned as appropriate for differing occupancy and operating schedules.

Processing and sanitation areas will require ventilation systems capable of managing heat, moisture, odors, and airborne contaminants. Exhaust systems will be provided for harvest and processing equipment, the demonstration kitchen, laboratory equipment, and other operations requiring direct ventilation. Supply and exhaust air quantities will be coordinated to maintain appropriate pressure relationships between raw processing, ready-to-eat production, laboratory, instructional, and public areas.

Dedicated refrigeration systems will serve carcass coolers, aging coolers, product coolers, freezers, and other temperature-controlled spaces. Refrigeration equipment will be sized based on room temperatures, product loads, operating schedules, door use, and process equipment. Mechanical and refrigeration equipment will be located to provide service access without requiring maintenance personnel to pass through controlled production areas.

Plumbing System

The plumbing systems will include domestic water, hot water, sanitary drainage, process drainage, natural gas, and connections for processing, laboratory, kitchen, refrigeration, and sanitation equipment. Systems will be coordinated with equipment layouts and requirements to provide reliable service.

Harvest, fabrication, processing, and sanitation areas will include hot- and cold-water hose stations, floor drains, trench drains, and sloped floors to support cleaning. Trench drains will include removable strainers or sediment-collection components where required. Hot-water generation will be sized for processing, equipment cleaning, facility sanitation, laboratory use, kitchen operations, and domestic demand. Distribution systems will be arranged to maintain temperature and pressure during periods of peak use.

Walk-in coolers and freezers will include insulated floor assemblies and vapor protection where required. Floors will be sloped toward drains located outside or immediately adjacent to refrigerated enclosures to limit standing water within temperature-controlled spaces.

Wastewater from harvest and processing areas may contain solids, fats, blood, cleaning agents, and other organic materials. The plumbing system will include required solids separation, grease interception, sampling, monitoring, or pretreatment before discharge to the sanitary sewer. Backflow prevention will be provided at process, laboratory, washdown, and other connections that could affect the potable water system. Treatment and discharge requirements will be coordinated with the sewer authority during design.

Fire Protection Systems

The building will be protected by an automatic fire-sprinkler system designed in accordance with applicable codes and State Fire Marshal requirements. Sprinkler coverage will be coordinated with processing equipment, insulated cooler and freezer panels, concealed spaces, storage areas, ceiling systems, and overhead utilities.

A fire alarm system will provide required detection, occupant notification, monitoring, and emergency communication throughout the facility. Portable fire extinguishers will be provided based on the hazards present within each area. The demonstration kitchen will include a listed hood fire-suppression system where required by the final cooking equipment.

Fire-department access, hydrant locations, fire-flow requirements, and the available water supply will be confirmed during design.

Electrical Systems

The electrical service will be sized to support lighting, receptacles, mechanical equipment, refrigeration systems, process equipment, laboratory equipment, food-service equipment, controls, telecommunications, security, and other building operations. Final electrical loads will be established after major equipment selections are completed.

Processing, sanitation, cooler, freezer, and laboratory areas will use sealed, corrosion-resistant lighting fixtures and electrical devices rated for the conditions in which they are installed. Equipment, receptacles, and controls in wet or washdown areas will be protected against moisture and physical damage. Public,

instructional, and office spaces will use energy-efficient lighting and controls consistent with the State of Tennessee High Performance Building Requirements.

Emergency power will be provided for life-safety systems. The need for standby power will also be evaluated for critical refrigeration, freezers, building controls, security systems, and equipment required to protect stored products and research materials.

The electrical design will include data, telecommunications, fire alarm, access control, security, and surveillance systems. Access-control systems will support the separation of public areas from laboratories, animal-handling areas, and controlled processing spaces.

Codes and Permitting

The project will be designed in accordance with the 2021 International Building Code and the related codes adopted by the State of Tennessee and enforced by the State Fire Marshal.

The building is anticipated to be classified as a Group B occupancy and constructed as Type II-B construction. The facility will be protected throughout by an automatic fire-sprinkler system. Allowable area, means of egress, fire separations, accessibility, and other life-safety requirements will be verified as the design is developed.

The project will follow all required permitting and review procedures established by Metro Nashville, the State Fire Marshal, and the Tennessee Department of Environment and Conservation. Required building, fire protection, trade, environmental, and operational

approvals will be identified and coordinated throughout design and construction.

The project will also comply with the State of Tennessee High Performance Building Requirements and applicable USDA, food-safety, laboratory, and occupational-safety requirements.

PRELIMINARY PROJECT COSTS

The preliminary project budget is based on a gross building area of approximately 20,565 square feet and a Building Construction cost of \$650 per square foot. This rate reflects comparable laboratory and specialized instructional facilities across Tennessee and includes the building systems and finishes required to support the Meat Sciences program. The building cost also reflects the specialized construction associated with processing, laboratory, sanitation, refrigeration, and instructional spaces.

Site Development and Utilities are carried separately and include demolition of the existing layer house and office/feed mill facility, grading, parking, drives, utility extensions, stormwater improvements, landscaping, and related site work. Building Equipment is also included as a separate construction cost and covers refrigeration, cold storage, washdown systems, process equipment, and other fixed equipment required for the facility. These costs will continue to be coordinated with the final site plan, utility connections, and equipment selections as the design progresses.

Building Construction, Site Development and Utilities, and Building Equipment establish the Bid Target. A 5% Construction Contingency is included to establish the Maximum Allowable Construction Cost. The contingency is intended to address design development and other project conditions that may be identified as the scope is further defined.

The Total Project Cost also includes Professional Fees, Commissioning, Testing and Surveying, and Administrative and Miscellaneous Costs. These allowances are intended to account for the additional services

and project expenses required to deliver the completed facility.

TSU will be responsible for providing Moveable Equipment through a separate budget. This includes furniture, audiovisual and information technology systems. These items are not included in the Maximum Allowable Construction Cost or Total Project Cost shown in the Preliminary Cost Summary. Final moveable equipment requirements will be coordinated with the building program and operational needs.

The budget will be refined as the building design, site conditions, equipment requirements, utility requirements, and regulatory requirements are further developed. The estimate is stated in 2026 dollars and does not include escalation beyond 2026. The Preliminary Cost Summary on the following page provides a detailed breakdown of the anticipated project costs and establishes the current basis for continued planning and design.

Preliminary Cost Summary	
Gross Building Area	20,565 GSF
Building Construction Cost	\$650/GSF
CONSTRUCTION COST	
Building Construction	\$13,370,000
Site Development and Utilities	\$2,400,000
Building Equipment	\$1,700,000

Bid Target	\$17,470,000
4 % Construction Contingency	\$870,000

Maximum Allowable Construction Cost	\$18,340,000
ADDITIONAL PROJECT COSTS	
Professional Fees	\$1,049,990
Commissioning	\$300,000
Testing and Surveying	\$150,000
Administrative and Miscellaneous Costs	\$160,010

TOTAL PROJECT COST	\$20,000,000
* Moveable Equipment	\$600,000

SECTION 04

DEVELOPING PROJECTS & PARTNERSHIPS

This section identifies opportunities for Tennessee State University to leverage real estate, strategic acquisitions, redevelopment, and institutional partnerships to strengthen the University's financial and physical position. These initiatives complement traditional capital investment by creating additional ways to generate value, reduce long-term obligations, support enrollment, expand housing, strengthen community and campus connections, and reinvest in the student experience.

The opportunities are organized around five strategies: Strategic Development, Monetization, Community + Campus Connections, Enrollment Pipeline, and Housing Solutions. Projects are in varying stages of development and will advance as due diligence, coordination, funding, partnerships, and required approvals are completed.

This section identifies opportunities for Tennessee State University to leverage real estate, strategic acquisitions, redevelopment, and institutional partnerships to strengthen the University’s financial and physical position. These initiatives complement traditional capital investment by creating additional ways to generate value, reduce long-term obligations, support enrollment, expand housing, and reinvest in the student experience. They also provide TSU with greater flexibility to respond to changing needs while making better use of existing assets.

The opportunities are organized around five strategies: Strategic Development, Monetization, Strategic Reinvestment, Enrollment Pipeline, and Housing Solutions. Each strategy is supported by a group of projects that work together to advance these broader goals. Collectively, they align property decisions, partnerships, and future development with the University’s long-term priorities.

STRATEGIC DEVELOPMENT

TSU’s downtown properties provide an opportunity to combine redevelopment, University uses, private investment, and long-term financial value. The strategy considers how TSU can maintain a meaningful downtown presence while supporting academic programming, business incubation, residential uses, and other complementary development.

The following projects support this strategy through redevelopment, partnership opportunities, and continued use of strategically located University property.

- P1. Avon Williams Incubation Center Redevelopment
- P2. Avon Williams YMCA Parking Lot

MONETIZATION

Strategic disposition of underutilized property can allow TSU to convert real estate assets into financial resources while reducing long-term ownership and maintenance obligations. Revenue generated through these transactions can be redirected toward higher-priority University needs and improvements that directly support students.

The following project supports this strategy by creating financial value from an underutilized asset while reducing the University’s long-term physical obligations.

- P3. Cockrill Bend Site

COMMUNITY + CAMPUS CONNECTIONS

Property transactions and public-sector partnerships can create opportunities for TSU to strengthen connections between the University, surrounding community, and future campus development. Coordinating property decisions with new community uses, student amenities, infrastructure, and reuse opportunities allows

multiple University priorities to be addressed through a broader partnership strategy.

The following projects support this strategy through coordinated redevelopment, property reuse, shared infrastructure, and new amenities that benefit both TSU and the surrounding community.

- P4. General Services Site Lease Replacement
- P5. Library Development Partnership
- P6. Existing Library Site Acquisition & TSU Retail Store

ENROLLMENT PIPELINE

Educational partnerships provide an opportunity to keep existing property active while creating stronger connections between TSU and future college students. Reusing facilities for a K-12 educational purpose could reduce long-term University obligations while introducing younger students to the campus and creating a more direct pathway to future enrollment.

The following projects support this strategy by transitioning existing facilities to a new educational use and creating opportunities to strengthen the pipeline of future TSU students.

- P7. Torrence Hall / Holland Hall / Lot & Yard Site
- P8. K-12 Academy

HOUSING SOLUTIONS

Strategic acquisitions, future development, and partnerships provide multiple ways for TSU to expand residential capacity without relying solely on new University-funded construction. These opportunities can address student housing demand, provide options for students and their families, and create flexibility as enrollment and residential needs evolve.

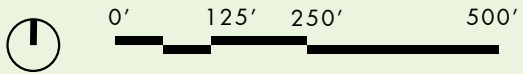
The following projects support this strategy through acquisition, future development, and infrastructure coordination that can expand the range and availability of University housing.

- P9. Residential Acquisition
- P10. Schrader Acres
- P11. Family Housing

DEVELOPING PROJECTS & PARTNERSHIPS OVERVIEW PLAN

The following page provides the overall plan showing the location of Projects P1 through P11. The plan illustrates how the Developing Projects & Partnerships opportunities are distributed across the main campus and surrounding TSU properties and how they relate to the University’s broader physical planning efforts.

Developing Projects & Partnerships OVERVIEW PLAN

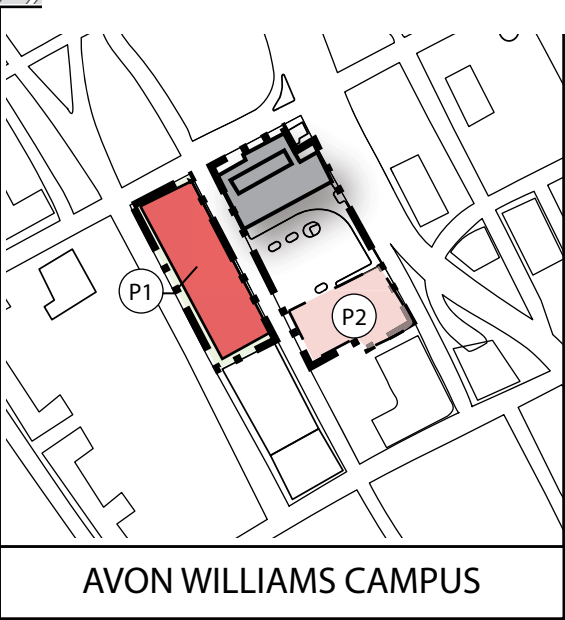
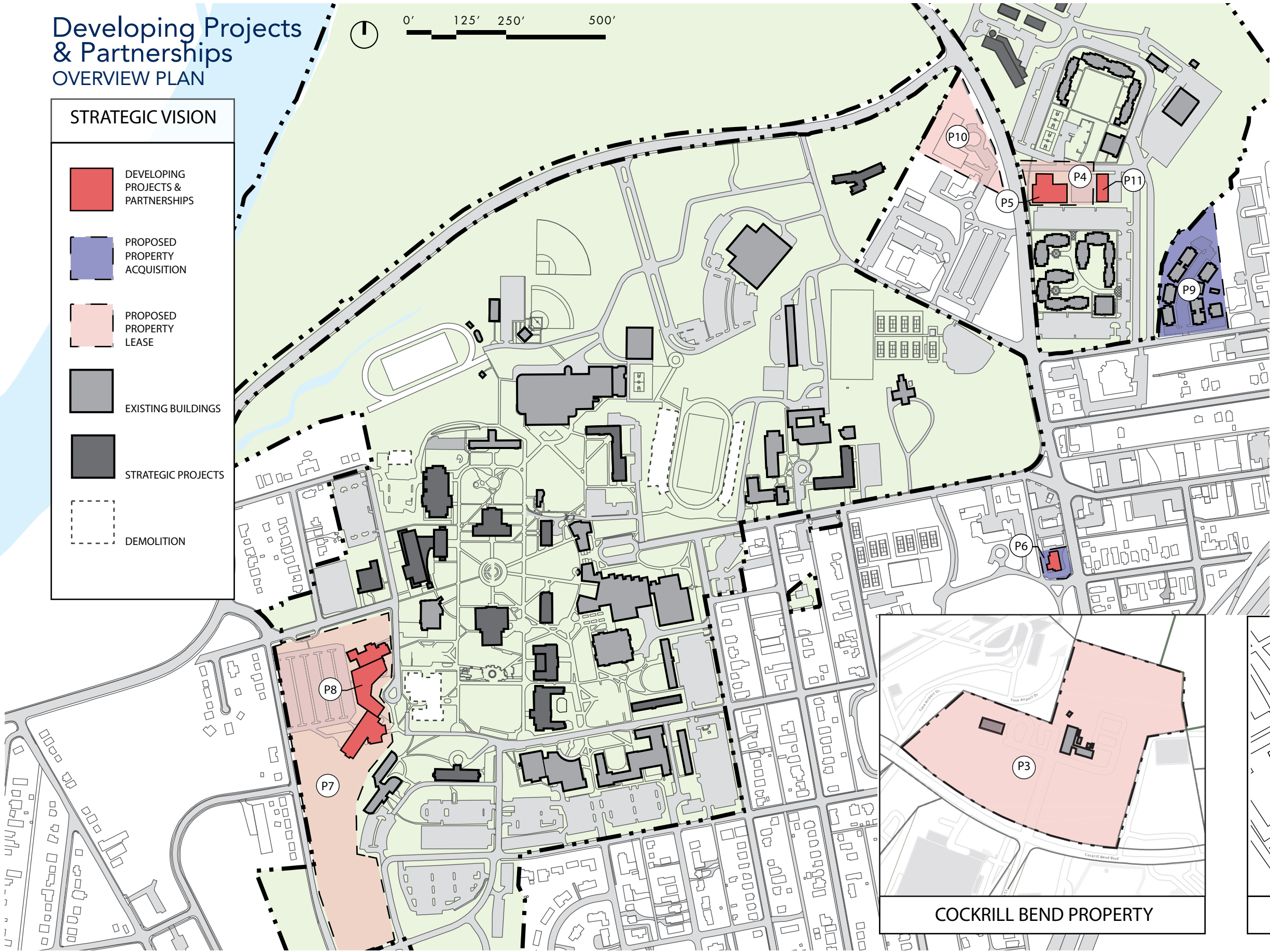


STRATEGIC VISION

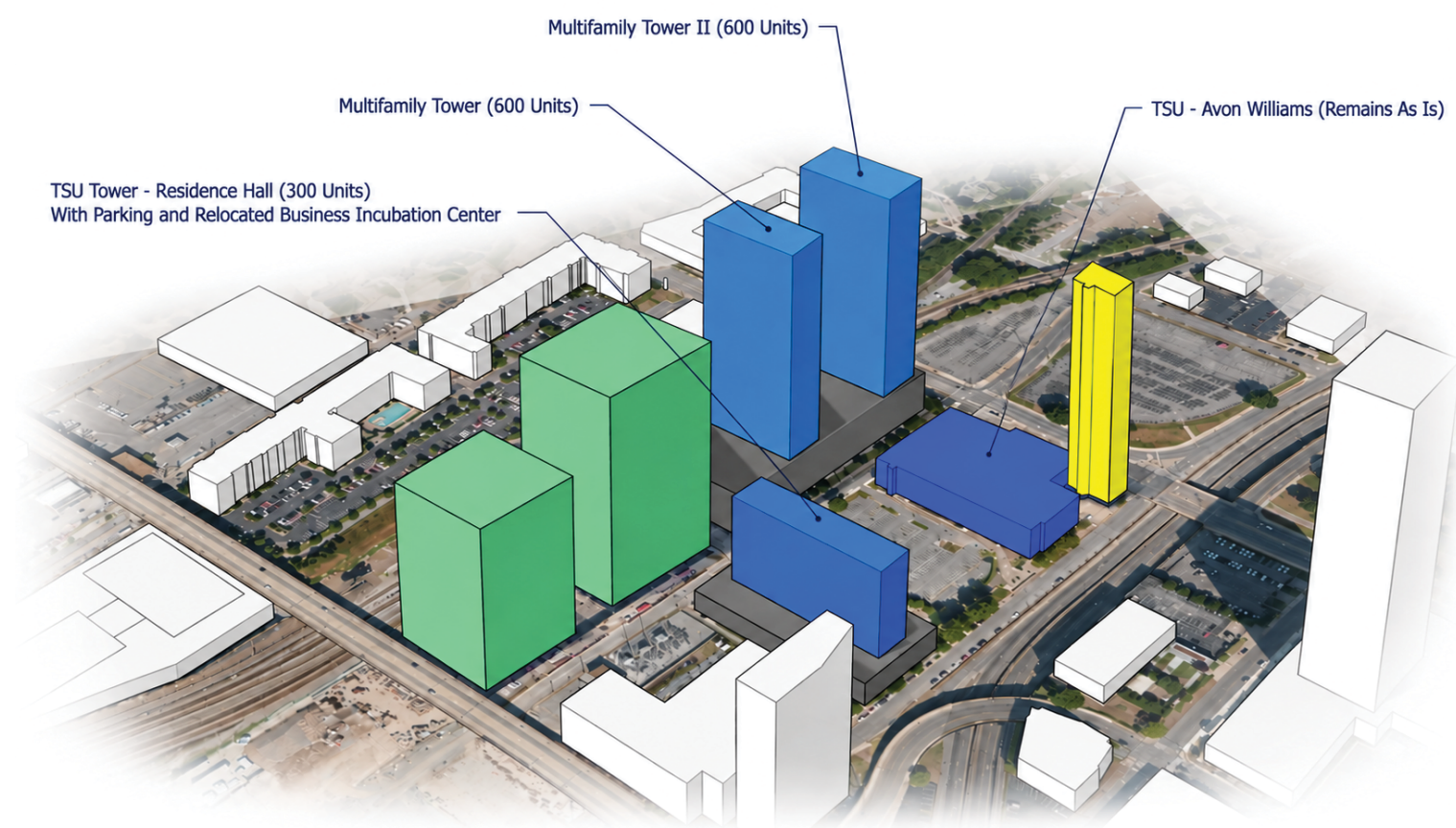
- DEVELOPING PROJECTS & PARTNERSHIPS
- PROPOSED PROPERTY ACQUISITION
- PROPOSED PROPERTY LEASE
- EXISTING BUILDINGS
- STRATEGIC PROJECTS
- DEMOLITION

DEVELOPING PROJECTS & PARTNERSHIPS

#	PROJECTS
P1	Avon Williams Incubation Center Redevelopment
P2	Avon Williams YMCA Parking Lot
P3	Cockrill Bend Site
P4	General Services Site Lease Replacement
P5	Library Devopment Partnership
P6	Existing Metro Library Partnership for TSU Retail Store
P7	Torrence Hall / Holland Hall / Lot & Yard Site
P8	K-12 Academy
P9	Residential Acquisition (Court Villa)
P10	Schrader Acres – Assisted Living Facility
P11	Family Housing



STRATEGIC DEVELOPMENT



P3 DEVELOPMENT POTENTIAL

The Avon Williams Campus is one of TSU's most significant real estate and partnership opportunities. The approximately 7.9-acre downtown campus includes the Tennessee State Business Incubation Center, Avon Williams Building, YMCA Lot, and associated parking. Together, these assets create opportunities for expanded programming, partnerships, and long-term financial value.

EXISTING CAMPUS ASSETS

The campus supports academic programming, business incubation, parking, and community partnerships. The Business Incubation Center contains approximately 35,323 square feet, while the Avon Williams Building includes approximately 100,000 square feet of University space.

DEVELOPMENT POTENTIAL

TSU is evaluating whether the properties should be developed individually or through a coordinated redevelopment strategy. Previous analysis identified mixed-use development as a potential highest and best use, with opportunities for academic, residential, commercial, and business incubation uses.

FINANCIAL VALUE

A December 2025 analysis estimated net residual values of approximately \$50 million for the Business Incubation Center property, \$79 million for the Avon Williams Building property, and \$37 million for the YMCA Lot. A May 2026

market study largely supported these findings.

P3 DEVELOPMENT POTENTIAL

Potential P3 structures include long-term ground leases, joint ventures, and development agreements. A conceptual study explored retaining the Avon Williams Academic Center while adding a TSU residence hall, relocated Business Incubation Center, parking, and private multifamily development.

MAINTAINING TSU'S DOWNTOWN PRESENCE

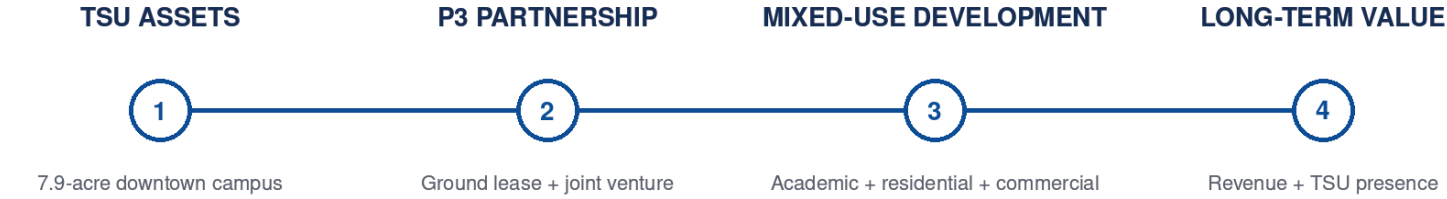
Maintaining a meaningful TSU presence in downtown Nashville remains a key priority. Future development should support academic programs, entrepreneurship, professional development, and stronger connections with Nashville's business community.

REVENUE + PARTNERSHIP OPPORTUNITIES

Potential opportunities include parking partnerships, facility rentals, Business Incubation Center leasing, ground leases, joint ventures, and other P3 arrangements.

CURRENT STATUS + NEXT STEPS

The Avon Williams Campus remains in the due diligence and planning phase. TSU and its real estate consultants are evaluating future University needs, property values, development opportunities, and potential transaction structures before advancing a preferred strategy.



Downtown Avon Williams Campus Sites

Critical Issues

- 1) Ongoing discussion to enter into a ground lease to monetize the sites on a combined or individual basis.
- 2) Board desires to maintain University presence in the downtown area – uses to be aligned with the University’s space utilization planning.

Key Information/Updates

- Part A: Tennessee State Business Incubation Center (315 10th Avenue N)
- Part B: Avon Williams Building (330 10th Avenue N)
- Part C: YMCA Lot (227 YMCA Way)
- Market study completed in May 2026 – summary presented to Board. Largely endorsed previous assessment of value (see below).
- TSU real estate and consultants are establishing a existing use of the sites and plans for future use.
- TSU real estate and consultants are developing a workshop to facilitate discussion with stakeholders (including Board) around future goals for the downtown sites.

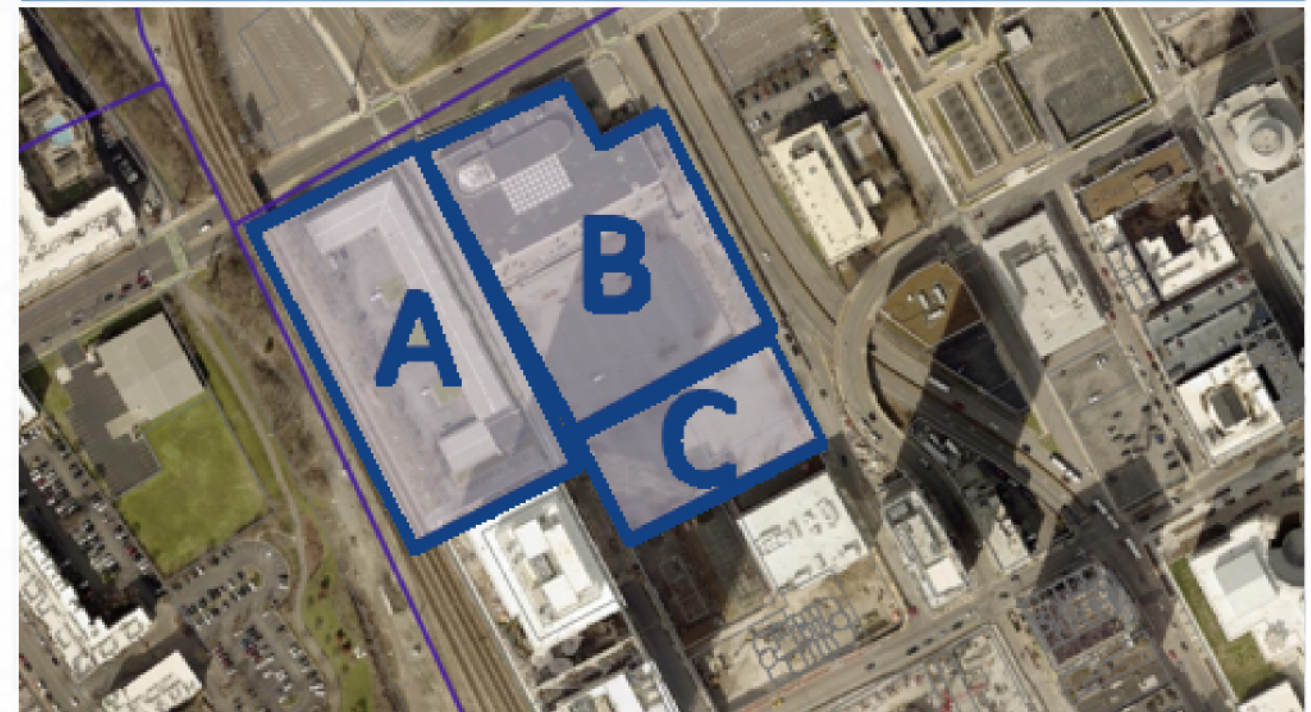
Project Economics – Net Residual Value (estimated December 2025)

- Part A: Tennessee State Business Incubation Center ~ \$50M
- Part B: Avon Williams Building (330 10th Avenue N) ~ \$79M
- Part C: YMCA Lot (227 YMCA Way) ~ \$37M
- Highest and best use is likely to make a mixed-use commercial district.
- The sites are zoned for up to 30 stories, commercial / residential.

Next Steps

- 1) Continue due diligence of property site to determine best future use.
- 2) Workshop for establishing goals for the project.

Key Facts



Development Team TBD		MBE: TBD
Projected Timeline		
Status	Construction Start	Delivery
Due Diligence	TBD	TBD
Program Summary		
Lot Size	7.9 acres	
Building	Part A: 35,323 SF; Part B: 100,000 SF	
Zoning	DTS/DTC, Core overlay district	
Parking	Surface	



Monetization of underutilized real estate assets provides TSU an opportunity to reduce long-term obligations and generate resources that can be reinvested in higher-priority University needs. The Cockrill Bend property represents one such opportunity. The approximately 25-acre site at 7200 Cockrill Bend Boulevard, adjacent to John C. Tune Airport, includes approximately 23,335 square feet of existing building space historically used for University operations and warehousing.

TRANSACTION OPPORTUNITY

TSU is advancing a potential sale of the property to the Metropolitan Nashville Airport Authority. The Board has authorized negotiations, and the transaction is currently pending. Final disposition will require the appropriate University and State approvals.

FINANCIAL VALUE + REINVESTMENT

Previous estimates valued the property between approximately \$9 million and \$12 million, while a subsequent TSU appraisal valued it at approximately \$15.5 million. Proceeds are intended to support improvements to TSU’s existing residence halls, directly connecting the monetization strategy to the student experience.

REDUCING THE UNIVERSITY’S PHYSICAL BURDEN

Disposition would reduce the amount of property and building area TSU must maintain,

allowing resources to be focused on the main campus and facilities that more directly support academics, housing, and student life.

STRATEGIC LOCATION

The property’s location within the Cockrill Bend industrial and aviation area contributes to its value and makes it well suited for aviation, industrial, infrastructure, and workforce-related uses.

CURRENT STATUS + NEXT STEPS

The transaction remains pending as TSU continues negotiations with the Airport Authority and coordinates required State approvals and documentation. The University has identified a goal of progressing toward closing in the fourth quarter of 2026, subject to negotiations and approvals.



Strengthening connections between TSU and the surrounding community creates opportunities to support shared facilities, improve access, reduce long-term University obligations, and advance complementary development. The General Services and Read Hall property is one opportunity where a coordinated public-sector partnership could serve both University and community needs.

EXISTING SITE CONDITIONS

The approximately 43.66-acre property currently supports University administrative functions and includes existing buildings and infrastructure. The site is zoned R6 with flood and urban zoning overlays, and the northern portion is within the 100-year floodplain. Additional due diligence will be required as redevelopment options advance.

PROPERTY + REDEVELOPMENT STRATEGY

TSU is exploring a property transaction that would transition the site to a new public use, reduce University ownership and maintenance responsibilities, and create resources for reinvestment in priority campus improvements.

LIBRARY DEVELOPMENT PARTNERSHIP

A public-sector partnership is being explored to develop a new public library on the General Services site. The strategy could allow TSU continued access to parking while creating a new community amenity adjacent to campus.

EXISTING LIBRARY SITE REUSE

Following relocation of library operations, TSU is exploring acquisition and reuse of the existing library property. Current planning identifies a Campus Retail Store as a potential student-focused use.

SUPPORTING FUTURE DEVELOPMENT

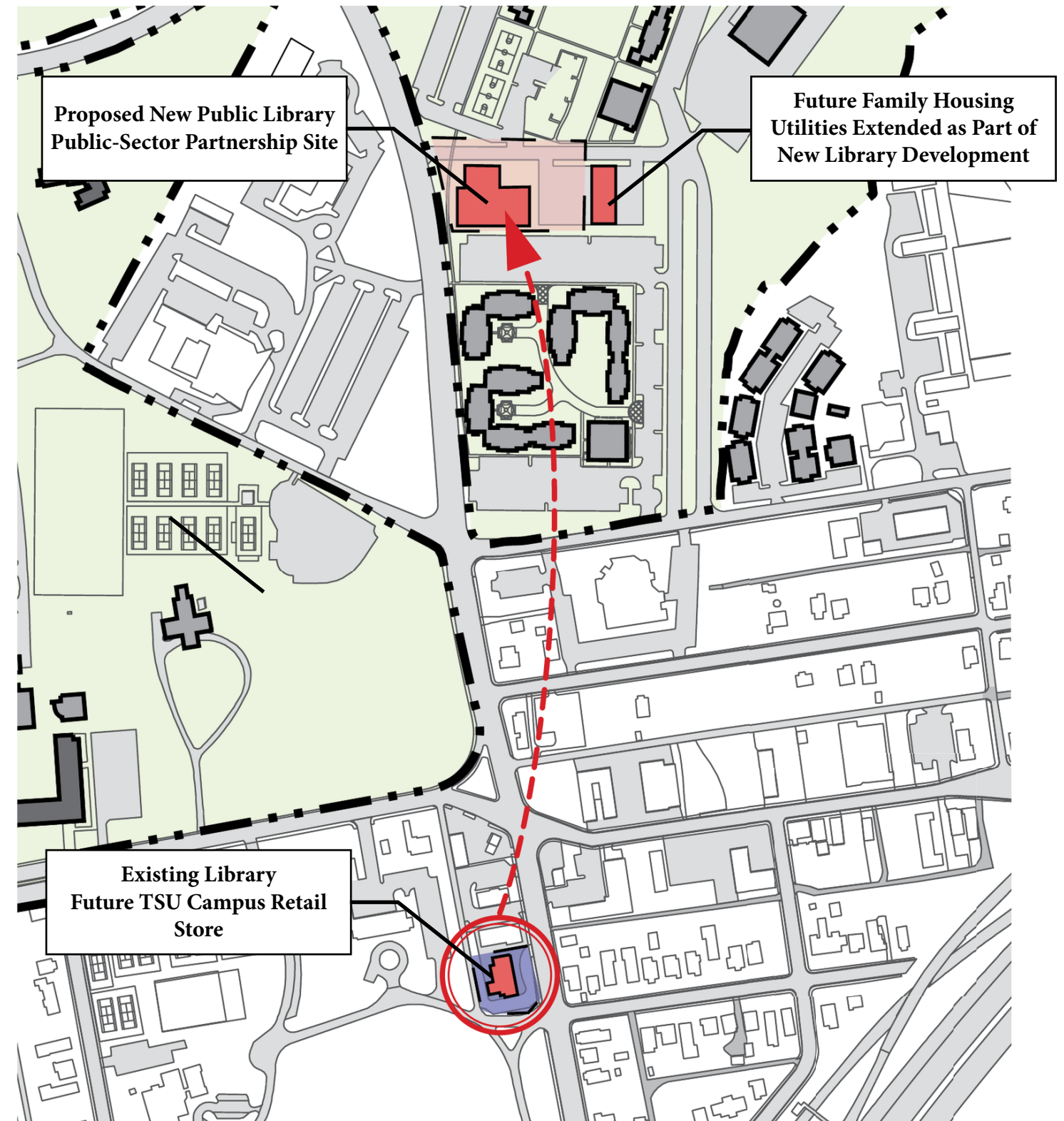
Utility extensions associated with the new library could also support future family housing on adjacent University property, allowing the partnership to establish infrastructure for additional Bridge Plan priorities.

REINVESTMENT IN TSU

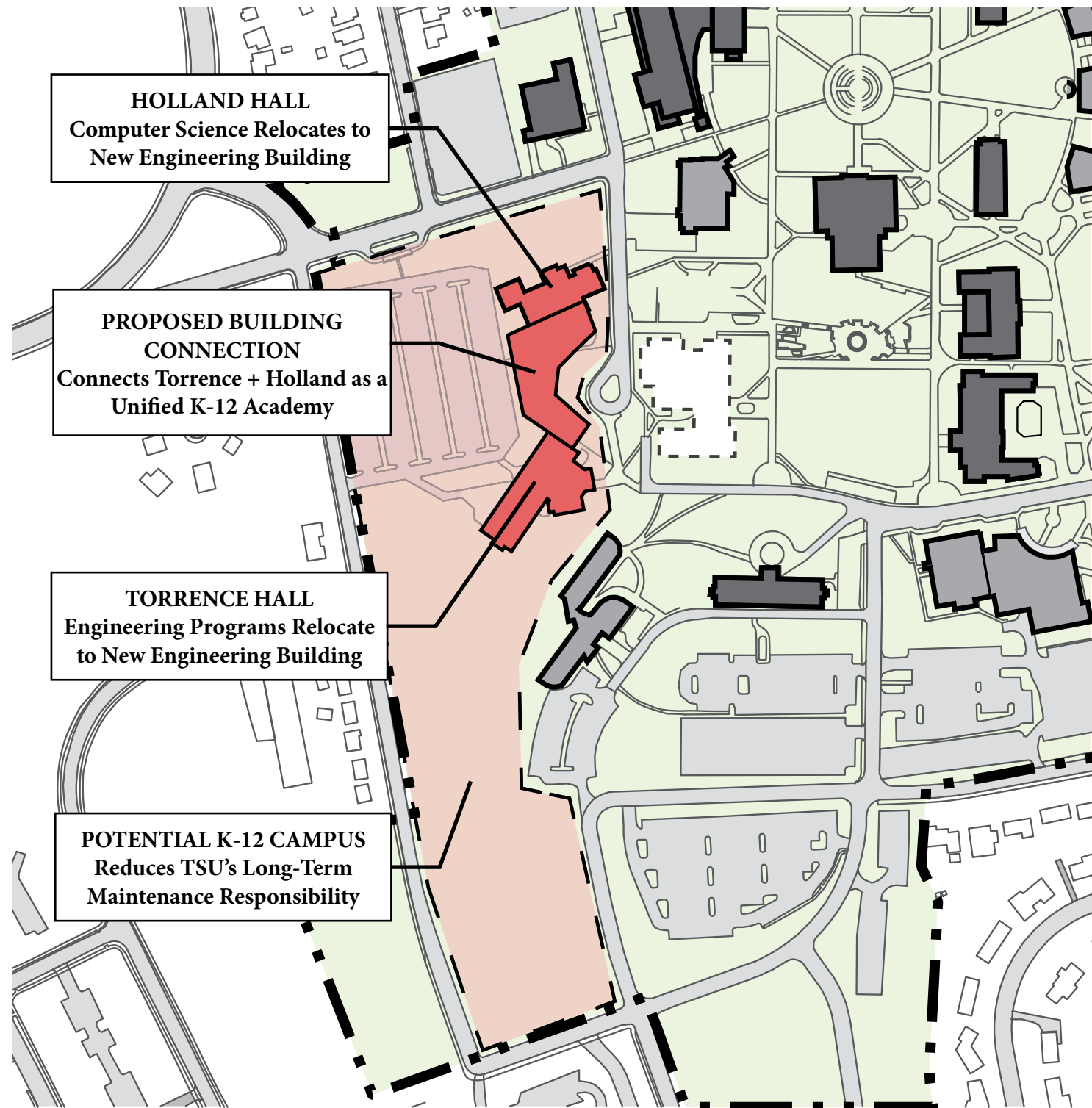
The overall strategy would reduce TSU's physical and maintenance burden while redirecting resources toward higher-priority campus needs and the student experience.

CURRENT STATUS + NEXT STEPS

The property remains in the planning phase. TSU will continue due diligence, coordination, and evaluation of the proposed property transaction, library development, and related reuse opportunities.



ENROLLMENT PIPELINE



Creating earlier connections between prospective students and TSU provides an opportunity to strengthen the enrollment pipeline while expanding educational partnerships. The Torrence Hall, Holland Hall, and Lot & Yard site could support a K-12 academy that introduces students to TSU programs, campus life, and the University environment before college.

PROGRAM RELOCATION

Engineering programs in Torrence Hall and Computer Science programs in Holland Hall are planned to relocate to the new Engineering Building. These moves create an opportunity to reconsider the long-term use of the existing buildings and surrounding site.

COORDINATED REUSE STRATEGY

TSU is evaluating Torrence Hall, Holland Hall, and the adjacent Lot & Yard as a coordinated reuse opportunity. The approach could support a new educational use while improving circulation, access, outdoor space, and connections between the buildings.

K-12 EDUCATIONAL PARTNERSHIP

A potential partnership is being explored to repurpose Torrence and Holland Halls as a K-12 academy. The concept includes a new physical connection between the buildings so they can function as a unified educational facility.

SUPPORTING THE ENROLLMENT PIPELINE

Locating a K-12 program on campus could create an earlier relationship between students and TSU, strengthen the pipeline of prospective students, and expand the University's educational connections with the community.

REDUCING UNIVERSITY OBLIGATIONS

A partner-supported reuse could reduce TSU's long-term maintenance responsibility while keeping the site active and educationally focused after existing University programs relocate.

CURRENT STATUS + NEXT STEPS

The concept remains a developing partnership opportunity. Additional evaluation, coordination, and approvals will be required to address the property structure, building reuse, proposed connection, site needs, and timing of program relocations.

TSU is evaluating near- and long-term opportunities to expand residential capacity and provide a broader range of housing options for students and their families. These initiatives support enrollment growth and strengthen the residential campus experience.

EXPANDING STUDENT HOUSING

TSU is evaluating acquisition of an existing residential property that could provide approximately 214 additional student beds. The acquisition could increase capacity more quickly than constructing a new residence hall.

FAMILY HOUSING

Future family housing is proposed to expand residential options for students and their families. The development would be located adjacent to the planned public library, where utility infrastructure extended as part of that project could support future housing.

COORDINATING INFRASTRUCTURE + DEVELOPMENT

Coordinating housing with nearby infrastructure projects can prepare sites for future development while reducing duplication of improvements. Utility extensions associated with partnership initiatives can support residential growth over time.

FUTURE HOUSING OPPORTUNITY

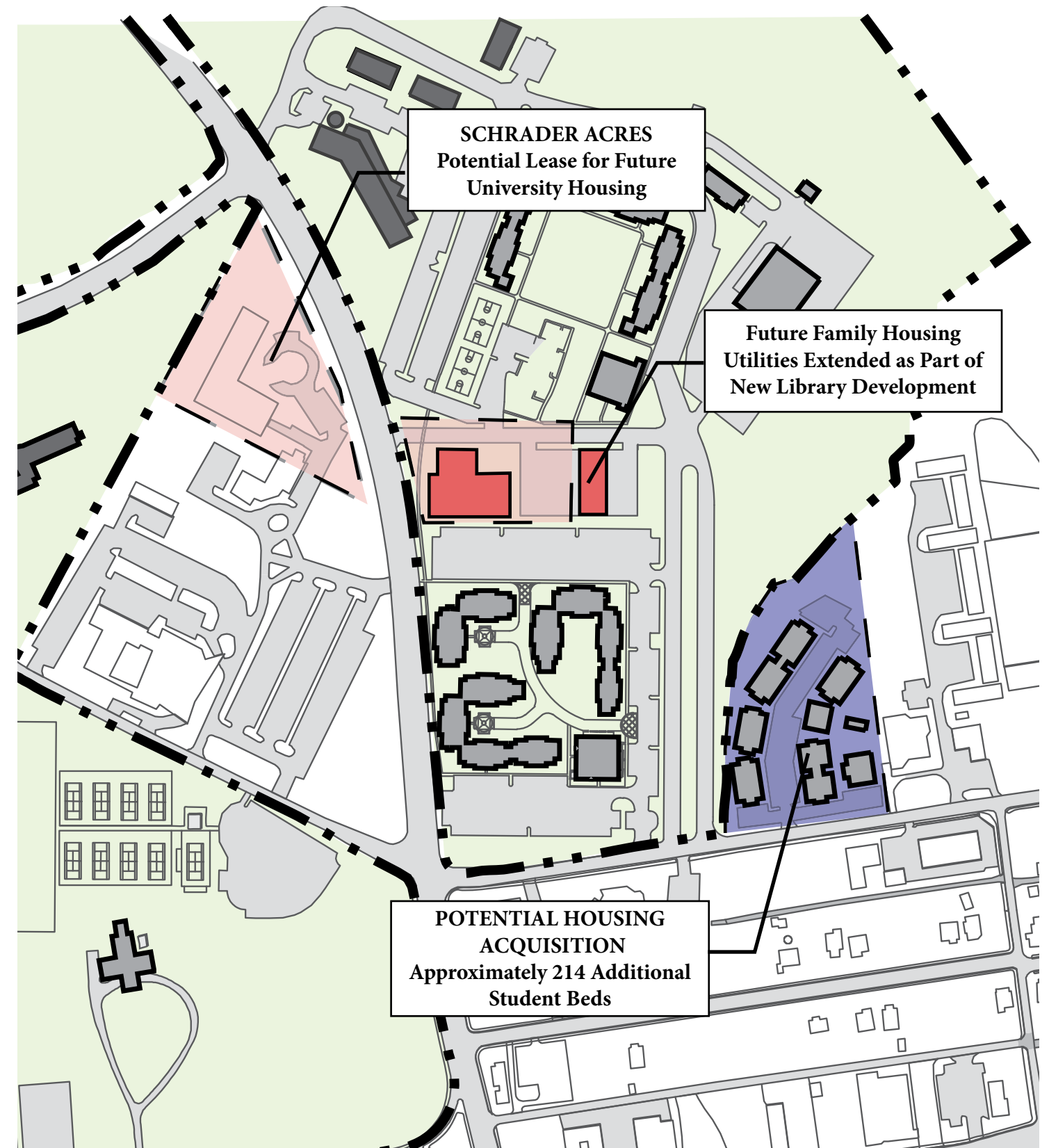
TSU is evaluating Schrader Acres as a potential property acquisition for future University housing. Its location could expand residential capacity while strengthening the connection between the Agriculture area and the main campus.

SUPPORTING ENROLLMENT + STUDENT EXPERIENCE

Expanding housing options can support recruitment, retention, and the student experience by allowing more students to live within or near the campus environment.

CURRENT STATUS + NEXT STEPS

The housing opportunities are in varying stages of evaluation and planning and will require additional due diligence, funding, coordination, and approvals. TSU will continue evaluating the most viable opportunities as funding, partnerships, and approvals become available.





TENNESSEE
STATE UNIVERSITY

“THINK. WORK. SERVE.”

TENNESSEE STATE UNIVERSITY

BOARD OF TRUSTEES

INFORMATION ITEM

DATE:	September 10, 2026
ITEM:	State of Tennessee Real Estate Process & John C. Tune Airport Property Update
RECOMMENDED ACTION:	No action
PRESENTED BY:	Dick Tracy, Executive Director of Facilities Development, Tennessee Board of Regents

Background Information

Dick Tracy will present an outline and overview of the state of Tennessee's process to sale state-owned funds, including major milestones and approvals.

Additionally, Dick Tracy will present the status of the John C. Tune Airport property and discuss at which stage of the state-mandated process does the property currently sit.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 10, 2026

ITEM: Meharry Medical College Transaction Update

RECOMMENDED ACTION: No action

PRESENTED BY: April Robinson, Chief Financial Officer

Background Information

April Robinson will give an update on the status of the parking lot transaction with Meharry Medical College.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 10, 2026

ITEM: University Financial Update

RECOMMENDED ACTION: No action

PRESENTED BY: April Robinson, Chief Financial Officer

Background Information

April Robinson will give a University Financial Update that will include the following:

- A. Finance Administration
- B. FY26 Estimated Budget
- C. Enrollment
- D. FY27 Proposed Budget
- E. FY27 Fiscal-Year-To-Date Budget vs. Actual

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 10, 2026

ITEM: Pro Forma Update

RECOMMENDED ACTION: No action

PRESENTED BY: April Robinson, Chief Financial Officer

Background Information

April Robinson will provide an update on the University's performance relative to the metrics outlined in the Memorandum of Understanding (MOU) with the State. The presentation will also include Pro Forma information and an update on the University's current projections and expectations for performance through 2030.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 10, 2026

ITEM: Athletics Finance & Operations Update

RECOMMENDED ACTION: No action

PRESENTED BY: Jennifer Bell, Interim Athletic Director

Background Information

Jennifer Bell will provide an update on the University's Athletics department, including the budget, operations, and the revenue sharing plan.

TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES
INFORMATION ITEM

DATE: September 10, 2026

ITEM: Report on Institutional Advancement

RECOMMENDED ACTION: No action

PRESENTED BY: Eloise Alexis, VP of Institutional Advancement

Background Information

Eloise Alexis will provide an update on the University's Institutional Advancement efforts and outcomes.



**Meeting
of the
TSU Board of Trustees**

Finance Committee

1

**TENNESSEE STATE UNIVERSITY
BOARD OF TRUSTEES**

AGENDA ITEM

XI. Report on Institutional Advancement

2

Institutional Advancement (IA)

IA acts as the strategic conduit to:

- Secure external funding
- Build alumni networks
- Manage relationships with current & prospective donors

Current Functional Areas

- Alumni Relations
- Fundraising
 - Annual Giving
 - Campaign
 - Estate Planning & Major Gifts
 - Operations
 - Stewardship

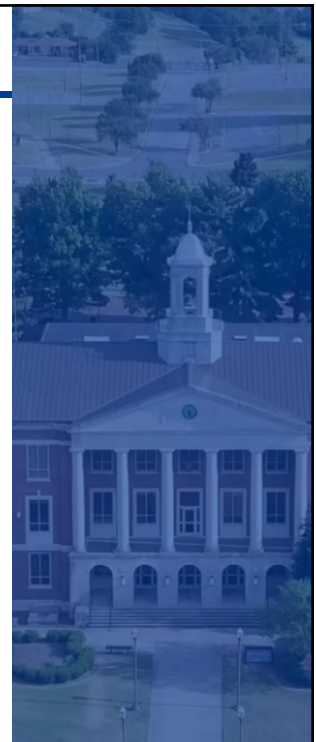


3

FY26: FUNDRAISING SUMMARY

Fiscal Year End: July 1, 2025 - June 30, 2026

- We closed Fiscal Year 2026 (FY26) with **\$6,619,710 in total philanthropic gifts**.
- This total represents a **\$345,074 increase** in gifts received and receipted compared with the end of FY25.
- The fundraising total represents **gifts from 2,796 donors**. This represents 928 fewer donors during the same period last year, though resulting in a larger average gift per donor.
- **Alumni donors contributed \$2,144,880 of the overall giving total**, which is the second highest alumni giving total in the last 15 years. The **1,693 alumni donors** in FY26 are 475 less than in the previous year, resulting in a 2.75% alumni donor participation rate.
- It is important to note that in FY26:
 - We had to assess and address fundraising infrastructure, process, and procedure gaps: Recurring gifts (EFT's, Payroll Deductions), Gift receipting and acknowledgement, Giving forms, and more.
 - We migrated from Banner Advancement to Blackbaud Raiser's Edge — in Jan 2026. Ongoing efforts to standardize new system coding and reporting may result in adjustments to data presented in this presentation.



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TENNESSEE STATE UNIVERSITY • INSTITUTIONAL ADVANCEMENT FUNDRAISING DASHBOARD								
Measurement Category	FY26		FY25		FY26 COMPARISON TO FY25			
	JULY 1, 2025 - JUNE 30, 2026		JULY 1, 2024 - JUNE 30, 2025		DIFFERENCES			
	# OF DONORS	FY26 GIVING	# OF DONORS	FY25 GIVING	# OF DONORS	% OF DONORS	DOLLARS	% OF DOLLARS
COMPARISON BY DONOR CATEGORY								
Alumnus/a (Degreed and Non-Degreed)	1,693	\$ 2,144,879.90	2,300	\$ 1,866,105.10	-607	-26.39%	\$ 278,774.80	14.94%
Alumni Chapter and Affinity Groups	16	\$ 106,422.64	11	\$ 44,071.95	5	45.45%	\$ 62,350.69	141.47%
Corporations	125	\$ 2,164,722.38	133	\$ 2,987,212.31	-8	-6.02%	\$ (822,489.93)	-27.53%
Estates/Trusts	6	\$ 299,550.72	4	\$ 20,133.76	2	50.00%	\$ 279,416.96	1387.80%
Employees	42	\$ 26,965.88	119	\$ 49,192.14	-77	-64.71%	\$ (22,226.26)	-45.18%
Former Employees	6	\$ 6,555.00	20	\$ 11,219.92	-14	-70.00%	\$ (4,664.92)	-41.58%
Foundations	27	\$ 374,729.40	29	\$ 374,245.16	-2	-6.90%	\$ 484.24	0.13%
Friends	662	\$ 361,820.52	892	\$ 445,336.00	-230	-25.78%	\$ (83,515.48)	-18.75%
Government Agencies	3	\$ 17,202.00	0	\$ -	3	0.00%	\$ 17,202.00	0.00%
Organizations	48	\$ 909,935.64	50	\$ 412,849.08	-2	-4.00%	\$ 497,086.56	120.40%
Parents	10	\$ 5,699.82	51	\$ 12,529.43	-41	-80.39%	\$ (6,829.61)	-54.51%
Religious Organizations	13	\$ 123,152.86	13	\$ 13,705.00	0	0.00%	\$ 109,447.86	798.60%
Students	143	\$ 4,538.23	100	\$ 6,248.50	43	43.00%	\$ (1,710.27)	-27.37%
Anonymous Donors	2	\$ 73,534.57	2	\$ 31,787.22	0	0.00%	\$ 41,747.35	131.33%
TOTAL	2,796	\$ 6,619,709.56	3,724	\$ 6,274,635.57	-928	-24.92%	\$ 345,073.99	5.50%
COMPARISON BY GIFT CATEGORY								
Capital	16	\$ 4,850.00	48	\$ 113,734.25	-32	-66.67%	\$ (108,884.25)	-95.74%
Endowments	693	\$ 1,297,994.11	375	\$ 1,163,756.91	318	84.80%	\$ 134,237.20	11.53%
Restricted Programs	1,272	\$ 3,404,848.88	1,468	\$ 2,966,248.77	-196	-13.35%	\$ 438,600.11	14.79%
Restricted Scholarships	777	\$ 1,351,748.03	713	\$ 1,223,757.88	64	8.98%	\$ 127,990.15	10.46%
Unrestricted Funds	459	\$ 560,268.54	1,748	\$ 807,137.76	-1289	-73.74%	\$ (246,869.22)	-30.59%
TOTAL	3,217	\$ 6,619,709.56	4,352	\$ 6,274,635.57	-1135	-26.08%	\$ 345,073.99	5.50%
COMPARISON BY GIFT PAY METHOD								
Cash	250	\$ 15,435.25	84	\$ 19,993.35	166	197.62%	\$ (4,558.10)	-22.80%
Check	693	\$ 3,024,949.83	664	\$ 3,419,523.65	29	4.37%	\$ (394,573.82)	-11.54%
Credit Card	1306	\$ 916,580.28	2,566	\$ 2,604,172.03	-1260	-49.10%	\$ (1,687,591.75)	-64.80%
Other (Payroll/EFT/Wire Transfers)	723	\$ 2,644,387.01	279	\$ 127,734.92	444	159.14%	\$ 2,516,632.09	1970.20%
PayPal	41	\$ 18,375.07	508	\$ 103,261.62	-467	-91.93%	\$ (84,886.55)	-82.21%
Venmo	1	\$ 52.12	0	\$ -	1	0.00%	\$ 52.12	0.00%
TOTAL	3,014	\$ 6,619,759.56	4,101	\$ 6,274,685.57	-1087	-26.51%	\$ 345,073.99	5.50%

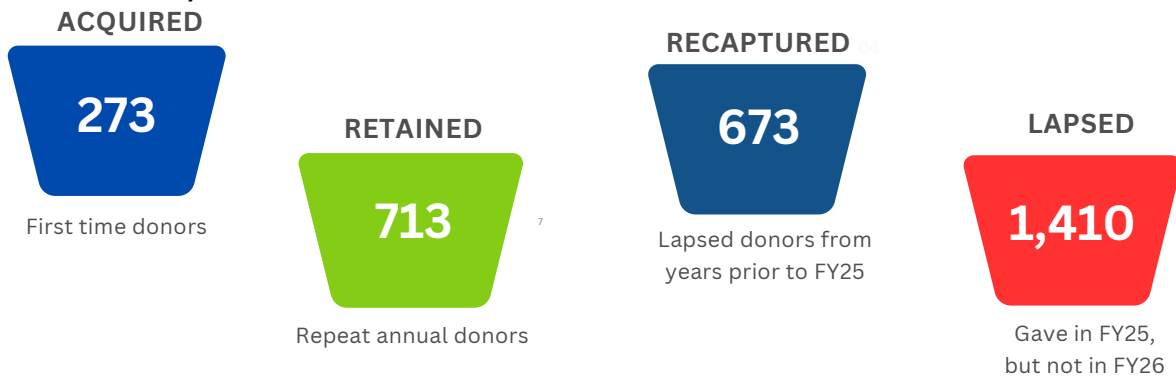
16 Year Historical Alumni Giving Data

FISCAL YEAR	NUMBER OF DONORS	CONTACTABLE ALUMNI	TOTAL GIFTS	PARTICIPATION RATE
2011	1,466	37,533	\$507,554	3.90%
2012	2,065	39,078	\$680,903	5.30%
2013	1,738	41,421	\$920,395	4.10%
2014	2,649	42,487	\$1,126,607	6.20%
2015	2,145	45,451	\$1,298,961	4.70%
2016	1,854	46,872	\$1,247,458	3.90%
2017	2,384	48,509	\$1,608,150	4.90%
2018	2,684	50,077	\$1,483,809	5.30%
2019	2,286	50,696	\$2,497,541	4.50%
2020	3,752	52,566	\$1,948,932	7.10%
2021	2,990	52,000*	\$1,691,598	5.75%
2022	2,768	54,000*	\$1,664,641	5.12%
2023	2,220	56,000*	\$1,567,742	4.00%
2024	1,728	58,000*	\$1,297,450	3.00%
2025	2,168	61,650	\$1,880,810	3.50%
2026	1,693	61,650	\$2,144,880	2.75%

*As the data is not documented, these figures are estimated based on historical contactable alumni trends

Alumni Donors Metrics: July 1, 2025 - June 30, 2026

Of the 1,693 alumni donors last fiscal year...



Institutional Advancement: Mission and Vision

Create a culture of engagement and giving to TSU that is significant and sustainable



Build Relationships



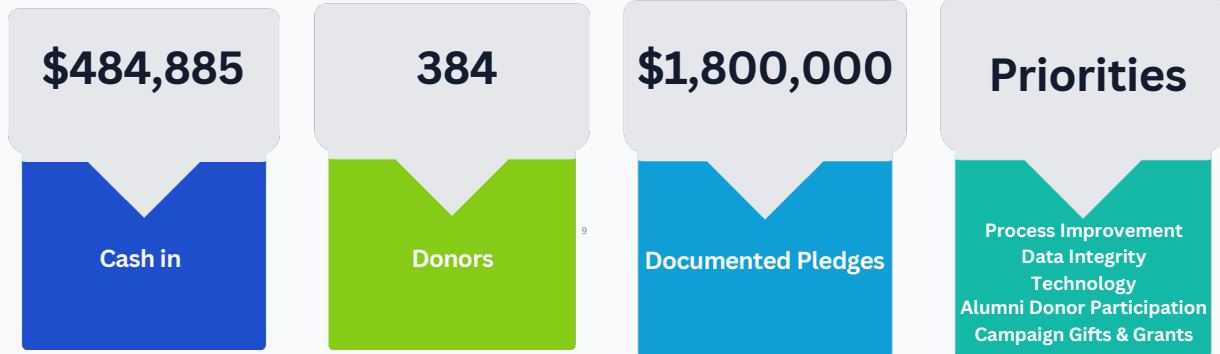
Inspire Involvement and Giving



Drive Results

Transparency | Trust | Transformation

New Fiscal Year: FY27
Fundraising To-Date: July 1, 2026 - August 15, 2026



TSU and JSU are taking the competition off the field and onto the leaderboard for the Tiger vs Tiger Giving Challenge, Saturday, August 22 - Sunday, August 30.

Every dollar donated will support scholarships, campus programs and other student success initiatives.

TSU Tigers, fuel student success - scan the QR code to make your gift and push TSU to the top of the leaderboard.

TEXT **TSUROAR** TO **41444** TO GIVE.

- Official Results: 8/30 @ 11:59pm**
- TSU - \$67,072 from 388 donors
 - JSU - \$26,954 from 195 donors

CHALLENGE FOCUS	EXPECTED IMPACT
Alumni Engagement	Stengthen alumni affinity and engagement through friendly competition
Alumni Participation	Increase new donor acquisition and retention
Philanthropic Support	Immediate use resources to support student success: <i>scholarships, academic programs, Leadership and career development opportunities</i>

Live Leaderboards



RAISED

\$68,711



THANK YOU TO OUR **409** DONORS

Kennette Pelmore

Julius Jackson

Renee Settles

Terence Mcghee

David Wright

Kizzie Woods



